

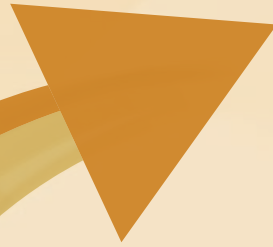


NORTH-WEST UNIVERSITY
YUNIBESITI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT

®

It all starts here®

annual report 2014



15 NWU
faculties

3 NWU
campuses

7 684
NWU employees

students enrolled

2013 2014
60 975 63 135

15 254
qualifications
awarded in 2014

PhDs awarded

2013 2014
168 171

**undergraduate
pass rate**

2013 2014
85,10% 86,16%

2 160

total weighted research
output units in 2014

NRF-rated researchers

2013 2014
169 190

= 12,4% growth

postdoctoral fellows

2013 2014
140 164

= 17,1% growth

total income 2014
R3 206 million

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about this report

This is the NWU's **stakeholder report**, which is a more concise and reader-friendly version of the full NWU annual report that was approved by the NWU Council on 19 June 2015, submitted to the Department of Higher Education and Training (DHET) at the end of June 2015 and is available on the NWU website at <http://www.nwu.ac.za/content/nwu-annual-reports>

in compiling this report, we took the following into account:

1

Information about the NWU as included in the DHET version of the annual report

(The DHET version was compiled strictly according to the DHET's new Regulations for Annual Reporting by Higher Education Institutions, published in June 2014 and incorporating principles from the King III Report.)

2

Some information about how we affect the value of our six capitals through our core business activities, namely teaching-learning and research, with community engagement intertwined in these activities.

3

Some guidelines from the International <IR> Framework of the International Integrated Reporting Council (IIRC)

4

Some guidelines from the Global Reporting Initiative (GRI)

reporting period

January to December 2014, including comparisons with figures from previous years, and looking forward where applicable

reporting period of most recent report

January to December 2013

reporting cycle
annual

contact point

for questions about this report

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fundamental concept and structure of our report

The role of this report is to tell the NWU's unique value creation story.

In other words, through this report we would like to tell you, our stakeholders, how we use and affect our resources and relationships (referred to as our 'capitals') to add value for ourselves and our stakeholders over the short to long term.

our stakeholders

We identify our stakeholders as those groups or individuals who are affected by the university's activities and services, and whose actions can affect the ability of the university to successfully implement its strategies and achieve its objectives.

Our main stakeholders are set out in the table below:

Level 1 stakeholders	Level 4 stakeholders
Students (current, postgraduate)	South Africa, general public (including Africa)
Staff (academic, support, contract)	Libraries, Library Information Association of SA, Library Advisory Board
Employers, business, industry	Faculties (NWU)
Peers, academic and research organisations	Churches
Level 2 stakeholders	Provincial government
Parents, families (of registered students)	Trade unions with NWU members
Department of Higher Education and Training, Higher Education Quality Committee, Higher Education South Africa, South African Qualifications Authority	International development bodies
Schools (grade 11 and 12 learners)	Eduloan, National Student Financial Aid Scheme
Donors, sponsors, patrons	Service providers
Media	Level 5 stakeholders
Level 3 stakeholders	Politicians, political parties
Government, government departments	Farmers
Alumni, Convocation	Traditional leaders, chiefs
Council, Senate	NGOs
Management	FET colleges
Professional boards, accreditation bodies	Statutory bodies
Community, local economy, business	Parents of prospective students
Local government, municipalities, civic organisations	
Afrikaans community	

our six capitals

The NWU depends on these six capitals for our success.

Intellectual capital	Human capital	Social and relationship capital	Manufactured/manufacturing capital	Natural capital	Financial capital
<p>Processes, procedures and policies that support good governance and management</p> <p>Our approach to ethics, our values, vision, mission, strategy, and Institutional Plan</p> <p>Intellectual property or other knowledge-based intangibles emanating from our teaching-learning activities</p> <p>Similar knowledge-based intangibles emanating from our research, innovation and technology transfer activities (ranging from publications, testing services, expert opinions, patents, prototypes and software to the management of networks).</p>	<p>Our staff and students (our internal stakeholders)</p> <p>(This is about their willingness to support the NWU's values and strategic goals, about their loyalty, skills, knowledge and experience, and their motivation to innovate and add value to our other capitals, especially our intellectual capital.)</p>	<p>Our relationship with our external stakeholders</p> <p>(This is about their loyalty, skills, knowledge, experience and motivation to add value to the NWU and its capitals. It is also about reciprocal trust and benefit.)</p>	<p>Our tangible infrastructure that supports our core business activities and contributes to service provision (In other words, we use tangibles to add value to our other capitals.)</p>	<p>Our environmental resources that provide the environment for the other capitals</p> <p>(This includes natural resources or environmental assets that we use to add value to our other capitals.)</p>	<p>Funds obtained by and available to the NWU</p> <p>(This is about how the financial capital releases its value through conversion into other forms of capital.)</p>

These capitals are all interrelated.

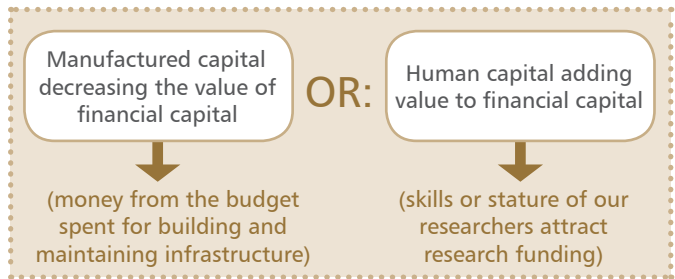
For instance:

Information and communication technology (ICT) may be seen as intellectual property, but also as manufactured capital.

(The intangible, knowledge-based part of IT can resort under intellectual property, and the tangible part, for instance the infrastructure, systems and hardware, under manufactured capital.)

We realise that reporting on this interrelatedness is of particular importance to integrated reporting and in line with the guiding principle of interconnected information. Throughout this report, we have **notes indicating these relationships** between our capitals.

For instance:



From the above it is clear that there is continuous **interaction between these capitals** – if the value of one capital is diminished or enhanced, it can lead to an overall decrease/increase of some of the other capitals.

defining report content

As the NWU, we realise that the content and the quality of the information included in this report should enable our stakeholders to make sound and reasonable assessments of performance, and to act accordingly.

We also realise that – in line with global guidelines – reports should contain information that stakeholders are interested in and not only information that an organisation sees as important. (In this way, we adhere to the principle of “materiality of information” and stakeholder inclusiveness.)

The major stakeholder in South African higher education is the Department of Higher Education and Training, which holds universities accountable on behalf of all South Africans.

However, each reader group has its own ideas as to what a university should report on and what the minimum content of the report should be.

The decisions on what to include in this report were guided by three factors:

The interactions, activities and relationships that are material to the NWU's ability to create value	What the DHET (a major stakeholder of the NWU) wants	What our other stakeholders want	What best practice for integrated reporting dictates
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↓

In 2013, we undertook a process of stakeholder engagement to determine the relative importance of the economic, environmental and societal aspects of integrated reporting in the opinion of key stakeholders of the NWU.

A total of 4 045 respondents participated in the research. The total group consisted of students (35,6%), staff (35,4%), alumni (17,6%), private sector partners (3,9 %), local businesses (neighbours) (3,6%) and parents (2,7%).

The information in the tables from p 27 to p 35 was compiled according to the preferences of our stakeholders as revealed in this research.

Gathering stakeholder views on an annual basis is costly and therefore a recommendation was made to do stakeholder consultation every two years. The next survey will thus be completed by the end of 2015.

In addition to the targeted stakeholder engagement exercise undertaken in 2013, we also engaged with our stakeholders as part of our regular activities. This also provided useful input for decisions on what to include in this report.

our journey towards integrated reporting

Two years ago, the NWU embarked on a journey towards integrated reporting, thereby keeping abreast of this worldwide trend in reporting by organisations and businesses.

This year we took a few steps further on this road. For instance, we changed the structure of this report (compared to last year's report) to further resemble the framework suggested by the IIRC.

However, we had to adapt the framework somewhat because:

- our circumstances in the higher education sector differ from that of a JSE-listed, for-profit company, and

- the NWU is a service-oriented institution producing knowledge and ideas, rather than manufacturing tangible goods.

In the meantime, we are endeavouring to promote a sense of integrated thinking among the NWU community so that the data needed for a fully integrated report will become available through reporting on our daily activities.

follow our footprints

As the NWU, we acknowledge our responsibility towards all stakeholders to pursue our goals with integrity, keeping in mind that all our actions impact upon people and the environment.

We realise that we must act in such a way that the institution, our activities and the benefits these produce can continue into the future. In other words, we should strive towards sustainable development.

For the purposes of this annual report, sustainable development is seen as development that meets the needs of people today, without compromising the ability of future generations to meet their own needs.

For us, this goes beyond reducing our carbon footprint and focusing on the environment. It also means paying attention to matters such as human rights, labour

practices, community engagement, product liability and finances.

We invite you, the reader, to follow our "footprints" as you page through this publication. These footprints show how we are striving to act responsibly in managing the impact of our activities on our own sustainability, as well as that of our stakeholders and the environment.



Economic impact



Impact on people



Impact on the environment



Executive summary

2014 was a landmark year for the NWU. It marked the 10th anniversary of the university's establishment through the merger of two very different institutions, and saw the NWU undergoing the biggest leadership changes since its inception.

The 10th anniversary was reason to celebrate. While the university had encountered many challenges in its first decade, especially in the area of transformation, it had by 2014 grown into one of the largest, most financially stable and most productive tuition and research universities in South Africa.

In 2014, student numbers grew by 3,54% to 63 135, of whom just over 37 000 were contact students. Although the overall number of postgraduate students, at 13 200, was lower than planned, we experienced excellent growth in doctoral enrolments.

We generated significant high-level skills for the economy. During the year, 15 254 students received degrees and diplomas.

On the research front, the number of NRF-rated researchers at the NWU increased from 169 in 2013 to 190 in 2014, while the number of postdoctoral fellows increased from 140 to 164.

Our intellectual property portfolio was healthy and vibrant. The portfolio included 53 RSA-patented inventions, 21 of which were registered in 47 countries. The 19 active licensing agreements brought in just over R2,29 million in product sales and royalty income.

For the 10th consecutive year since the merger, the NWU produced a modest surplus. This was despite a 26,7% increase in bursaries awarded to students from the university's own funds and a sharp increase in staff costs, mainly due to a cost of living salary adjustment.

In preparation for the next 10 years, the NWU has embarked on a review of its mission and strategic direction.

To allow the incoming vice-chancellor, Prof Dan Kgwadi, to manage this process, the current vice-chancellor, Dr Theuns Eloff, offered to step down earlier than planned.

Prof Kgwadi took over the helm on 1 April 2014 and was inaugurated as vice-chancellor on 26 September. On the same day, the chancellor of the university, Kgosi Leruo Molotlegi, King of the Royal Bafokeng Nation, was reinstalled for a second term.

All stakeholders have been invited to participate in the strategy review process and we believe that this new strategic direction will position the NWU for ongoing growth and renewal, and take the university boldly and confidently into the next decade.

Tshobokanyo ya bakhuduthamaga

2014 e ne e le ngwaga wa diphithhelelo tse dikgolo tsa YBB. E ne e le ngwaga wa bo 10 fa e sa le yunibesiti e tlhomilwe ka go kopanngwa ga dikhamphase tsa ditheo tse pedi tse di sa tshwaneng gotlhelele, mme ka one ngwaga oo YBB e ne ya nna le diphetogo tse dikgolo thata tsa boeteledipele fa e sa le e tlhongwa.

Ngwaga wa bo 10 e ne e le ngwaga wa go keteka moletlo wa seno. Le fa yunibesiti e ile ya kopana le dikgwetlho tse dintsi mo dingwageng tsa ntlha tse some, segolobogolo mo karolong ya diphetogo, ka 2014, e ne e le nngwe ya diyunibesiti mo Aforikaborwa e boemo jwa yone jwa madi bo tlhomameng fela thata, e e nang le matswela le ya patlisiso.

Ka 2014, palo ya baithuti e ne ya gola ka 3,54% go fitlha go 63 135, mme ba ba fetang 37 000 ba bone e ne e le baithuti ba ba ithutelang mo setheong. Le mororo palokakaretso ya baithuti ba morago ga kalogo, ya 13 200, e ne e le kwa tlase go feta ka fa go neng go rulagantswe ka gone, re ne ra nna le kgolo e e molemo tota ya ba ba ikwadiseditseng gerata ya bongaka.

Re ne ra ruta dikgono tsa maemo a a kwa godimo tse di bothokwa tsa ikonomi. Mo tsamaong ya ngwaga, baithuti ba le 15 254 ba ne ba amogela didikerii le didipoloma.

Mo kgannyeng ya go dira patlisiso, palo ya babatlisisi ba NRF e ba neileng maduo kwa YBB e ne ya oketsega go tswa go 169 ka 2013 go fitlha go 190 ka 2014, fa palo ya baakatemi-bagolo ba morago ga kalogo ya bongaka yone e ne ya oketsega go tswa go 140 go ya go 164.

Potefolio ya rona ya ditshwanelo tsa tetlokhopi e ne e siame e bile e tswetse pele sentle. Potefolio e ne e akaretsa ditlhangwa tsa semolao di le 53 tsa RSA, tse 21 tsa tsone di ne tsa kwadisiwa kwa dinageng di le 47. Ditumalano di le 19 tse di santseng di dira tsa go ntshiwa ga dilaesense di ne tsa dira lotseno lwa R2,29 milione lwa thekiso ya dikuno le go dirisiwa ga tsone.

Mo ngwageng wa bo 10 ka go latelana wa fa e sa le dikhamphase di kopanngwa, YBB e ne ya sala e na le lefetiso le lentsi la madi. Seno se diregile jalo go sa kgathalasege koketsego ya 26,7% ya dibasari tse di neng tsa newa baithuti ka madi a yunibesiti ka boyone le koketsego e kgolo ya ditshenyegelo tsa badiri, segolobogolo ka ntlha ya go okediwa ga disalari tsa bone ka ntlha ya ditshenyegelo tsa go itshedisa.

Go ipaakanyetsa dingwaga di le 10 tse di tlang, YBB e simolotse go tlhabolola maikaelelo a yone a kaelo ya yone e mosola. Go dira gore motlatsa-mokanseliri yo o tsenang, e leng Mop Dan Kgwadi, a kgone go laola thulaganyo eno, motlatsa-mokanseliri wa nako eo, e leng Ngaka Theuns Eloff, o ne a ithaopela go rola maemo a gagwe a tiro pele ga nako e a neng a rulaganyeditse go dira jalo ka yone.

Mop Kgwadi o ne a tsaya marapo ka di 1 Moranang 2014 mme a tlhongwa jaaka Motlatsa-Mokanseliri ka di 26 Lwetse. Mo go lone letsatsi leo, mokanseliri wa yunibesiti, Kgosi Leruo Molotlegi, Kgosi ya Morafe wa Segosi wa Bafokeng, o ne a tlhomiwa lekgetlo la bobedi mo maemong a gagwe.

Baamegi botlhe ba laleditswe go tsaya karolo mo thulaganyong ya go tlhabolola leano mme re dumela gore kaelo eno e ntšha e tla baya YBB mo maemong a mantle a kgolo le ntšhafalo, le go isa yunibesiti ka bopelokgale le ka tsholofelo mo dingwageng di le lesome tse di latelang.

Bestuursopsomming

2014 was 'n mylpaaljaar vir die NWU. Dit was die 10e herdenkingsjaar van die samesmelting van twee baie uiteenlopende instellings, en dit is gekenmerk deur die NWU se grootste leierskapsveranderinge sedert sy ontstaan.

Die 10e verjaarsdag was 'n rede tot feesviering. Terwyl die universiteit in sy eerste dekade voor baie uitdagings te staan gekom het, veral wat betref transformasie, het dit teen 2014 tot een van die grootste, mees finansiële stabiele en produktiefste onderrig- en navorsingsuniversiteite in Suid-Afrika gegroei.

In 2014 het studentetalle met 3,54% toegeneem, waarvan net meer as 37 000 kontakstudente was.

Hoewel die 13 200 nagraadse studente minder was as wat beplan is, was daar uitstekende groei in doktorsale inskrywings.

Ons het belangrike hoëvlakvaardighede vir die ekonomie geskep – gedurende die jaar het 15 254 studente grade en diplomas ontvang.

Op die navorsingsfront het die getal NNS-gegradeerde navorsers aan die NWU van 169 in 2013 tot 190 in 2014 toegeneem, terwyl die getal postdoktorale genote van 140 tot 164 toegeneem het.

Ons portefeulje van intellektuele eiendom was gesond en lewenskragtig.

Die portefeulje het 53 RSA-gepatenteerde uitvindings ingesluit, waarvan 21 in 47 lande geregistreer was.

Die 19 aktiewe lisensie-ooreenkomste het net meer as R2,29 miljoen in produkverkope en tantième-inkomste ingebring.

Vir die 10e jaar agtereenvolgens sedert die samesmelting het die NWU 'n beskeie surplus opgelewer. Dit was ten spyte van 'n styging van 26,7% in beurse wat aan studente uit die universiteit se eie fondse toegeken is en 'n skerp styging in personeelkoste, hoofsaaklik as gevolg van 'n lewenskoste-salarisaanpassing.

Ter voorbereiding vir die volgende 10 jaar het die NWU 'n hersiening van sy missie en strategiese rigting van stapel gestuur.

Om die inkomende visekanselier, prof Dan Kgwadi, toe te laat om die proses te bestuur, het die vorige visekanselier, dr Theuns Eloff, aangebied om vroeër uit te tree as wat beplan is.

Prof Kgwadi is sedert 1 April 2014 aan die roer van sake en is op 26 September as visekanselier ingehuldig.

Op dieselfde dag is die kanselier van die universiteit, Kgosi Leruo Molotlegi, opperhoof van die Koninklike Bafokeng-stam, vir 'n tweede termyn ingehuldig.

Alle belanghebbende is genooi om deel te neem aan die strategiehersieningsproses, en ons is oortuig dat hierdie nuwe strategiese rigting die NWU vir voortgesette groei en vernuwing sal posisioneer en op kragtige wyse en met vertroue die volgende dekade sal binnelei.

Kakaretso e phethahetseng

2014 e ne e le selemo sa bohlokwahadi ho NWU. Sekolo se ne se keteka dilemo tse 10 tsa theho ya yunivesithi ka kopanyo ya ditsi tse pedi tse fapaneng haholo, mme ya fetisa NWU tlasa diphetoho tse kgolokgolo tsa boetapele esale e thewa.

Phihlollo ya dilemo tse 10 e ne e le lebaka la ho keteka. Leha yunivesithi e teane le mathata a mangata dilemong tsa yona tsa pele tse leshome, haholo karolong ya phetoho, ka 2014 e ne e se e fetohile e nngwe ya diyunivesithi tse kgolo ho fetisisa tsa thuto le dipatlisiso, tse maemong a tsitsitseng tsa ditjhelete hape e sebetsang ka thata ho fetisisa mona Afrika Borwa.

Ka 2014, dipalo tsa baithuti di nyolohile ka 3,54% ho ya ho 63 135, mme baithuti ba fetang 37 000 e ne e le baithuti ba kenang dihlopheng.

Leha palo e akaretsang ya baithuti ba postgraduate e neng e le ho 13 200, e ne e le tlasana ho feta kamoo ho rerilweng, re bile le kgolo e ntle ho fetisisa ngodisong ya mangolo a docrate.

Re hlalositse bokgoni bo boholo ba maemo a hodimo bakeng sa moruo. Nakong ya selemo, baithuti ba 15 254 ba fumane di-degree le di-diploma.

Hlakoreng la dipatlisiso, palo ya babatlisiso ba sekaleng sa NRF ho la NWU e eketsehile ho tloha ho 169 ka 2013 ho ya ho 190 ka 2014, ha palo ya di-postdoctoral fellow e nyolohile ho tloha ho 140 ho ya ho 164.

Potefoliyo ya rona ya thepa ya kelello e ne e phetse hantle mme e fapafapane. Potefoliyo e ne e kenyelletsa ditlhaliso tse 53 tse ngodisitsweng mona RSA, tse 21 tsa tsona di ne di ngodisitswe dinaheng tse 47.

Ditumellano tse 19 tse sebetsang tsa dilaesense di kentse dimilione tse fetang R2,29 ka dithekiso tsa dihlahiswa le lekeno la lebitso.

Bakeng sa selemo sa boleshome ka tatellano esale ho ba le kopanyo ya ditsi, NWU e hlalositse tswala e nyane. Sena se etsahetse leha ho bile le keketseho ya 26,7% ho basari tse fuweng baithuti ho tswa ditjheleteng tsa yunivesithi ka boyona le keketseho e kgolo ho ditjeo tsa basebetsi, haholo ka lebaka la phetolo ya moputso wa ho phela.

Boitukisetsong ba dilemo tse tlang tse 10, NWU e kgabong ya tjhebotjha ya maikemisetso le moralo wa yona. Ho dumella motlatsa-chanselara e ntjha, Prof Dan Kgwadi, ho tsamaisa tshebetso ena, motlatsa-chanselara wa hona jwale, Dr Theuns Eloff, o ile a ikopela ho theoha setulong seo pele ho nako e rerilweng.

Prof Kgwadi o qadile ho tshwara marapo ka la 1 Mmesa 2014 mme a hlapamiswa jwalo ka Vice-Chancellor ka la 26 Lwetse. Ka letsatsi lona leo Chanselara ya yunivesithi, Kgosi Leruo Molotlegi, Morena wa Setjhaba sa Royal Bafokeng, o ile a busetswa setulong bakeng sa tema ya bobedi.

Baamehi bohle ba memetswe ho nka karolo tshebetsoeng ya tjhebotjha ya moralo mme re dumela hore tsela ena e ntjha ya moral e tla beha NWU maemong a matle bakeng sa kgolo le ntjhafalo, mme e ise yunivesithi pele dilemong tse ding hape tse leshome ka sebete le ka boitshepo.

our organisational overview

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.

what we do

Our core business is teaching-learning and research, with community engagement intertwined in these activities.

Ultimately, though, our role is about creating value, which refers to our output, as well as our obligation to address the social capital deficit in communities. It also closely links our long-term strategies to the goals of the South African government's National Development Plan, which has 2030 as its end date.

our vision, mission and strategy

vision

The NWU's vision is to be a pre-eminent university in Africa, driven by the pursuit of knowledge and innovation.

mission

The NWU's mission is to become a balanced teaching-learning and research university and to implement its expertise in an innovative way. This the institution will achieve as it lives its values, strives for sound management and pursues transformation, while being locally engaged, nationally relevant and internationally recognised.

strategy

The NWU strategy in support of its mission is to increase the quality and quantity of research by focusing on campus niches, appropriate incentives and capacity building and development, while strengthening the quality of teaching and learning by improved client focus, e-learning, innovation and diversity.

We are in the process of establishing a new vision, mission and strategic agenda for the NWU for the next 10 years.

This process started with a brainstorming session in July 2014 and has since been driven by a strategy review team comprising the institutional management (including the three campus rectors) plus the campus vice-rectors.

This strategy team, which has held a series of meetings and workshops, consulted with various NWU stakeholder groups during the second half of 2014.

Incorporating the feedback from these stakeholder groups, the strategy review team started to develop the following:

- Our success model – a measured description of how our internal and external success and financial success would be defined in the long term.
- Our identity – the NWU's new purpose, dream and brand promise (concepts similar to our current vision and mission).
- Our common strategic assumptions – the assumptions which the team shares about the future in key areas which will inform strategy development.
- Our market direction – these preliminary decisions indicate which current markets will be maintained and expanded and which new markets will be developed.
- Our competitive strategy – this results from an analysis of the NWU's strengths and weaknesses in relation to our competitors, our relative competitive position and what competitive strategy we will follow.

Further work (including further consultation) will continue in 2015 when the outputs of the strategic process will be presented to Council for consideration and possible approval.





name of the organisation
North-West University

scale of the organisation

63 135 students were enrolled and 7 684 staff members employed in 2014.

quantity of services provided

15 254 students received degrees and diplomas during 2014.

countries where the organisation operates

We operate mainly in South Africa, but through our daily activities we collaborate extensively with institutions and people all over the world. In 2014, the NWU had some 483 active agreements and memoranda of understanding.

net revenues

The total income of the university was R3 206,0 million for the 2014 financial year. Total expenses (excluding the IAS19 valuation): R3 134,7 million.

primary brands, products and services

Our core business comprises teaching-learning, research and community engagement.

markets served

Although our main clients are our students, we also engage with several other stakeholder groups. (See table on p 5).

nature of ownership and legal form

The NWU is one of the 26 public higher education institutions in South Africa and is governed in terms of the Higher Education Act of 1997.

location

The NWU is a South African university with three campuses and an Institutional Office. Our campuses are located in

- ➔ Mahikeng
- ➔ Potchefstroom
- ➔ Vanderbijlpark

The Institutional Office (head office) is also situated in Potchefstroom.

where we operate



competitive landscape

South Africa has 26 public higher education institutions.

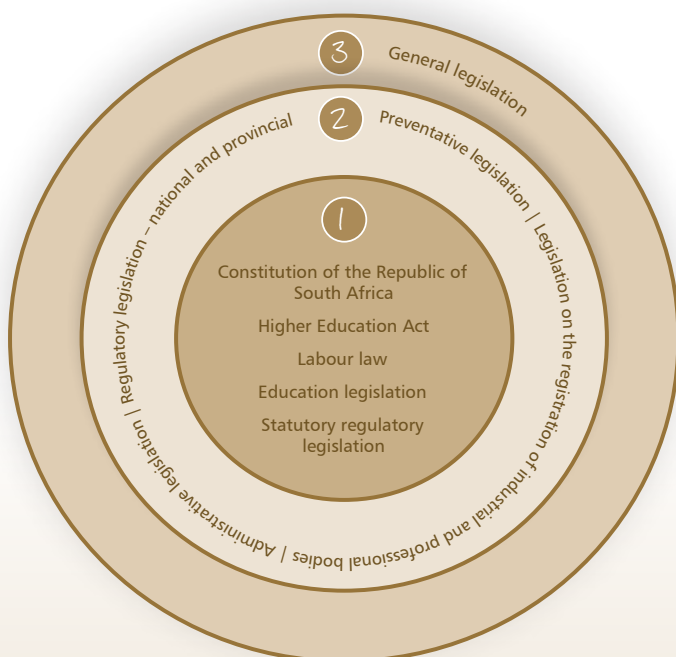
Although we only receive the **7th most income from Government**, in many instances our achievements have enabled us to position the NWU much more favourably in the higher education sector.

	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
Unweighted 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%	6	7,23%	7
PhD 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

our external environment

Several factors in the NWU's external environment affect our ability to create value for our different capitals.

our legal environment



After the South African Constitution, which is the highest law of the land, the NWU is governed in terms of the Higher Education Act of 1997, as well as the regulations and policies issued in terms of the Act, the NWU Statute and the Rules.

In addition, we adhere to the other applicable laws and regulations governing our activities, and are also guided by corporate governance codes such as those found in the King III Report.

Council's Audit, Risk and Compliance Committee oversees the extent to which the NWU has measures in place to ensure compliance to applicable laws, codes, rules and standards.

In 2014, the NWU management submitted a comprehensive status report to Council, providing a systematic overview of the management processes that support 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.

How this environment affects our capitals and influences our strategy and business activities:

Capital	Our reaction (implementing our strategy/Institutional Plan through our business activities)
Intellectual capital	After completing an internal academic programme approval process led by the NWU's Institutional Committee for Academic Standards, we add even more value by ensuring that all academic programmes and short courses are accredited by other professional bodies where applicable (p 74). (For more specific information on how recent changes in higher education legislation and regulations affect our teaching-learning processes, turn to p 74 and p 75 in the section on our intellectual capital.)
Human capital	We add value by treating our staff and students fairly. We respect their human rights, create an ethical workplace, establish grievance and dispute resolution mechanisms, improve employment equity and ensure worker and student participation. We conduct all these activities as prescribed by law (p 47, p 94 and p 95). Our Human Rights Committee deals with reported cases of human rights violations and an ombudsperson deals with reported cases of sexual harassment (p 95).
Social and relationship capital	We add value by adhering to the principles of accountability, transparency and good governance as prescribed by the Higher Education Act and other acts, regulations and guideline documents (p 44).
Manufactured capital	We add value by spending the state subsidy earmarked for infrastructure as prescribed by the Department of Higher Education and Training (DHET) and the Higher Education Act (p 106).
Financial capital	We add value by spending the state subsidy as prescribed by the DHET and the Education Act (p 106). The NWU uses a procurement process that is fair, transparent and cost effective as prescribed by law (p 42). We report on financial matters in accordance with International Reporting Standards and within the regulations in terms of the Higher Education Act (p 111). We make sure that the NWU's financial statements are annually audited by an external, independent auditor (p 120).
Natural capital	We add value by adhering to environmental laws and regulations. (Even more so after implementing the recommendations of an environmental legal compliance audit done in 2013.) (p 31)

our political environment

We take cognisance of the South African political environment where certain factors such as social justice and the eradication of past inequalities are very important.

Our strategies and goals are also linked to those of the South African government's National Development Plan.

How this environment affects our capitals and influences our strategy and business activities:

Capital	Our reaction (implementing our strategy/Institutional Plan through our business activities)
Intellectual capital	We add value through our Unit for Open Distance Learning by bringing education to the people (p 75).
Human capital	We add value by providing assistance to needy students, for instance through our Meal-a-Day programme. We provide financial assistance to students from our own funds, and our financial aid offices also manage bursaries from the National Student Financial Aid Scheme (NSFAS) and other national and provincial funding schemes (p 90). We also subscribe to and apply the principles of the Employment Equity Act and are committed to transformation (p 94).
Social and relationship capital	We add value by uplifting communities through sustainable community engagement (p 103).
Manufactured capital	We add value by using BBBEE-qualified suppliers for our building and infrastructure projects (p 29).
Financial capital	We add value by using BBBEE-qualified suppliers for sourcing goods and services (p 29). We are also committed to equal and transparent resource allocation to address inequalities resulting from the past (p 65 and p 106).
Natural capital	We add value by implementing several "green" initiatives and projects on the campuses (p 108).

our economic environment

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.

Even with challenges such as these that have, 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.

More and more young people in South Africa want to study, but due to tough economic circumstances not all of them have the means. 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.

How this environment affects our capitals and influences our strategy and business activities:

Capital	Our reaction (implementing our strategy/Institutional Plan through our business activities)
Intellectual capital	We add value by developing more academic programmes, thereby ensuring an increase in student numbers and tuition fees (p 74).
Human capital	We add value by awarding bursaries to students from our own funds and providing financial support for the training, development and further education of our staff members (p 90 and p 97). We also spent approximately 52,9% of our budget on staff remuneration.
Social and relationship capital	We add value by creating shared value for communities, offering our expertise at minimal or no cost through sustainable community engagement activities (p 27). Our infrastructure development leads to direct spending in the local economy, job creation and skills development (p 27). Staff and students spend money in the towns and cities where our campuses are situated (p 28).
Manufactured capital	We add value by spending our own funds and funds received from the DHET's Infrastructure and Efficiency Fund on capital infrastructure and maintenance projects (p 106).
Financial capital	We add value by striving to increase our income, for instance earning third-stream income through rendering expert services to industry, or commercialising our patents (p 82). We also add value to the economy by conferring degrees and diplomas, thereby contributing to the South African work force (p 73).
Natural capital	We add value by allocating funds to each campus to invest in various green initiatives, for instance recycling and electricity-saving campaigns (p 108).

our technological environment

Living in an era of rapid technological development, we must keep abreast of the latest technologies used for teaching-learning and research.

This requires continuous investigation into the use of information and communication and other technologies in all teaching-learning and research environments.

The NWU also has the responsibility to deliver highly skilled graduates who can contribute to the development of technology in various fields.

How this environment affects our capitals and influences our strategy and business activities:

Capital	Our reaction (implementing our strategy/Institutional Plan through our business activities)
Intellectual capital	We add value by developing and offering high-standard academic programmes to produce graduates who are prepared for the speed and effect of technological development and changes and will themselves be able to contribute to this phenomenon (p 73). We also add value by using modern technology for delivering distance education programmes through our Unit for Open Distance Learning (p 75).
Human capital	We add value by training our staff to keep up with the latest technologies used for teaching-learning, research and activities supporting these core business activities (p 74).
Social and relationship capital	We add value by using modern technologies and new media to communicate with stakeholders on matters concerning the NWU (p 99).
Manufactured capital	We add value by obtaining and maintaining state-of-the-art technology in all aspects of the university's operations, from teaching-learning and research to student administration, library services, financial management and reporting, and intellectual property management (p 107).
Financial capital	We decrease our financial capital by investing in modern equipment and other technologies to make sure that the best and latest technologies support our core business (p 107).
Natural capital	We add value by using modern technology such as video conferencing or electronic communication to limit paper use and travelling, thereby decreasing our carbon footprint (p 84).

market forces

We compete for students and staff with the other 26 higher education institutions in South Africa.

How this environment affects our capitals and influences our strategy and business activities:

Capital	Our reaction (implementing our strategy/Institutional Plan through our business activities)
Intellectual capital	We add value by developing academic programmes that are not readily available at other higher education institutions (p 72 and p 101). By doing so, we attract more students. We also conduct high-quality research, ensuring that we will remain among the top six research universities in South Africa (p 12).
Human capital	We add value by striving to attract and retain some of the best staff in the sector, thereby building the NWU's image and making it more attractive for students (p 79). During the past five years, the number of NWU researchers rated by the National Research Foundation (NRF) increased from 117 to 190 and the number of postdoctoral fellows from 69 to 164 (p 66).
Social and relationship capital	We add value by building the NWU brand (p 99). We also engage with internal and external stakeholders to promote loyalty and goodwill so that the NWU will be their higher education institution of choice (p 98). We market the NWU and recruit students (p 100).
Manufactured capital	We add value by developing and maintaining infrastructure (buildings, equipment, etc) according to a 10-year macro maintenance plan, to make sure that our infrastructure compares positively with that of other SA universities (p 106).
Financial capital	We add value by making sure that the NWU remains one of the more financially stable and sustainable universities in the country (p 110).
Natural capital	We add value by striving towards ensuring that our carbon footprint and our commitment to a sustainable environment compare well in the sector (p 108).

our natural environment

We live in a country where natural resources, especially water, are scarce. Another challenge is to deal with the load shedding introduced by Eskom.

How this environment affects our capitals and influences our strategy and business activities:

Capital	Our reaction (implementing our strategy/Institutional Plan through our business activities)
Intellectual capital	We add value by introducing specific modules containing environmental principles into curricula (p 30). We also conduct research that will benefit the environment and promote sustainable energy use, such as hydrogen and biodiesel production (p 108).
Human capital	We add value by sensitising staff and students to use natural resources responsibly and initiate green campus projects (p 108).
Social and relationship capital	We add value by buying green products for use at the NWU, from energy-saving light bulbs and shower heads at residences to sustainably sourced corporate gifts, many of which are produced through our sustainable community engagement projects (p 108).
Manufactured capital	We add value by using natural resources wisely and limiting waste when building or maintaining infrastructure. We strive to keep guidelines for green buildings in mind when erecting new buildings. (The new building for life sciences – on the Potchefstroom Campus – was designed according to green standards.) (p 29)
Financial capital	Load shedding has an impact on our finances, decreasing our financial capital by requiring emergency power generators to be kept on during load shedding periods.
Natural capital	We add value by using our natural resources wisely. For instance, we use grey (waste) or storm water to irrigate our campuses's gardens, and plant hardy, indigenous plants. The garden at the engineering building on the Potchefstroom Campus is a good example of this (p 109).

our stakeholders' expectations

Our main stakeholder groups are set out in the table on p 5.

These different stakeholders have different expectations, which affect our core business activities. A few examples are mentioned in the table below.

How this environment affects our capitals and influences our strategy and business activities:

Stakeholders	Expectation	Our reaction (implementing our strategy/ Institutional Plan through our business activities)	Affecting our capitals
Parents, students, the Department of Higher Education and Training (DHET), donors, industry and business	They expect a high return on their investments: high-quality academic and research programmes, well-trained academics, high pass, throughput and graduation rates, high-quality qualifications and employable graduates.	We constantly improve the quality of our teaching-learning (p 74) and research (p 78). We develop high-quality academic (p 74) and research programmes (p 78). We ensure the quality of all our core business activities (p 85). We continue to train and develop our staff members (p 97).	Through these activities we add value to our intellectual capital (by developing new academic and research programmes, strategies, etc), and decrease the value of our financial capital (by paying salaries) and our environmental capital* (by using natural resources and creating waste). At the same time we also increase our financial capital, for instance by rendering expert services to industry (earning third-stream income).
DHET	The department expects: <ul style="list-style-type: none"> ▶ transformation ▶ student access ▶ redress, diversity and equity 	We drive transformation (p 64). We make sure that all qualifying students have access to the NWU (p 64 and p 77). We strive to reach our diversity and equity targets (p 64).	Through these activities we add value to our human and our social and relationship capitals. We decrease the value of our financial capital** (for instance paying for interpreting services to allow access).
All stakeholders	They all expect good, transparent governance.	Council governs the NWU in terms of the Statute (p 44).	Ethical and transparent activities add value to all our capitals.
Community	They expect us to address their needs and solve their problems, thereby improving their quality of life.	We enable and promote research and innovation that improve the lives of people (p 82). To accomplish the above, we constantly develop and train our staff members (p 97). We implement our academics' expertise and commercialise their research results (p 82). We undertake sustainable community engagement activities and align these with our core business activities (p 103). We involve students in our community engagement activities, thereby optimising learner participation and work integrated and service learning (p 103).	These activities adds value to our social and relationship capital in particular, but also to our intellectual, human and financial capitals.

* In all our activities we use natural and other resources such as water, electricity, paper and chemicals, and in the process we create waste and pollute the environment.

** Money is needed for almost all our activities, thereby decreasing the value of the financial capital. On the other hand, many of our activities aim to increase our income and therefore add value to the financial capital (for instance receiving tuition fees for the offering of academic programmes, and earning third-stream income from the commercialisation of research results).

Information on the organisation's short-, medium- and long-term expectations about the external environment was not available, but we plan to include it in the future.

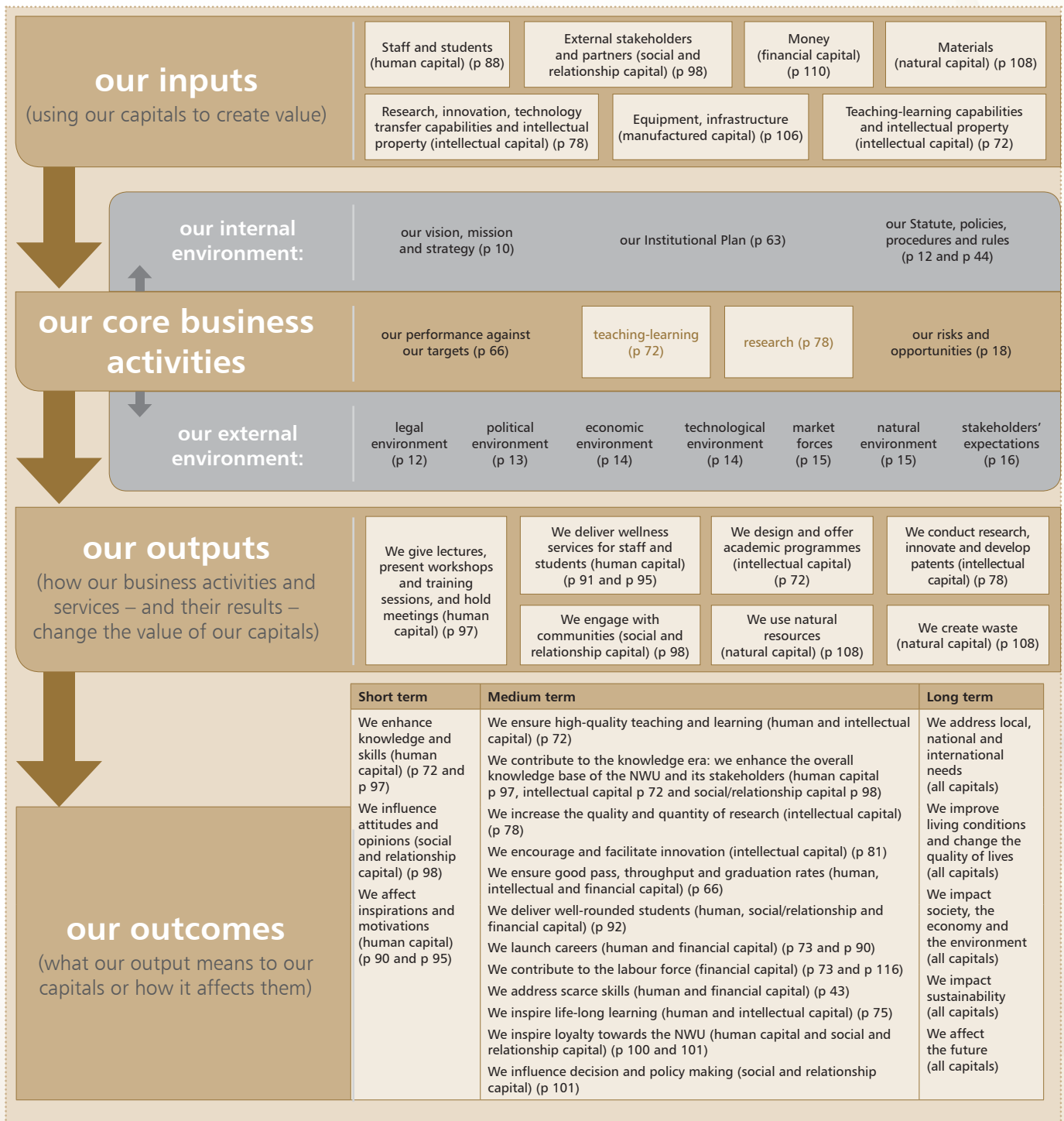
our core business activities – how we create value

teaching-learning and research

... with community engagement as an integral part of these activities

our value creation process

The NWU uses the various capitals as inputs and, through our interactions and core business activities (teaching-learning and research), transforms them into outputs that in turn lead to outcomes in the form of effects on the capitals. (The effects imply value that is created, changed or diminished.)



mitigating our risks

In carrying out the NWU's daily business activities, we face specific risks that affect our ability to create value over the short, medium and long term. In this section we mention the 18 most important risks and give more information about the assessment of risk exposure, risk management and the internal controls that are in place.

As is the case with all our activities, mitigating our risks is linked to the NWU's strategic document, the Institutional Plan (see p 63), and in particular to mission element 5*.

*This element states that the NWU should be positioned 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.

One of the aims of this mission element is maintaining a strong focus on risk management and compliance.

our top strategic risks

The NWU is confronted daily by various strategic, operational, financial and compliance risks, which is why continuous risk monitoring and management are very important to us.

An extensive consultative process was undertaken in 2014. A total of 29 workshops were held with senior risk stakeholders, resulting in risks being grouped into 18 strategic key risks.

This list is not presented as a complete, exhaustive view of all aspects of the NWU's key risks; rather, it is intended to be used as a starting point for dialogue and debate towards further understanding and specification of the key risks of the institution.

The risks were rated according to the following risk categories:

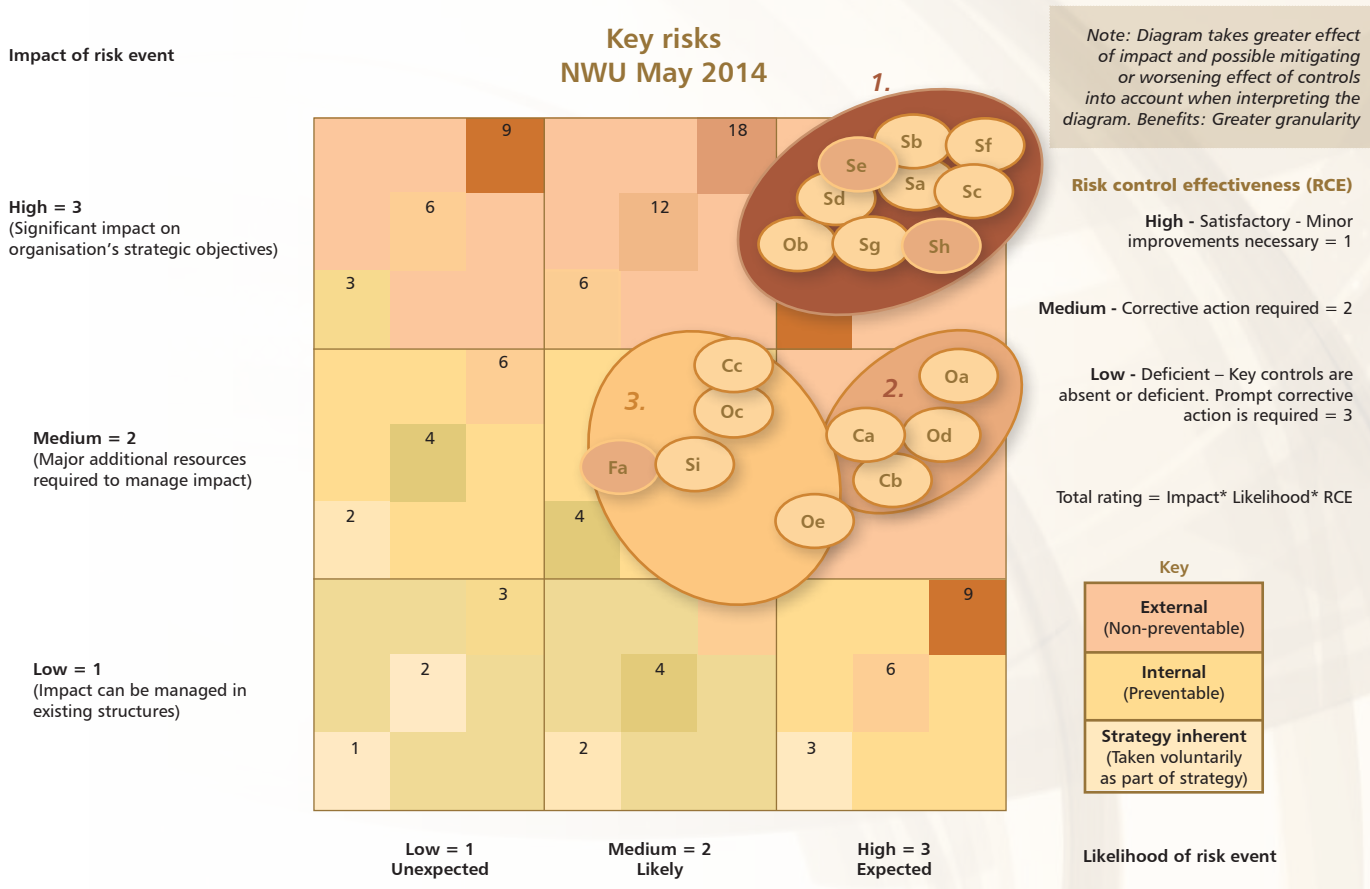
- ▶ Three categories (as proposed by Kaplan and Mikes, 2012) to identify risk at strategic and decision-making level. The categories are strategy inherent risks, external non-preventable risks and internal preventable risks.
- ▶ Four categories related to risk types to allow for greater understanding of risks during planning and decision making. They are strategic (S) risks, operational (O) risks, compliance (C) risks and financial (F) risks.
- ▶ A three-level risk assessment classification for the ranking of risks. These are likelihood (L), impact of risk event (I) and risk control effectiveness (RCE).

The rating as shown in the table below was determined by a simple three-level high/medium/low rating.

Level	Likelihood	Impact of risk event	Risk control effectiveness (RCE)
Low	Unexpected (1)	Can be managed in existing structures (1)	Deficient- Key controls are absent or deficient. Prompt corrective action is required (3)
Medium	Likely (2)	Major additional resources required to manage impact (2)	Corrective action required (2)
High	Expected (3)	Significant impact on organisation's strategic objectives (3)	Satisfactory - Minor improvements necessary (1)

The result of residual risk rating is determined by likelihood (L) X impact (I) X risk control effectiveness (RCE).

Most of the risks fall in the internal preventable category, with only three in the external non-preventable category and none in the strategy inherent category.



High risks	Coding	Residual risk rating (L x I x RCE)
communication and marketing	Sa	27
teaching and learning delivery channels	Se	
leadership transition	Sb	
management model	Sc	
risk management	Sd	
transformation	Sf	
student experience	Sg	
student throughput	Sh	
management information	Oa	18
staff recruitment and retention	Ob	
academic programmes: non-formal programmes - processes and systems	Cb	12
academic programmes: accreditation of formal programmes, policies, procedures, guidelines and rules	Ca	
	Od	

Medium risks	Coding	Residual risk rating
legal compliance	Cc	12
business continuity	Oc	
academic programme: one institution	Si	8
funding model	Fa	
safety, health and environment	Oe	6

In the table that follows, the **SIX** highest-rated risks facing the NWU are described and the mitigating actions for each risk mentioned.

High risk

Risk	Description of risk	Mitigating actions
Communication and marketing	<p>Effectiveness of internal communication should be checked.</p> <p>Inadequate "one voice" communication to external parties during crises.</p> <p>Problems are experienced with the NWU website.</p> <p>The NWU marketing approach is not adequately integrated and is seen as lacking input from academic staff.</p>	<ul style="list-style-type: none"> • Create opportunities for staff to interact with senior management. • Align internal communication channels across the NWU. • Ensure coordinated communication from management. • Develop the web to be customer orientated and not structure orientated. • Make web upkeep a key performance indicator (KPA). • Revisit the management model.
Teaching-learning delivery channels	<ul style="list-style-type: none"> - A threat has arisen in the higher education landscape due to new technology-based learning opportunities posing heightened competition, for instance through massive open online courses. - Risks with regard to blended learning: Inadequate strategy, a lack of resources, inadequate guidance from DHET, and not catering for how current students learn. There is also a risk of misalignment in the academic periods and systems between NWU and the Unit for Open Distance Learning (UODL). - The Open Learning Group contract is running out with no provision for an alternative so far. 	<ul style="list-style-type: none"> • Blended learning: Make provision for a revised teaching-learning strategy to include blended learning, a Steering Committee, academic programme teams across campuses, a roadmap and strategic funding. • Technology: Make provision for a strong teaching-learning strategy directive, an Academic Support Services plan, increased access to and use of technology in classrooms and for distance learning, support from IT, and alignment between own and IT strategy, and finalise the teaching-learning strategy. • Align UODL systems with the main university administrative systems.
Leadership transition	<p>Related risks:</p> <ul style="list-style-type: none"> - transition to the new vice-chancellor - uncertainty about the strategic direction of the institution - inconsistent communication from different leaders at the NWU - perceived lack of management transparency in communicating to stakeholders. 	<ul style="list-style-type: none"> • Institutional management members and vice-rectors have held strategic sessions, with more sessions to follow. • Consultation sessions with staff will be held. • To counter the uncertainty: involve staff in the strategic thinking, depoliticise all strategic thinking and build trust among staff and students.
Management model	<ul style="list-style-type: none"> - The Institutional Office is larger than anticipated and some centralised support is ineffective. - Diffuse roles and indirect reporting lines disempower key decision makers and centralised support services. - Strategic objectives: institutional management is perceived to overlook campus needs, the Institutional Plan and campus business plans are misaligned and the NWU is slow to react to external changes. - Teaching-learning: large number of part-time lecturers. - Staff are remunerated and promoted for reaching research-innovation objectives and not for teaching-learning; research output is measured for quantity and not quality. - External competition: The NWU is not seen as employer of choice, two new SA universities were established and NWU campus locations do not appeal to potential recruits. 	<ul style="list-style-type: none"> • Strong leadership and decisive action is needed. See treatment as indicated at leadership risk (above). • A strategy review team should consult with stakeholders and develop various possible management models that will make it easier to envisage a new strategy for the NWU. A final model will be approved by Council in 2015.
Risk management	<ul style="list-style-type: none"> - A holistic, formalised approach to risk management is lacking. - Risk management is not formally integrated into strategic decision making. - Inadequate understanding exists at executive management level of the potential value of integrated risk management in strategic planning and operational implementation processes. 	<ul style="list-style-type: none"> • Do urgent strategic restructuring. • Involve the campuses in the Risk Assurance Forum. • Make risk evaluation an agenda point at monthly management meetings. • Include risk evaluation in individual performance agreements.
Transformation	<ul style="list-style-type: none"> - Corporate identity risks: Despite branding efforts, many stakeholders see the university as PUK and not NWU; a common understanding of the NWU corporate identity is absent and there is a perceived lack of overall transformation and a unified NWU culture. - Risks related to the Potchefstroom Campus: Perceived lack of overall transformation, politicisation of the criteria for defining their niche market, uncertainty about future language use, concerns that campus needs and identity may be overlooked when discussing transformation. - General risks: Transformation is narrowly viewed as employment equity numbers, there is inadequate planning for external market needs, and a perception exists that the NWU has a political agenda contrary to the country's demographics. - Risks related to employment equity: Limited national skills pool and difficulty attracting and retaining key staff. 	<ul style="list-style-type: none"> • Institutional Advancement and the three campuses must establish the NWU brand and promote it among internal and external stakeholders. The NWU must be perceived as a transforming and unified university. • Follow an integrated approach to strategy to shape decisions in resource allocation (including funding and positions). • Teaching-learning: Address unfavourable staff/student ratios, increase rewards for teaching excellence and consider resources when planning enrolment per campus. • Research: Link performance agreements of staff to the institutional and campus plans. • Students: <ul style="list-style-type: none"> - Align orientation programmes of all three campuses and train first-year students and house committee members in human rights. - Simplify disciplinary regulations and procedures for human rights transgressions. - Ensure participation in sport and cultural activities is voluntary - academics must be the main focus in residence life. - Develop an integrated sport plan to accommodate needs of all students and ensure leadership development for students of all cultures. - Continue to assist under-prepared students, provide technology support for academic purposes and promote awareness of on-campus and off-campus services.

report on the assessment of risk exposure and risk management

Effective assessment of risk exposure and risk management is of primary importance to the NWU, especially on the operational, managerial and governance levels where risks are controlled.

Council remains confident that the risk management measures at the NWU are efficient. Various role players are involved in identifying, governing and managing the risks we face. They include the institutional management, line managers, the institutional registrar and several Council committees.

the role of management

The institutional management remains responsible for the maintenance of the risk management process at the university. Risk reports are submitted twice a year at the committee's formal meetings, and minutes are kept.

Institutional management is also responsible for establishing sound internal controls to support the achievement of policies, aims and objectives, while safeguarding public and other funds and assets in accordance with relevant legislation and the university statute. (To see who the members of institutional management are, turn to p 62 of this annual report.)

the role of managers

In addition, academic and support managers are responsible for implementing risk management strategies in their respective areas of responsibility. They also have to actively mitigate risks by constantly improving internal controls.

the role of the institutional registrar

The institutional registrar is assigned the line function of identifying, assessing and interpreting risks, taking interventional

measures and seeing to all aspects of the management of risks affecting the university. In addition, the institutional registrar drives the risk management process at institutional management level, and maintains the NWU risk register.

Adding value to all our capitals.

the role of the audit, risk and compliance committee

The Audit, Risk and Compliance Committee oversees the role of management, not only in creating and maintaining a proper risk management process but also in ensuring an effective control environment at the university. The committee also assists management with the assessment of the most significant risks that need to be included in the risk register.

The committee advises Council on the effectiveness of the university's risk management process and submits comprehensive, twice-yearly reports to Council on key significant risks.

other role players

Two more committees operate as governance structures in assessing risk exposure and risk management at the university. They are the NWU Compliance Committee and the NWU Combined Assurance Forum.

Acting under the approval of the institutional management and the Audit, Risk and Compliance Committee, these committees comprise internal staff members who assist in continually assessing the most significant risks that must be included in the risk register of the university.

the role of internal audit

The Internal Audit department plays a substantial role in establishing a university environment conducive to risk management.

Owing to the growing maturity within the university to manage risks at various levels, a process started in 2014 to withdraw Internal Audit from operational risk management matters. However, the director of Internal Audit remains partly involved as a member of the Combined Assurance Forum and Compliance Committee and is accordingly responsible for reporting to the Audit, Risk and Compliance Committee.

how we identify and assess our risks

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 was determined and their **potential impact** assessed to ensure

Acknowledging our risks.

Responding to our external environment: our stakeholders' expectations.

Responding to our external (legal) environment.

Delivering outputs.

that key organisational objectives will be met. A total of 18 strategic risks were identified in the risk register that emanated from the consultative process. To ensure accountability, each risk event was linked to specific persons in defined positions of responsibility. Each event was also categorised according to the following main types of risks: strategic, operational, financial and compliance.

← *Delivering outputs.*

The consultative risk assessment process resulted in a framework for risk management. This framework ensures that the regulatory requirements for corporate governance are sufficiently covered and that adequate managerial procedures are developed for continuous assessment of the risk exposure.

← *Delivering outputs.*

Of particular importance is that the framework seeks to increase the value-add of risk management as a strategic tool, and to improve the university's compliance to the King Code of Good Practice.

looking at different risks

Although we differentiate between "financial risks" and "non-financial risks", we realise that non-financial risks might also have serious financial implications. Thus, they should receive the same amount of attention as the so-called financial risks, and should be identified and managed during the risk management process.

← *Affecting our financial capital.*

To determine the residual risks, a rating on control effectiveness is included as a way to gauge the priority and level of reporting according to a risk matrix. Through the risk management process, risks that may impact on the realisation of the university's vision and mission are identified and can be managed.

Risk profiles are controlled within the normal 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 risk management process is intended to firstly give assurance that the exposure to such specific "risk events" is identified, and secondly, to assess the likelihood of any one of these events occurring, as well as its potential impact.

← *Affecting all our capitals.*

Ratings for impact, probability, control effectiveness and residual risk were developed in order to determine the priority of the identified risks and to manage them accordingly. Responsible persons are linked to each risk and the progress

made in minimising the risk for the university is monitored. The official risk register is regularly updated to include this feedback.

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

Potential risk consequences were continually identified and evaluated during 2014, and the university monitored and controlled the conditions in which such risks might arise. Methods of minimising adverse consequences were employed, based on cost-effectiveness analysis. For this reason the risk register was regularly updated.

These measures – and also the necessary abatement strategies – remain in place. Operational managers identify and manage risk events and risk areas, while the institutional management manages strategic risks. In this way, the governance structures of the university have the assurance that conditions giving rise to risk are being properly managed.



PROF M VERHOEF
INSTITUTIONAL REGISTRAR DESIGNATED



MS M CLAASSENS
CHAIRPERSON: AUDIT, RISK AND
COMPLIANCE COMMITTEE

This is a slightly abbreviated and simplified version of the Report on the Assessment of Risk Exposure and Risk Management that Council approved during their meeting held on 19 June 2015 as per the Regulations. The full report is available in the annual report that was submitted to the Department of Higher Education and Training and is available on the NWU website.

report of internal administrative/operational structures and controls

The North-West University maintains a system of internal control that provides reasonable assurance regarding the following:

- ▶ effectiveness and efficiency of operations
- ▶ reliability of financial reporting and overall compliance with relevant laws and regulations
- ▶ prevention of loss of resources and assets
- ▶ reduction of legal liability.

The internal control system is designed to provide reasonable assurance that the operational environment promotes the safeguarding of the university's assets and the preparation and communication of reliable financial and other kinds of relevant information.

internal controls maintained and monitored

Appropriate internal control practices are maintained in that policies and procedures are documented, monitored and updated when applicable. In addition, a performance management system, with adequate job descriptions in line with key performance indicators, ensures individual accountability and proper assignment of responsibilities.

Internal controls are meticulously monitored through ongoing performance management and budget management processes. In addition, internal auditors monitor the operation of internal control systems, report findings and make recommendations to management and the Audit, Risk and Compliance Committee, and report significant findings to Council. Follow-up and corrective actions address control deficiencies and improve systems when identified.

Information systems utilising modern information technology have been developed and implemented to achieve efficiency, effectiveness, reliability and security. Accepted standards are applied to protect privacy and ensure control over all data; this includes disaster recovery and backup procedures. Other measures include password controls, regular reviews to ensure that there are no clashes in user-access rights, and the sufficient integration of systems.

In using electronic technology to conduct transactions with third parties and with staff,

Affecting all our capitals.

Responding to our external (legal) environment.

Safeguarding our financial capital.

Adding value to our human capital.

Adding value to our intellectual capital.

control aspects receive close scrutiny, and procedures are designed and implemented to minimise the risk of fraud or error.

We are aware 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.

control over financial reporting

The criteria for effective internal control over financial reporting are included in our Financial Policy, Procurement Policy, Policy on Delegations, general financial guidelines in support of the Financial Policy, the guidelines for records management of financial records and various other finance-related guidelines and procedures available to employees.

The university believes that, at 31 December 2014, our systems of internal control over our operational environment, information reporting and safeguarding of assets met the criteria for effective control over financial reporting. We also believe that internal control measures assist the NWU to achieve our goals effectively and efficiently.



MS M CLAASSENS
CHAIRPERSON: AUDIT, RISK AND COMPLIANCE COMMITTEE



MS M VAN DER MERWE
DIRECTOR: INTERNAL AUDIT

This is an abbreviated and somewhat simplified version of the Report on Internal Administrative/Operational Structures and Controls that Council approved during their meeting held on 19 June 2015 as per the Regulations. The full report is available in the annual report that was submitted to the Department of Higher Education and Training and is available on the NWU website.

our commitment to sustainability

Through our business activities, we as the NWU strive to add value to all our capitals, thereby creating value for ourselves and for our stakeholders.

However, this value must be created in a sustainable manner to avoid, wherever possible, damage to the social, economic and natural environments we operate in. Value creation must also be handled in a way that conserves value for the future.

To accomplish this, the NWU remains committed to sustainable development practices that contribute to a sound and healthy environment, economy and society, thereby safeguarding the interests of present and future generations.

statement of council on sustainability

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

The 2014 Institutional Plan contained various goals pertinent to this. 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 synergise commercialisation and social engagement activities

linked 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 attending 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. The NWU seeks to build on this track record and to continue improving 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 sections in this annual report, or substantial description	Vehicle for the activity
Environmental	Energy efficiency	Green campus initiative – more information in the section on our natural capital (p 108)	Organised student life, via the campus student representative councils, and awareness campaigns for staff to ensure more responsible energy consumption
	Clean technologies	Green campus initiative – more information in the section on our natural capital (p 108)	Faculty of Engineering of Potchefstroom Campus
	Ride sharing and transport	Green campus initiative – more information in the section on our natural capital (p 108)	Find-a-lift: All three campuses are participating. By providing this option, which operates as a voluntary online booking platform, campuses can ensure safer ride-sharing options for students and staff. 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 in the section on our natural capital (p 108)	Organised student life, via the campus student representative councils, and awareness campaigns for staff to ensure more responsible disposal of recyclable products and promote paperless meetings

Typological indication	Relevant theme	Cross reference to other sections in this annual report, or substantial description	Vehicle for the activity
Environmental	Curriculum content	Green campus initiative – more information in the section on our natural capital (p 30)	The Faculty of Engineering and the School for Curriculum Based Studies on the Potchefstroom Campus have attempted to include environmental aspects in curricula.
	Water use	Green campus initiative – more information in the section on our natural capital (p 108)	Organised student life, via the campus student representative councils, and awareness campaigns for staff on the Vaal Triangle 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 in the section on our natural capital (p 108)	NWU Vaal Triangle Campus Green campus committee acting as driver for awareness and environmental legal compliance
	Moving towards a paperless environment for NWU meetings	More information in the section on our natural capital (p 108)	
Societal	Current community engagement initiatives and impacts	More information in the section on our social and relationship capital (p 98)	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 community engagement as part of the core business, mostly through research and to a lesser extent through service learning.
	Staff and student wellness programmes	More information in the section on our human capital (p 88)	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 (p 33).	Internal audit training programme
	Occupational health and safety training	More information on p 34.	Occupational Health and Safety
	Conflict of Interest	A declaration of Conflict of Interest is signed by every staff member annually (p 86).	Internal Audit and Human Capital

Council approved the statement during the council meeting held on 19 June 2015 as per the regulations.



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)

sustainability and integrated reporting

In 2014 the NWU attempted to report on some of its triple-bottom-line activities, and although many goals have not yet been fully accomplished due to a lack of resources and capacity, the university is slowly moving forward.

our socio-economic impact

The impact evaluation process that was planned for 2014 did not occur. One of the reasons was that the students who were appointed as field workers were not available due to the year-end exams. A second reason was that it became clear that a more stringent ethics clearance protocol would have to be followed before the study could commence. Another reason was that a thorough impact evaluation was not possible, as it involves using independent evaluators (which could be costly), establishing control groups or baselines and measuring change over extended periods.

These factors contributed to the impact evaluation being postponed to 2015 when a postgraduate programme and students will be requested to do the relevant research. In this report, covering 2014, it is only possible to report on the information that was already available. (See the tables on p 27.)

inclusivity of stakeholders

Globally, strong emphasis is being placed on reporting on material issues in integrated reports. This means that such reports will have to contain information that stakeholders are interested in knowing more about 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 and this study's findings were still relevant for the 2014 report. (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.)

The purpose of the 2013 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%.

The main findings of the 2013 study are summarised below.

► Economic aspects

It was found that respondents are mostly interested in learning more about the NWU's investment in the community.

This is followed by infrastructure investments and community support, funding from government, the NWU's indirect economic impact, contributions from graduates and alumni, spend with local service providers, revenue and expenditure, the financial implications and risks associated with climate change, black economic empowerment rating and performance and, in the final instance, the defined benefit plan obligations for employees.

The three aspects that received 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.

► 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.

This is followed by the NWU's energy consumption and energy-efficiency initiatives, its impact on biodiversity, compliance with environmental laws and regulations, management of air emissions, water consumption and transport, and the type and volume of materials generated by the NWU.

The two environmental elements with the highest percentages are compliance with environmental laws and regulations, and the management of the NWU's water footprint.

► 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.

The top-performing categories were involvement in local community initiatives, the grievance mechanisms available to students and staff, diversity and equal opportunity programmes, staff training and development, compliance with occupational health and safety regulations, employment statistics, 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 information in the table on p 27 was compiled according to the above preferences of our stakeholders.

Information on some of the relevant topics was not available in the university's databases or management information system, but a workshop held in 2014 to train internal stakeholders to capture data was a first step in addressing this problem.

1 The NWU's community investments (financial)

It is not part of the NWU's mandate to invest its income directly into communities. Our investment is based on creating shared value for communities through the implementation of our expertise. Our complete strategy can be found at: <http://www.nwu.ac.za/sites/www.nwu.ac.za/files/files/i-community-engagement/documents/CE-Strategy.pdf>.

As can be inferred from this strategy, we share our expertise with communities at minimal or no cost to them through community engagement projects, and also obtain project funding through collaboration with stakeholders from corporate social investment (CSI) funds and other sources.

Income from donations and investments into grassroots communities is difficult to track due to the lack of a coordinated database for community outreach projects. The NWU is currently compiling a database which will be completed in 2015.

Corporate advancement income is revenue generated through the university's commercialisation and corporate advancement activities. It forms part of our third-stream income, which also includes research and innovation income for specific contracted research and innovation projects, as well as commercialisation projects, including the offering of short learning programmes.

The NWU is busy compiling a comprehensive, accurate and up-to-date record of the corporate advancement income that we are able to generate, including funds for community outreach and development. This information will then be used to develop an integrated institutional advancement strategy and calculate all income of the NWU including donations used for community engagement projects.

Another challenge arose when we were calculating our BBBEE scorecard rating for social investment funding, as we found that the many "in kind" contributions for our community development and outreach projects were difficult to quantify.

The reason is that it is difficult to track the hours spent in communities against staff rates. We could also not determine an hourly rate for the contribution from students (undergraduate and postgraduate) to "service learning" and volunteering.

However, it is roughly estimated that in 2014, between R3 million and R4 million was contributed "in kind" through the sharing and implementation of our expertise, bearing in mind that we do not have information for all our campuses. This estimate excludes activities that were undertaken for profit, such as presenting short courses.

The complete database of community outreach projects and a full analysis of third-stream income generated by the NWU will address this lack of information and enable us to quantify our community investment by 2016.

In addition to the implementation of expertise in our communities, the NWU's community investment also comprised bursaries for students. In fact, in 2014 the NWU spent R165,5 million on bursaries to students from our own funds.

2 Positive and negative impacts on the local economy of the NWU's infrastructure investments and community support services

In 2014, the NWU spent R225,25 million on capital infrastructure and macro maintenance projects. The positive economic impact of infrastructure development entails direct spending in the local economy and job creation.

According to the quarterly reports submitted to the Presidential Infrastructure Coordination Committee (PICC), via the Department of Higher Education and Training (DHET), the NWU's infrastructure projects impacted the South African local economy as follows:

- More than 907 direct construction jobs were created as a result of these projects.
- An estimated 97,22% of the total spending on infrastructure can be classified as spending in South Africa.

The information about job opportunities and spending in South Africa was provided by the professional consultants and contractors involved in these projects.

Unfortunately, we have not yet evaluated our negative impact on the local economy or general community support services also understood as support for internal communities of the NWU. Due to resourcing challenges such as budget, personnel and time, this was not completed. It is receiving attention and will eventually be included in this report.

3 Funding from government or government-related agencies

More detail about funding received from government or government agencies can be found in the section on our financial capital on p 115.

¹ See additional data on climate change management

4 The NWU's indirect economic impact

As a major employer in each of the cities where our campuses are located, the NWU also provides jobs to many people in the surrounding towns and cities.

The housing of students and staff and the consumption of goods and services are critical to the economy of the cities where we are located. For the purpose of reporting on this issue, the NWU's Faculty of Economic and Management Sciences on the Potchefstroom Campus is in the process of identifying a suitable candidate to do a PhD study on this topic. The roll-out will depend on the capacity and resources available.

Other factors that should be considered are support from staff and students for local festivals such as Aardklop and attendance of training, cultural, academic and sports events.

5 Economic contribution of graduates and alumni

This information has not been calculated, as confidential information about the earnings of alumni is not easily obtained. However, several processes are currently under way to obtain more information about our alumni and expand the alumni database. The alumni call centre oversees one such process, which is to continually update alumni contact details. A database is currently under development for the handling of information relating to alumni.

As part of the process of ensuring that the NWU maintains a good relationship with its alumni, an alumni magazine is published and distributed twice annually, and an Institutional Alumni Association, with representation from all NWU campuses, actively manages all communication with our alumni.

In 2014 the NWU again presented awards recognising our most outstanding alumni. At a gala event on 31 October 2014, awards were presented to Mr Alec Moemi, Adv Jan Henning, Prof Pieter Stoker and Mr Etienne le Roux.

6 The NWU's spending with local suppliers

The NWU spent approximately R352 543 034 with local suppliers from January to December 2014.

7 Income and expenditure

This information can be obtained from the section on our financial capital, from p 113 to p 119.

8 Financial implications and risks of climate change

The NWU is currently developing a strategy that deals with the implications of climate change (for instance the financial implications and risks for the university) and we are setting goals for reducing our per capita carbon footprint by 2020. The university is determining the baseline measurements of the per capita carbon footprint of staff and students. This is a new and exciting initiative which we plan to complete in the next two years.

Our focus will be on activities such as determining baselines for carbon emissions and energy savings; education and awareness opportunities, including research into alternative sources of energy; our transportation-generated carbon footprint; water usage; waste management practices (recycling and re-use); sustainable building and infrastructure development; sustainable purchasing; biodiversity awareness, and economic and social sustainability reporting and risk management. Only then can relevant, context-specific policies and strategies be developed for each of the three campuses and for the university as a whole.

As part of developing a comprehensive environmental impact or climate change impact strategy, the university budgeted significant funds for a process that started in 2013 with an environmental legal compliance audit and will be completed by the end of 2015. Our strategy remains based primarily on legal compliance, followed by so-called greening activities that will be expanded in pursuit of net carbon neutrality in the long term.

Certain circumstances and conditions, such as students and staff having to travel long distances to and from the campuses, have been identified as a major contributor to carbon emissions. A digital ridesharing platform has been made available to NWU staff and students who wish to commute and the first results of our carbon footprint savings will be calculated by the end of 2015.

9 Broad-based black economic empowerment (BBBEE) rating and performance

In accordance with the Broad-Based Black Economic Empowerment Act, no 53 of 2003, the NWU complies with the specifications and requirements of BBBEE codes.

Our most recent verification audit showed a level four compliance, which implies 100% recognition of spending. The NWU was also categorised as a value-adding supplier.

Taking into account the different elements of BBBEE, the NWU is performing excellently in preferential procurement, enterprise development and socio-economic development. Although scoring on management control has increased in the past verification period, employment equity and especially skills development are problematic.

A long-term approach is being followed to address these three elements. In particular, the achievement of the employment equity targets will improve the score on all three.

Furthermore, mention should be made of the BBBEE targets in other statutory fields, including NWU policies and practices, such as training and development for black employees and employment equity targets.

Late in 2013, new BBBEE codes were issued for implementation, with final implementation commencing on 1 May 2015. The NWU was able to finalise verification under the old codes for the current year 2014, but will be verified under the new codes in future. Measures are currently being put in place to ensure optimal compliance to the new codes for the next verification during April 2016.

10 Defined benefit plan obligations for employees

Benefit plan obligations for support staff and permanent academic staff are governed by the Higher Education Act, no 101 of 1997, the Labour Relations Act, no 66 of 1995, the Basic Conditions of Employment Act, no 75 of 1997, and other related and applicable acts. These benefit plan obligations are included in the employment contracts of staff.

environmental

1 Spending on environmental issues

The budget for environmental issues and responsibility is not separate from the normal operational budget of the NWU.

In 2014, an amount of R1 million was allocated for an environmental legal compliance audit and green initiatives. Most of these funds were allocated equally to the three campuses and some was used for the coordination function. The compliance rectifications are under way and much progress was made by the Potchefstroom and Vaal Triangle campuses in this regard. A lack of personnel has been an impediment in the rectification process at our Mafikeng Campus. It was recommended that a part-time assistant be appointed to assist our Mafikeng coordinator with the monitoring of rectifications and other green initiatives.

In addition, campuses used donations and other sources of funding to roll out environmental initiatives.

The Potchefstroom Campus and the Institutional Office launched the Green Innovation Competition, sponsored by FNB. This was expanded to a university-wide competition but very few submissions were received from our Mafikeng and Vaal Triangle campuses. The 2014 winner was Mr Themba Khethane from the Bio-energy research group on the Potchefstroom Campus for his proposal for hydro treatment of waste grease.

Obtaining funds for refurbishment and green buildings remains a challenge as management has to balance many funding requests. Other reasons for the slow implementation of green technologies are a lack of long-term planning and the absence of a greening strategy. This will be addressed in university-wide discussions during a strategic Green Campus Indaba planned for 2015.

Some small greening interventions are taking place, for example energy-saving lights and shower heads were installed in residences, while new solutions are constantly being looked at to reduce electricity use. The new Life Sciences building on the Potchefstroom Campus has been designed on green principles, but the reality of budget constraints prevents the NWU from always building as we would like to.

Physical Infrastructure and Planning is refining our metering capabilities, which in turn enables the NWU to better manage electricity and water use.

2 Integration of environmental principles and skills qualifications, teachings and practices

Some of our faculties are already initiating plans for introducing specific modules containing environmental principles into their curricula. This is a regulated process that is prescribed by Senate and external stakeholders depending on the content and changes made in the curriculum.

An example of this can be seen at the faculties of Engineering and Education Sciences at the Potchefstroom Campus, which have introduced a sustainability theme into their curricula.

The Faculty of Engineering has a subject for first-year engineering students, called Professional Practice (FIAP). The projects vary from year to year and are based on the needs of external stakeholders and opportunities that present themselves. Not all projects are about green initiatives. In 2014 these students made recycling bins for the external campus community, and developed a methane gas power generation system for community members (see <https://www.youtube.com/watch?v=2YTmibIT8g0>).

The School for Curriculum Based Studies on the Potchefstroom Campus, in cooperation with the Vrije Universiteit in Brussels, has developed a sustainability curriculum that has been launched in 60 primary schools in South Africa.

The university has also overtly expressed commitment to environmental sustainability. We are part of the Association of University Leaders for a Sustainable Future and a signatory of the Talloires Declaration. This is the first official commitment to environmental sustainability in higher education by university administrators, and requires universities to incorporate sustainability and environmental literacy into their teaching, research, university operations and outreach.

The Potchefstroom Campus already fulfils all elements. In the area of teaching-learning, for example, the Faculty of Education Sciences has since 2012 included a compulsory module meeting the association's aims in the BEd programme of all pre-service Environmental Education students.

Together with the University of Namibia, the same faculty is developing a structured MPhil degree in Education for Sustainable Development and implementing a sustainable development programme for schools, focusing on climate change. The campus has also applied to establish a research niche area that will concentrate on sustainable development in environmental education.

Other initiatives include the fourth-year BCom students on the Potchefstroom Campus participating in annual carbon credit calculations, and the involvement of Vaal Triangle Campus students in the Faculty of Basic Sciences in a variety of projects integrating environmental principles.

In addition, the Faculty of Law on the Potchefstroom Campus focuses on Environmental Law and research through the Centre for Innovation in Environmental and Climate Change Law and Governance.

The NWU Potchefstroom Campus and the University of Cape Town are each home to a centre of competence for Hydrogen South Africa. The NWU centre has already developed the capability to store wind or solar power in fuel cells. Unlike when using fossil fuels to generate energy, there are no emissions when using hydrogen, which is a green alternative to fossil fuels.

3 Environmental grievance mechanisms

There is no environmental grievance mechanism in place yet. We are in the process of establishing a framework for implementing sustainable practices at all levels at the NWU.

Due to capacity limitations, this could not be established in 2014. Next steps will include a strategy and policy that should provide for a grievance mechanism procedure as part of risk management.

4 Energy consumption and energy efficiency initiatives

Energy consumption is monitored at all three campuses, although not all the buildings have meters. However, we plan to rectify this over the next two years. Various initiatives are in place to save electricity, an example being the annual energy-saving competition at the student residences. This was expanded in 2014 to include the Faculty of Education Sciences building on the Potchefstroom Campus and some more of the hostels on the Vaal Triangle Campus.

The institutional Finance department and the Faculty of Engineering are evaluating the use of solar energy to support energy-efficient systems on the campuses.

A bio-diesel production plant, which is a first for South African universities, was launched in 2013. The project uses recycled oil from the Drakenstein cafeteria and the dining halls on the Potchefstroom Campus to produce the bio-diesel. The aim of the project is to produce renewable energy without negatively affecting food security. External approval boards have given the necessary guarantees that the bio-diesel is safe to use. The process also uses minimal water, which is a great benefit because water is such a scarce resource in South Africa. A video that was filmed during the Green Week held in February 2014 on the Potchefstroom Campus is available here: <https://www.youtube.com/watch?v=UL0ufQcphCU>

The NWU, through its Physical Infrastructure and Planning department, is currently evaluating the quality of the bio-diesel's output. If it is found that the bio-diesel is an effective source of energy, it will be used in generators to help power the campus when the electricity grid is offline.

5 Environmental assessment of suppliers

The NWU is committed to buying green products and certain "greener" products are already kept in our stores. We also comply with health and safety legislation, which in some cases informs the kinds of products that are used at the NWU. However, as is the case for supply chain evaluations, there are no prescribed procedures for evaluating our suppliers at this point in time. This will be included in future policies.

6 Impact on biodiversity

The greatest impact on biodiversity at the moment (on campus level) is the presence of alien and invasive plants. At the Engineering building on the Potchefstroom Campus, these plants are slowly being removed and our contractors are replacing them with indigenous plants. This requirement will be included into new contracts in the future.

Plans are under way to introduce a well-designed strategy to address each of these aspects, for example a monitoring programme for alien and invasive plant control, in conjunction with steps to rectify non-compliance as revealed in the legal compliance audit. The rectifications in terms of the legal compliance audit should be finalised on the Potchefstroom and Vaal Triangle campuses in 2015.

From 1 to 7 September 2014, the Vaal Triangle Campus supported Arbor Week by planting indigenous trees. They were *Combretum erythrollyllum* (Bushrivier Willow), *Rhus lancea* (Black Karee), *Buddleja salvifolia* (Wild Sage Wood) and *Olea Europaea* Subsp. *Africana* (Wild olive).

Some important aspects have been flagged at the various campuses. These include the keeping of game and the management of potential natural fire risks at the Vaal Triangle Campus.

Licences for the keeping of game on the Vaal Triangle Campus were renewed in 2014 and the number of geese on campus was reduced and some ducks brought in to replace them. Attention is also being given to the lawful transportation of indigenous biological resources and the management of collections of biological organisms through bio-prospecting permits at the Potchefstroom Campus, as well as the keeping of animals at the Mafikeng Campus.

7 Water footprint management

The workers who are responsible for irrigating the gardens receive monthly training on how to manage water wisely.

All the gardens on the Potchefstroom Campus are currently being irrigated from one of six dams on this campus. About 80% of the water that is used for this purpose is grey (waste) water.

A process is under way to introduce a system to monitor the main water inlets at the Potchefstroom Campus so as to gauge the use of water more accurately. A major challenge is that this infrastructure is old and information about the precise layout is unavailable.

Similar initiatives will be introduced at the other two campuses in the near future. The Vaal Triangle Campus is keen to start using storm water for irrigation purposes, as the campus is located next to the Vaal River, but costs are high and currently this is not a high priority. These plans will be phased in depending on available resources.

8 Compliance with environmental laws and regulations

In 2013, an institution-wide environmental legal compliance audit was conducted by the Potchefstroom Campus's Centre for Environmental Management.

At the time of the audit, evidence was found that some of the processes owned and managed by the Institutional Office and the three campuses were significantly non-compliant to applicable environmental laws.

In the case of the Institutional Office, this audit identified the key processes at risk as being a lack of refurbishment planning by Infrastructure Development and Maintenance, the management of research and the management of hazardous substances and dangerous goods. On campus level, the audit highlighted the impact of land and biodiversity management.

Since the audit, several plans and processes have been put in place to address shortcomings identified. Each campus received R396 956, mainly to help with remediation, although a portion could be used for initiating Green Campus initiatives. The process of rectifying shortcomings in consultation with the Centre for Environmental Management was rolled out in 2014 and will be completed in 2015.

Discussion of the report on compliance and problem solving is handled in collaboration with the Centre for Environmental Management, but each campus has to drive its own initiatives, and checklists of procedures and guidelines are to be introduced. Health and safety officers at the Potchefstroom Campus have started checking overlapping compliance issues and are driving similar actions on the other two campuses, but they have capacity constraints in terms of staff.

9 Air emissions

The NWU does not monitor its air emissions and does not have any data on record, due to the lack of personnel and correct apparatus in all the relevant venues that require monitoring. This will have to be incorporated into long-term sustainability plans. In order to comply with health and safety standards, all laboratories have to be fitted with extractor fans and extractor hoods for extracting chemical fumes. Some of this equipment has filters for safety purposes.

10 Management of transport

The NWU manages a fleet car rental system at the Vaal Triangle and Potchefstroom campuses.

Only staff and students with valid South African or international driver's licences may drive the pool vehicles, which may be used for official trips only. The vehicles resort under the Technical Services department, which administers all leasing.

The Mafikeng Campus has a very small fleet of 29 vehicles that are mainly used by campus staff and buses that are used for student transport. Since this campus does not have a big fleet, staff often use their private vehicles for official trips, but may claim 100% of the tariffs, according to a tariff schedule which is annually updated by Financial Administration. Most students traveling to our Mafikeng and Vaal Triangle campuses use public transport services and few own vehicles.

The challenge confronting the NWU is to reduce our carbon footprint. This can be done by using fewer vehicles and encouraging the use of alternative transport such as bicycles on campuses, or by making conference calls and conducting meetings via videoconferencing or internet technology rather than travelling long distances.

Parking on the Potchefstroom Campus is a great challenge. As part of the Mobility, Parking and Shuttle Service committee, solutions were investigated to not only address the parking issue on campus, but also provide possible alternatives to reduce the carbon footprint on its environment.

The first solution that was investigated was off-campus parking spaces to and from which students would be shuttled. The committee finding was that the project was too expensive to implement as sufficient off-campus parking facilities would still have to be built. The pilot project did, however, see students taking more than 500 000 shuttle trips during the evaluation phase.

Other solutions are being investigated, such as paid parking, bicycle-friendly routes and safe walkways. Viable solutions are essential as more than 3 000 students beds will be available next to the campus in 2015, which is expected to double the use of walk-in turnstiles from January 2015. The project is being undertaken in conjunction with the Tlokwe Municipality, the Potch-Tlokwe Chamber of Commerce and the community at large.

1 Quality assurance standards of educational services delivered

Processes are in place to ensure relevant, high-quality qualifications, and are overseen by the Institutional Committee for Academic Standards (ICAS), which is a subcommittee of Senate. A task team was appointed to draft a policy (called the Programme Management Policy) on the development, management and review of academic qualifications and programmes. This has not yet been finalised.

The policy has served as an input in the ICAS system design process, and a decision was made to incorporate the tasks and workflow related to academic qualifications development, management and review into a system designed for the purpose.

The system development was completed successfully by the end of 2014 and was ready for populating with historical information and further implementation in 2015.

The national project for aligning all university qualifications with the Higher Education Qualifications Sub-Framework (HEQSF) continued in 2014. In this project all academic programmes were revisited, and specific attention was paid to the alignment of programmes across campuses. The first feedback on the submissions in Category A (no or minimal changes to effect alignment) was received towards the end of 2014. The NWU is particularly pleased with the positive feedback from the Council on Higher Education on our submission in this category.

The further work needed to effect the programme level functional alignment envisaged in the HEQSF alignment submission will commence as soon as the formal feedback on all categories is received. When designing an academic programme, the university must consider the inclusion of responsible citizenship as prescribed by the South African Qualifications Authority in its work on critical cross-field outcomes and level descriptors.

The project on blended learning continued as foreseen, and is expected to culminate in 2015 in a comprehensive plan for the transformation of teaching-learning.

A national project on the enhancement of teaching and learning, QEP, was launched in 2014 by the Council on Higher Education. Four NWU teams selected for the purpose each drafted a submission on one of the four main project topics. The project will continue for some years to come. The work done in this respect feeds into the project on blended learning.

The Institutional Quality Office drives the development and implementation of the university's quality management system in cooperation with the appropriate role players. Quality assurance involves, among others, compiling quality manuals and conducting internal and external evaluations. External evaluations are coordinated by the Quality Office and result in the publishing of evaluation reports that lead to improvement and progress plans. Quality is evaluated at all levels of the academic and support operations. Accountability, efficiency and effectiveness are emphasised and measures are in place to ensure and support continuous improvement. Evaluations are governed by the NWU quality policy in cycles of about six years, or as needed. For more detail about quality assurance, please refer to the section on our intellectual capital, p74.

2 Anti-corruption policies, procedures and practices

As part of the university's governance structures, we have an Audit, Risk and Compliance Committee.

Although the NWU has no official anti-corruption policies, we do have an official policy on the protection of disclosures and the reporting of maladministration and irregularities. This policy is available to all staff members on the NWU intranet and website.

Internal Audit presents annual fraud prevention sessions, and has developed a Special Investigation Manual to give internal guidance on special investigations.

The Internal Audit office evaluates and recommends internal control procedures and verifies financial figures for reporting purposes. The office also handles special investigations into reported irregularities and fraud-related matters, and governs the opening of tenders.

Other anti-corruption measures include various control points within the Finance department (for instance Financial Administration), the Procurement Policy and the Schedule of Authorisation Levels.

3 Health and safety

Health and safety officers are jointly responsible with management for all health and safety issues. For further information on health and safety, please see p 34, paragraph 10.

4 Equal remuneration for men and women

Appointments are made by following well-documented and entrenched recruitment and selection processes, including advertisements, job descriptions, interviewing, selection and appointment procedures. Salary scales, academic promotion processes and performance-related remuneration apply equitably to all employees, with no distinction based on gender, race, sexual orientation or any other basis.

5 Local community engagement initiatives and impacts

Although a wide variety of local community initiatives exist on all campuses, there is no formal database of initiatives nor is there a formalised system for coordinating community projects. The absence of these tools has been a stumbling block in reporting on all initiatives. Subsequently a contractor was appointed to assist with the development of a community engagement database and this will be completed by the end of August 2015.

The NWU Community Development Trust has refined its strategy to facilitate community projects that leverage science to ensure integrated sustainable development. Its flagship project is Mosaic SA (www.mosaicsa.org), which focuses on providing an alternative form of care for orphaned and vulnerable children. The CEO Mr Meyer Conradie is employed by the NWU, and a master's study is in progress to evaluate the impact and quality of Mosaic SA interventions. Additionally we are providing scientific evidence for processes that enable impact measurement and return on investment studies for companies such as Sun City that spend Corporate Social Investment (CSI) funds on community projects.

The NWU has not yet quantified its impact on communities owing to budget, time and personnel constraints for an annual study to determine the impact of our community engagement. Once in place, the new database will enable us to follow through on this aspect. (More information can be found in the section on our commitment to sustainability, p 24.)

6 Grievance mechanisms

In terms of Chapter 5 of the Labour Relations Act, there is a Workplace Forum on each campus and one at the Institutional Office.

These forums:

- ▶ promote the interests of all employees in the workplace, whether or not they are trade union members
- ▶ enhance efficiency in the workplace
- ▶ are consulted by the employer to reach consensus on matters such as restructuring the workplace.

The forums are entitled to participate in joint decision-making on various employee-related matters, such as disciplinary codes and procedures. The workplace forums meet monthly and provide feedback reports to the Institutional Bargaining Forum.

7 Diversity and equal opportunity programmes

Since 2013, the NWU has taken several steps to improve the NWU employment equity profile. These included establishing a capacity building fund, undergraduate and postgraduate programmes, internships, succession planning and diversity management. On the Potchefstroom Campus the student council has implemented several projects that are addressing language, transformation and legacy activities. For more information, see the section on our intellectual capital, p 72.

8 Employee training and human resource development programmes

We continued to support staff members wishing to further their qualifications and occupational skills.

For more information, refer to the section on our human capital, p 88.

In addition, there is a Training and Development Policy for staff at http://www.nwu.ac.za/content/policy_rules.

The following statistics for 2014 highlight the NWU's Skills Development Fund programmes and the total number of employees who benefited from these:

Type of training	Number of participants	Total amount spent
Short learning programmes (internal)	2 702	R 3 025 771,97
Short learning programmes (external)	363	R 1 776 936,66
UNISA study applications	110	R 777 570,00
Total	3 175	R 5 580 278,63

9 Employment statistics

The NWU had a total of 7 684 employees in 2014 of whom 3 266 were male and 4 418 female. (See p 94 in the section on our human capital, for more detail about our employees.)

10 Occupational health and safety (OHS)

The NWU OHS management system is divided into six elements. Roll-out and implementation of element two of this system was scheduled for 30 September 2014 but did not take place owing to vacant OHS coordinator positions at the three campuses.

The OHS department will commence with audits and training on the OHS system from May 2015. Feedback on this will be presented at the November 2015 OHS Committee meeting.

The main responsibility of the full-time institutional health and safety coordinator is to ensure health and safety compliance of contractors and service providers on NWU construction sites. In collaboration with Human Capital Development, health and safety training and awareness programmes were conducted on all three campuses and at the Institutional Office.

Safety induction was also presented to new employees during the New Employee Orientation Programme (NEOP).

An NWU emergency procedure was finalised and fire safety compliance in buildings across the NWU was substantially improved. Infrastructure safety upgrades were implemented for Archives and the Museum, the Consumer Science building and Substation West at the Potchefstroom Campus. At the Mafikeng Campus, similar upgrades were done at the Finance Department building A1, the Great Hall and the Social Development building.

The safety upgrades focused mainly on safety signage and the maintenance of fire-fighting equipment. Emergency evacuation drills for the Potchefstroom and Vaal Triangle campuses were conducted and coordinated in accordance with the annual schedule. Challenges were experienced in conducting emergency evacuation drills on the Mafikeng Campus due to the vacant OHS Coordinator positions for most of 2014.

In September 2014, the provincial authority issued an air emissions licence for the Molewane Farm incinerator.

This facility will be allowed to start operating once the gas installation is compliant and staff have been trained in safe operating procedures. The gas installation inspection was completed in November 2014 and the facility is expected to start operating in June 2015.

A Committee for Radioactive Materials was established on the Potchefstroom Campus on 14 March 2012 and meets twice a year. It comprises members from the Mafikeng and Potchefstroom campuses and is chaired by Prof FB Waanders from the Faculty of Engineering on the Potchefstroom Campus.

A register is kept of all radioactive sources on the Potchefstroom and Mafikeng campuses (the Vaal Triangle Campus does not have radioactive resources). Departmental inventory lists are kept current and updated regularly, and an annual report of all radioactive sources and substances is submitted to the provincial Department of Health.

The Department of Health conducts audits from time to time and permits are requested for sources or material that has been removed.

In November 2014, the Nuclear Energy Corporation (NECSA) removed redundant sources and material at building G10. All relevant documentation relating to the removal was handed to Prof Waanders on finalisation.

11 Freedom of association and collective bargaining practices

Freedom of association is a generally accepted practice at the NWU.

The Institutional Bargaining Forum (IBF) was constituted in accordance with the recognition agreement between the employee organisations and NWU management. It operates in terms of chapter three of the Labour Relations Act, no 66 of 1995.

The IBF addresses institutional matters of mutual interest, including annual salary negotiations. It also deals with collective consultation issues, such as policies, procedures and practices.

The forum members include six representatives from management, five from the trade union SAPTU and two from the other recognised union, NEHAWU.

The IBF meets monthly and delivers monthly reports to the institutional management. Disputes that arise outside the scope of the IBF are dealt with by means of internal procedures. These include the procedures for handling grievances and managing incapacity, harassment and discipline. If not resolved internally, matters are dealt with in terms of the Employment Equity Act and the Labour Relations Act.

12 Details of suppliers' labour, health and safety practices

It is difficult to enforce this requirement across the board for all suppliers to the NWU, especially when making use of local small and medium enterprises that are not familiar with these requirements.

Making arrangements to routinely obtain these supplier details would require a long-term process and would call for the training of regular suppliers, which is not part of the NWU core business. We do however request this information for big tenders as part of tender requirements, but we do not request proof of compliance. It will remain an outstanding issue until we change the tender and contract requirements. Steps to ensure we can address this gap have not been discussed at the NWU.



3

external members on the tender committee

5

members on the audit, risk and compliance committee (all members are external)

60%

Council members not employed by or students of the NWU

9

Senate committees

11

Council committees

77%

% Council attendance

how we govern the NWU



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MESSAGE FROM THE **Chancellor** Kgosi Leruo Molotlegi

When we think of the university as a “community of scholars”, it is perhaps easy to emphasise the “scholarly” part, but the word “community” in there is equally crucial.

It is a community because we have things in *common* – the quest for truth, knowledge, utility and wisdom. It is a community because we are more than the *sum of our common parts* – we are the 15 464 graduandi of 2014, the 164 research fellows, we are the students who received combined bursaries of over R165 million, we are the more than 1 500 participants enrolled in continuing education through open distance learning, we are our outputs, our research discoveries and patents, our conferences and colloquia, our debates, our new and renovated buildings, our myriad of sporting achievements... we are not confined to a single metric, for we are manifold.

.....

But a university is also a community because it stands for the *common good* – we stand for societal change, for meeting social challenges, for service to our nation (and, of course, the preparation *for service*), for equipping of minds, and of envisioning and working towards a better land for our children.

The year 2014 was a year we will remember. We celebrated our first decade as a unitary multi-campus institution, one with a single set of policies, systems and standards. We weathered financial challenges. We weathered accusations of tolerating fascist subcultures. Some challenges, like achieving a commensurate black academic staff complement, will take time to reach. In 2014 we worked hard at these goals.

In terms of leadership, we bade the passionate polymath Theuns Eloff farewell, and welcomed Prof Dan Kgwadi as vice-chancellor. On the same day that he was inaugurated, my own term as chancellor was renewed, a privilege for which I am grateful and honoured.

To be associated with a university is to be inexorably tied to the quest for innovation and relevance – principles by which the Bafokeng, the Nation I lead, seek to define ourselves. Here, at the NWU, it is about keeping our finger on the national pulse, our ears on the ground of international publications and our hands working with industry and on local solutions, often, to global problems.

If a university is like any organic being, which by definition is either busy growing, or busy dying, then we have been growing tremendously over the past 10 years, and are still growing.

Finally, a recent study by prominent economists showed how graduate unemployment in South Africa is very low - in contrast to how it is often depicted in the media.

Around 93% of all graduates become employed, which is a stark contrast to the youth who are left without a decent education. This reminds us of two things: first we should never forget our privilege as people with access to education; and secondly, our responsibility - we should be relentless in our determination to make the world a better place, using all the resources we can command.

I hope you will agree with me that the Annual Report in your hands attests to how seriously we take this responsibility.

KGOSI LERUO MOLOTLEGI

**KGOSI LERUO MOLOTLEGI
CHANCELLOR**

42 619
female students



20 516
male students



Mr Peet van der Walt

REPORT OF THE Chairperson of Council



Ms Itumeleng Pooe

As the highest governing body of the NWU, Council governs the university on behalf of its stakeholders and plays a major role in defining the NWU's purpose, values and strategy.

Although 2014 was a particularly challenging year for governance, Council is confident that the university met its obligations towards its many stakeholders.

important aspects dealt with during 2014

Council addressed or took note of the following important matters during 2014:

- ▶ A new vice-chancellor for the NWU, Prof Dan Kgwadi, was inaugurated, and the chancellor, Kgosi Leruo Molotlegi, was reinstated 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. The team 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.
- ▶ An international review team took stock of the extent to which the NWU had succeeded in reaching the mission it had set for itself during the first 10 years of its existence. The outcomes of the review are to be fed into the new strategy-forming process that will continue into 2015.
- ▶ Council approved a new code of conduct for its members, as well as several policies and sets of rules that have a direct bearing on members. These include the NWU Conflict of Interest policy.

Adding value to our human capital and our social and relationship capital.

Adding value to our intellectual capital.

Promoting ethical governance.

Looking ahead.

Responding to our external (legal) environment.

- ▶ The Council chairperson, Mr Peet van der Walt, resigned on 23 September 2014 because of ill health and Ms Itumeleng Pooe, the deputy chairperson, acted as chair until 18 November 2014. At the Council meeting on 17 and 18 November, Adv Johan Kruger was elected as Council chairperson and Dr Joe Tshifularo as deputy chairperson. They will hold these positions for three years.

significant changes

Changes in the membership of Council, Senate and the Institutional Forum in 2014 were largely due to normal circumstances related to the expiry of terms of office. Due processes were followed to elect or designate new members to the relevant structures.

Despite the changes to 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.

ethical leadership and corporate citizenship

The NWU Council and institutional management remain committed to the principles of transparency, accountability and ethical leadership.

Strategies to pursue ethical leadership and corporate citizenship revolve around advancing the "do-values" of the NWU (including integrity, commitment, accountability and respect), and reinforcing the existing NWU Code of Ethics and the mandate of the Research Ethics Committee.

Related strategies are to strengthen the societal fibre of the communities surrounding the campuses of the university, and work towards social justice. We continue to drive community engagement as part of our core business, thereby showing our commitment to sustainable local and regional development.

Council took note of reports from various Council committees on the NWU's adherence to codes of good practice and laws such as the Employment Equity Act and the Broad-Based Black Economic

Empowerment Act. This is important as it supports the university's efforts to continue creating a climate conducive to social justice.

Responding to our external (political) environment.

Council is confident that it has acted accountably in exercising its oversight role on social responsibility matters at the university, and that it has observed sufficient proof of the implementation of good practices and progress in this regard.

Acknowledging our risks.

However, Council remains aware of the multitude of challenges lying ahead, one being the demand for a generation of black academic staff members to complement the diversity profile at the university.

Looking ahead.

Looking ahead.

statement on workplace ethics

Workplace ethics at the NWU are driven by the values of human dignity, equality, freedom, integrity, tolerance, respect, commitment to excellence, scholarly engagement, academic freedom and justice.

Promoting ethical governance.

We also have a set of do-values that we use to hold support and academic departments accountable for their business and staff processes.

Responding to our external (legal) environment.

In addition, the Internal Audit department conducts annual training in fraud prevention.

Adding value to our financial capital.

governing and managing risk

Council is confident that a solid basis was established in 2014 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.

Responding to our external (legal) environment.

In 2014, the university completed its first comprehensive strategic risk identification process. A risk profile was then tabled to Council in September 2014. Council noted that from 2015 onwards, management will report twice a year on its risk management plan.

Acknowledging our risks.

Looking ahead.

After the Council-appointed investigation into some challenging incidents that occurred during the orientation of first-year students, Council was given the assurance from its Student Oversight Committee that the risk response measures management put in place would minimise risk exposure of this nature.

All these developments add to Council's conviction that sufficient measures are in place at the NWU to enable proper risk assessment, monitoring and assurance.

Decreasing our financial capital.

governing information technology

Council remains aware of the fact that it is accountable for the governance of information technology through the oversight role of its Audit, Risk and Compliance Committee which oversees the alignment of information technology with the performance and sustainability objectives of the university. Council takes note of the following:

Looking ahead.

- ▶ The university is still in the process of establishing an Information Technology

Governance Framework and this will be completed during 2015.

- ▶ The planning and implementation of information technology-related resources are in line with the strategic planning of the university. However, there are challenges concerning the ongoing monitoring and auditing of this function and the management of security measures.
- ▶ Progress is being made with the development of a business continuity plan and a disaster recovery plan.
- ▶ Information technology-related risks are included as part of the risk management operations and risk assessment, monitoring and assurance processes that will follow in 2015 to address the matter.

compliance with laws, codes, rules and standards

Council's Audit, Risk and Compliance Committee oversees the measures the NWU has put in place to ensure compliance to applicable laws, codes, rules and standards.

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

promotion of access to information (PAIA) requests

The NWU subscribes fully to the Promotion of Access to Information Act (PAIA) and in 2014 submitted copies of its updated Information Manual and the compulsory section 32 report to the South African Human Rights Commission.

Of the 29 requests for information that the university received, seven were declined based on privacy considerations, as per section 36 of PAIA.

Since July 2014, the NWU has been using an electronic PAIA request system. Between July and December 2014, 23 external requests were dealt with through this new system.

remuneration of councillors

An honorarium is paid twice a year (in July and December) to external members of Council, Council committees and other statutory bodies for each meeting attended:

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 governing structure	R2 200

Council members are also granted the opportunity to donate the honorarium back to the university, should they wish to do so.

statement on financial controls

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

- ▶ The system of internal financial control continued to be based on a framework of regular management information, policies, guidelines and administrative procedures. These included the segregation of duties and a system of delegation and accountability.
- ▶ The policies regulating the university's financial activities are reviewed and approved by Council on an ongoing basis. Similarly, the guidelines and procedures that flow from the policies are an ongoing responsibility of the institutional management.
- ▶ Council's responsibility for the effectiveness of internal financial control was informed by the work of the Internal Audit department, the Audit, Risk and Compliance Committee (which has an oversight role of internal audit) and the executive managers at the university responsible for developing and maintaining the financial control framework. Council's role was also informed by the audit work of an external auditing firm, resulting in management letters and other reports.

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 volatile 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.

While income from state subsidy remained unchanged, student-related income increased by 18,5% from 2013 – an indication of our ability to grow in a market experiencing intense competition for resources. A total of 15 464 students received degrees and diplomas during 2014 and R165,5 million was awarded as bursaries to students from our own funds.

Responding to our external (financial) environment.

Adding value to our financial capital.

Delivering outputs.

Promoting ethical governance.

Responding to our external (legal and political) environment.

Decreasing our financial capital.

Responding to our external (financial) environment.

Our commitment to sustainability.

Adding value to our financial capital.

Responding to our external environment: market forces.

Adding value to our financial capital.

Difficult economic circumstances brought student debt to the fore and forced the university to write off R36,8 million as irrecoverable and doubtful expenses – an additional R12,0 million compared to 2013.

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

statement on going concern

Various 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, proper financial management systems, effective control mechanisms and adequate resources at the disposal of the NWU to continue with operational activities in the foreseeable future.

statement on procurement process

The NWU continued to use a centralised procurement management structure. This structure provides control and coordination without inhibiting evaluation, recommendation and authorisation powers for the procurement needs of the decentralised divisions (campuses and the Institutional Office).

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 BBBEE qualified suppliers with a qualified BBBEE contribution exceeding 75%.


statement: contracts, agreements and suppliers' performance

In accordance with the policy requirements of the NWU, the Legal Services department scrutinises and approves all contracts of the university. This department 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 then coordinates appropriate action with Legal Services and the receiving department of the unsatisfactory goods or services.

tenders adjudicated

Tenders continued to be evaluated and approved strictly in accordance with tender policies, procedures and relevant authorisation mandates, including those relating to the Broad-Based Black Economic Empowerment Act 2003.

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

Legal Services checks and approves tender documents and it is obligatory to include the following evaluation criteria in these documents:

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

Council mandated the Tender Committee 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 evaluates the tenders received and makes a recommendation to the full Council.

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

External auditor:	Mr DA Foster (Chairperson)
External member of Council:	Adv M Kruger
External member of Council:	Mr F Strydom
Vice-chancellor:	Prof ND Kgwadi
Executive director for finance and facilities:	Ms E de Beer (Acting) (In attendance)
Institutional registrar:	Prof M Verhoef (Ex officio secretary)

campus development

The NWU committed R4,26 million for the development and upgrading of infrastructure services on all three campuses during 2014. For more information, refer to the section on our manufactured capital, p 106.

open distance learning

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.

For more information, refer to the section on our intellectual capital, p 75.

governing stakeholder relationships

The governing of stakeholder relationships remains important, especially in the light of the NWU's accountability to parties that are involved in the way the university fulfils its mission.

Adding value to our social and relationship capital. →

← *Responding to our external (legal) environment.*


Responding to our external (political) environment and to our stakeholders' expectations. →

Adding value to our social and relationship capital. →

← *Decreasing the value our financial capital, but adding value to our manufactured capital.*


← *Adding value to our intellectual capital.*

Council appreciates that the reputation of the NWU depends on the perceptions of stakeholders, and therefore various measures were put in place to involve stakeholders in the protection of the reputation of the university:

- ▶ A database was established to ensure the information of key stakeholders is frequently updated and readily available.
- ▶ The stakeholder version of the Annual Report was published, in which attention was given to the university's interaction and outcomes with various stakeholder groups.
- ▶ The vice-chancellor has engaged with various stakeholder groups to obtain their inputs and views on the strategy-forming process. 

Regarding the social demands that face institutions of higher learning, Council took note of the following: 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.

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. 

For more information, refer to the sections on our intellectual capital (p 74 and p 81) and our social and relationship capital (p 102).



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)

Please note that this is a shortened version of the full report that is included in the annual report that was submitted to the Department of Higher Education and Training and is available on the NWU website.



Mr Peet van der Walt

COUNCIL REPORT ON Corporate Governance



Ms Itumeleng Poee

The NWU is committed to the highest standards of transparency, discipline, integrity, responsibility, fairness, social responsibility and accountability. We subscribe to the principles contained in the King III Report on Corporate Governance in South Africa.

To protect the integrity of decision making and ensure good governance, the university practises joint consultation, supports decision making by empowered managers and continuously monitors results and risks.

The NWU Council has reviewed the Code of Conduct for Council and Council committee members. This code is included in all Council-related meeting agendas to remind and guide members about their obligations to comply with the code.

role and functions of council

Council is responsible for governing the university subject to the Higher Education Act and the NWU Statute.

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

- ▶ Adopting purpose and value statements, strategic plans and policies, the Statute, the rules, processes and delegations of authority. Council also monitors the operational performance of management. To ensure that we achieve our purpose and values, Council establishes committees and, together with Senate, joint committees.
- ▶ Determining the language policy of the NWU, within the policy set by the Minister of Higher Education and Training and with the agreement of Senate. The 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.

Responding to our external (legal) environment.

Adding value to our human capital.

Promoting cooperative governance.

Promoting ethical governance.

Responding to our external (political) environment.

Responding to our external (legal) environment.

Adding value to our human capital.

Adding value to our intellectual capital.

Our commitment to sustainability.

Promoting cooperative governance.

Responding to our external (political) environment.

- ▶ Establishing the structures for student support services, after consultation with the Institutional Student Representative Council (ISRC).
- ▶ Requiring members to adhere to a 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. The proviso is 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.

In performing its functions during 2014, Council remained mindful of the reasons for the merger-incorporation in 2004.

Many of these reasons have become entrenched in the Institutional Plan of the NWU and are part of Council's strategic planning. They 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.

Council is also responsible for setting the strategic direction of the NWU, approving major developments and receiving regular reports from management on the operation of the university.

committees of council

All committees of Council have a mandate that is strategically or financially important to the NWU.

They are chaired by external Council members with the requisite knowledge, skills and experience, and operate under clear terms of reference. (Please see the section, Meet our Council members, for the qualifications of the Council members.)

► Executive Committee

The Executive Committee deals with governance matters that occur between Council meetings and then reports on these at the next meeting. It also ensures that Council members uphold the Code of Conduct, and finalises any matters that Council refers to it.


During 2014, four ordinary Executive Committee meetings were held on 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

To ensure fair and responsible remuneration of senior executives at the university, this committee attends mainly to the employment contracts, remuneration and performance evaluation of the vice-chancellor, members of the institutional management and the director for internal audit.

The committee operates under the auspices of the NWU Remuneration Policy and the Policy Framework for the Remuneration of Senior Managers in Public Higher Education Institutions.

A primary goal of the Remuneration Policy is to attract and retain staff of high quality and potential. Guiding principles for remuneration matters are, among others, a total-package approach and that remuneration contributes to a motivating work climate. 

Drivers of remuneration are job grade, performance output, scarcity, strategic priority, internal parity and affordability.

In 2015 the committee's terms of reference will be aligned with the benchmarks in the King Code of Good Practice. 

The committee has four members, consisting of two external members of the Executive Committee of Council and the chairpersons of both the Human Capital and Employment Equity Committee and the Finance Committee, and is chaired by the chairperson of Council.

The Remuneration Committee met on 17 November 2014.

► Human Capital and Employment Equity Committee

The Human Capital and Employment Equity Committee ensures that adequate human resources policies and strategies are in place and monitors the implementation of these policies and strategies against set criteria. The committee is responsible for all human resources and employment equity matters, 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

Responding to our external (legal and political) environment.

Adding value to our human capital and keeping an eye on our financial capital.

Promoting cooperative and ethical governance.

Looking ahead.

Acknowledging our risks and adding value to our financial capital.

Promoting cooperative governance.

Adding value to our human capital and responding to our external (political and legal) environment.

Responding to our external (legal) environment.

is held accountable for the implementation of human resources 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 four external members and one internal member of Council, as well as the vice-chancellor and the vice-principal.

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

► Student Oversight Committee

Established in June 2014, the Student Oversight Committee oversees and advises the vice-chancellor on all aspects related to students and student support at the university.

It also oversees the promotion of a unified NWU culture that embraces multiculturalism, diversity and human rights.

The committee consists of four external and one internal member of Council, as well as the vice-chancellor. The chairperson of Council chairs the committee.

The Student Oversight Committee met on 7 November 2014.

► Audit, Risk and Compliance Committee

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

The committee provides a channel of communication between 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 for finance and facilities, and the internal and external auditors.

For more information about the committee's assistance to Council, refer to the full annual report that was submitted to the Department of Higher Education and Training and is available on the NWU website. The committee has reconsidered the composition of the committee to ensure it corresponds with the recommendations of the King III report, which says all members should be independent. For this reason, only external Council members are to sit on this committee.

The Audit, Risk and Compliance Committee met for ordinary meetings on 19 May and 20 October 2014. Two extraordinary meetings were held on 23 June and 7 November 2014.

Audit, Risk and Compliance Committee members:

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)	LLB, LLM	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 attend committee meetings, as are Prof D Kgwadi (vice-chancellor), Prof IJ Rost (executive director for finance and facilities) and Ms M van der Merwe (director for internal audit). Prof M Verhoef (institutional registrar and secretary to Council) served as an ex officio member.

► Finance Committee

The Finance Committee advises Council on financial and investment matters and on long-term infrastructure development at the NWU. It reinforces Council's governance function on sound, responsible and effective financial planning, financial administration, financial governance and proper financial reporting.

Chaired by an external Council member who is a financial expert, the committee recommends the annual operating and capital budgets to Council, and assures the financial health of the university as a going concern.

For more detail about the primary functions of the Finance Committee, refer to the full annual report that was submitted to the Department of Higher Education and Training and is available on the NWU website.

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

During 2014, the Finance Committee met 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 scrutinises the tender policies and procedures prepared by management, checks that these comply with the Broad-Based Black Economic Empowerment Act, confirms that tender policies are being implemented, and evaluates and approves tenders for contracts valued at between R10 million and R30 million. For contracts exceeding R30 million, the

Responding to our external (legal) environment.

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.

Acknowledging our risks.

► Investments Committee

The Investments Committee establishes measures so that the NWU can earn the highest possible yield on investments, with appropriate risk exposure. It appoints portfolio managers and evaluates investment policies, the investment performance of portfolio managers and the credit arrangements for the money market manager.

During 2014, the committee met on 28 February, 29 August and 3 November.

Adding value to our financial capital.

Adding value to our manufactured capital.

► Assets Committee

The Assets Committee is responsible for ensuring the long-term development and maintenance of the university's infrastructure.

This committee met on 5 May and 17 October 2014.

Adding value to our social and relationship capital.

► 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.

attending council committee meetings

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 is 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	83%

Adding value to our human capital. →

Promoting cooperative governance. →

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

appraisal of council and its committees

The Council of the NWU is committed to ensuring the effectiveness of its governance and oversight function.

In 2014, members of Council and the Council committees completed a self-evaluation questionnaire to evaluate the role and functioning of the various governance structures against their mandates. The evaluations focused particularly on risk management, adherence to good corporate governance principles, discipline and members' understanding of Council's oversight role.

Other factors taken into account were the size, composition and independence of the structures,

Adding value to our human capital. →

Promoting good governance. ←

Promoting cooperative governance. →

as well as the effectiveness of the leadership, teamwork, meetings and annual workshop.

It was clear from the results 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.

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 year it became necessary to call upon their services where conflict arose.


However, no academic days were lost, and no damage was done to property as a result of conflict during the year under review.

worker and student participation

NWU employees are represented by two unions, namely SAPTU and NEHAWU. The NWU signed a revised Recognition agreement with SAPTU on 16 July 2013 and, on the same date, a new Recognition agreement with NEHAWU.

Employees are represented in various governance and management bodies, one being the Institutional Bargaining Forum (IBF), which is agreed to in the recognition agreements with the unions.

The IBF strives for good employer-employee relations through effective communication, consultation and conflict resolution. It also deals with matters such as the annual salary negotiations. During 2014 the IBF met monthly, with additional meetings during January to April to discuss the annual cost of living adjustment. 

Other structures that promote staff participation are the workplace forums on the campuses and at the Institutional Office. Dealing with issues specific to the particular workplace, these forums meet every month and are platforms for representatives from the unions and management. 

In addition, employees are represented in various statutory bodies, such as Council and the Human Rights Committee.

Students also have seats on a number of statutory and managerial committees. On campus level, campus student representative councils (where student-related matters are discussed) are elected each year. Representatives from these campus structures form the Institutional Student Representative Council that met five times in 2014.

Students are also represented on the Institutional Forum, the Institutional Health and Wellness Co-ordinating Committee and the Institutional Committee on Student Support Services.

statement on Code of Ethics

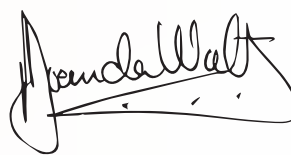
Institutional management approved the NWU Code of Ethics in August 2012. This code determines the way in which the university deals with all its internal and external stakeholders. Equally, all internal stakeholders are expected to observe the ethical obligations set by the Code of Ethics when conducting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

Promoting ethical governance.

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 (in particular its staff and students) and governing and management structures.

The Code of Ethics finds practical realisation in several policy and procedure documents. These include the Code of Conduct for Council

Members, the Behavioural Manual for Staff, a module in which students are made aware of academic honesty and promoting awareness of copyright issues.



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)

This is a slightly abbreviated version of the Report on Corporate Governance that Council approved during their meeting held on 19 June 2015 as per the Regulations. The full report is available in the annual report that was submitted to the Department of Higher Education and Training and is available on the NWU website.

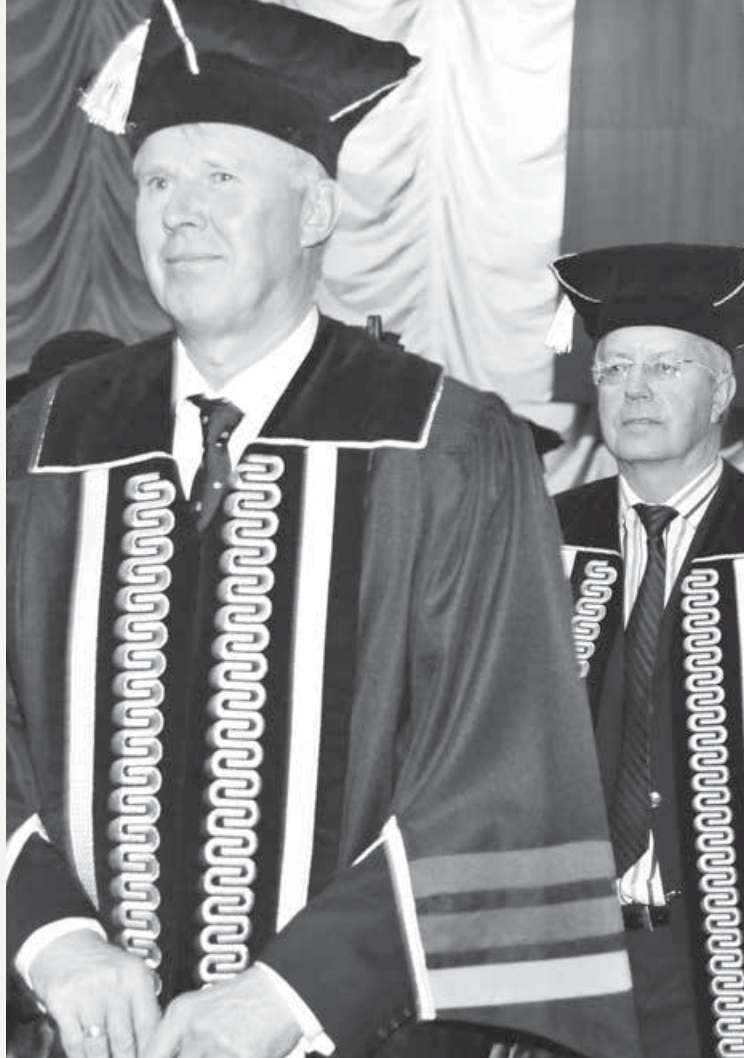
code of ethics

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

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

remuneration policy

a primary goal: to
attract and retain
staff of high quality
and potential



student oversight committee

established in
June 2014

meet our council members

The members of the NWU Council are people 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 staff or students of the NWU.

Members of Council and Council committees are guided by a Code of Conduct, ensuring they place the interests of the university first at all times.

In line with the NWU Statute, Council comprises academic and non-academic members from inside and outside the university; the external members are in the majority.

The chairperson of Council is elected from the external members and has a distinctly separate role from that of the vice-chancellor. He or she is expected to see to the optimal functioning of 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 Council chairperson, Adv Johan Kruger, was elected on 17 November 2014 after Mr Peet van der Walt resigned in September 2014 for health reasons.

composition of Council as at 31 December 2014



Chairperson: Adv Johan Kruger



Deputy chairperson: Dr Joe Tshifularo

External members of Council

Minister of Higher Education and Training's appointees



Mr M Sambatha:
Labour Studies Certificate (Natal Technikon),
Municipal Managers Certificate (University of Durban-Westville);
appointed for a three-year term from 2013 to 2016



Mr T Plaatjie:
BA, BAHons and UED (Vista University),
MA (University of Johannesburg);
appointed for a three-year term from 2012 to 2015



Mr A Mashilo:
MA (University of Witwatersrand);
appointed for a three-year term from 2012 to 2015



Dr J Tshifularo:
BA and BAHons (University of Venda),
MA (University of Limpopo),
PhD (University of Venda) and PhD (University of Limpopo);
appointed for a three-year term from 2012 to 2015

Donors

Mr F Strydom:
BScHons (University of the Free State); appointed for a three-year term from 2014 to 2017



Prof D Meyer:
BSc, BScHons and MSc (Rand Afrikaans University), PhD (University of California); appointed for a three-year term from 2012 to 2016



Mr K Venter:
BPharmHons in Pharmacology, MBA (Potchefstroom University for Christian Higher Education); appointed for a three-year term from 2014 to 2017



Ds W Vogel:
BA and ThB (Potchefstroom University for Christian Higher Education); appointed for a three-year term from 2014 to 2017



Community designates

Rev SA Musa:
BA Theology (University of Zululand), BAHons (Potchefstroom University for Christian Higher Education); re-appointed for a three-year term from 2013 to 2016



Mr TC Kgomo:
BCom (University of North West); appointed for a three-year term from 2014 to 2017



Mr I Klynsmith:
Blur et Comm and LLB (Potchefstroom University for Christian Higher Education), Diploma in Human Rights (University of Johannesburg); appointed for a three-year term from 2013 to 2016



Dr SJ van der Walt:
BA, ThB, ThM and ThD (Potchefstroom University for Christian Higher Education); appointed for a three-year term from 2014 to 2017



Members designated by the Convocation

Adv TJ Kruger, SC:
Bluris et Artium, LLB
and LLD (Potchefstroom
University for Christian
Higher Education);
appointed for a three-year
term from 2014 to 2017



Adv M Kruger:
BJuris, LLB (Potchefstroom
University for Christian
Higher Education);
appointed for a three-year
term from 2012 to 2015



Adv TJ Kruger:
LLB, LLM in Public Law
(Potchefstroom University
for Christian Higher
Education); re-designated
for a three-year term from
2014 to 2017



Dr D Hermann:
BA Law, BAHons in
Industrial Psychology,
MA Industrial Sociology
(Potchefstroom University
for Christian Higher
Education), PhD Industrial
Sociology (North-West
University), Postgraduate
Diploma in Labour
Law (Rand Afrikaanse
Universiteit); appointed
for a three-year term from
2012 to 2015



Members with special expertise

Dr B Tyobeka:
BScEd and MSc in Applied
Radiation Science and
Technology (University of
North West), MSc and PhD
in Nuclear Engineering
(Penn State University,
USA), MSc in Management
(Colorado Technical
University, USA); appointed
for a three-year term from
2014 to 2017



Ms M Claassens:
CA(SA), BCom Accounting
and BComHons
(Potchefstroom University
for Christian Higher
Education), Higher
Diploma Company
Law (University of
the Witwatersrand);
re-designated for a three-
year term from 2012
to 2015



Internal members

Management members

Prof Dan Kgwadi
(vice-chancellor):
BScEd (University of North West), MSc in Physics (Ball State University, USA), MPhil in Environmental Law and Management (University of the North), PhD in Physics Ed (Potchefstroom University for Christian Higher Education), PhD in Management – honoris causa (Hanseo University, South Korea); appointed in 2014 for a six-year term



Prof HD van Schalkwyk
(vice-principal and campus rector):
BCom, BComHons, MCom and PhD in Agricultural Economics (University of Pretoria); appointed for a six-year term from 2010 to 2016



Members representing other academic staff

Prof E van der Schyff:
BA LLB and LLM (Potchefstroom University for Christian Higher Education), LLD (North-West University); re-elected for a three-year term from 2012 to 2015



Prof EE Ebenso:
BScHons (University of Calabar, Nigeria), MSc in Physical Chemistry (University of Ibadan, Nigeria) and PhD in Physical Chemistry (University of Calabar, Nigeria); re-elected for a three-year term from 2013 to 2016



Prof JJ Janse van Rensburg:
BA, BAHons and MA in Greek, ThB and ThM in New Testament, ThD in New Testament Hermeneutics (Potchefstroom University for Christian Higher Education); re-elected for a three-year term from 2013 to 2016



Dr LB Mzini:
BA, BAHons (Vista University), Post Graduate Certificate in Education (University of South Africa), MA and PhD in Development and Management (North-West University); elected for a three-year term from 2013 to 2016



Members representing non-academic employees

Ms E Esterhuizen:
MEd (Tshwane University of Technology); elected for a three-year term from 2013 to 2016



Prof J Swanepoel:
BA, BAHons, MA, LLB and DLitt (Potchefstroom University for Christian Higher Education); re-elected for a three-year term from 2012 to 2015



Representatives of the Institutional Student Representative Council (ISRC)

Members serve on the Council for a period determined by the ISRC. The following ISRC members held office until October 2014:



Mr M Montshosi:
BSoc in Political Science
and International Relations
(Mafikeng Campus, NWU)



Mr J Jordaan:
BCom Law and LLB
(Potchefstroom Campus,
NWU)



Mr J Ncedani (in attendance):
BCom and BComHons (Vaal
Triangle Campus, NWU)

From November 2014, the following ISRC members served on Council:



Mr T Kgobane (in attendance):
(2014 to 2015) BComHons
Marketing Management
(Mafikeng Campus, NWU)



Ms M van Schalkwyk:
(2014 to 2015) MEd
Natural Sciences
(Potchefstroom
Campus, NWU)



Mr B Mokoena:
(2014 to 2015) BA Social
Work (Vaal Triangle
Campus, NWU)

Secretary to Council



Prof M Verhoef: Higher
Education Diploma, Higher
Diploma in Librarianship,
BAHons, MA and PhD
in Sociolinguistics
(Potchefstroom
University for Christian
Higher Education)

For more information about our councillors, their membership of subcommittees, their attendance of council and subcommittee meetings and the directorships held by our councillors, refer to the full annual report that was submitted to the Department of Higher Education and Training and is available on the NWU website.



4

Minister of Higher Education and Training appointees on Council

4

Council members designated by the Convocation





REPORT OF THE Institutional Forum

Dr Karabo Mabe

role and composition

The role of the Institutional Forum 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 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.

Responding to our external (legal) environment.



Adding value to our intellectual capital.



Promoting cooperative governance.



Adding value to our human capital.



In total, 13 vacancies were filled, affecting institutional management, academic staff, support staff, trade unions and members with special expertise.

The vice-chancellor designated a new representative from the institutional management.

Three vacancies arose for representatives from Senate. The Mafikeng Campus requested an extension for nominations while representatives from the Potchefstroom and Vaal Triangle campuses were nominated at a meeting of Senate. Each campus also had to nominate a member from the permanent academic staff of that campus. An election process resulted in the nomination of two members from the support staff of the NWU.

The recognised trade union NEHAWU nominated two new members and the other recognised union, 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.

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 table below lists these constituencies and their representatives for 2014.

Adding value to our social and relationship capital.



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 T Kgomo, Adv M Kruger, Fr PD Dinkebogile
Convocation	Ms HK Coetzee, Dr MB Sekatane
Special expertise	Dr LK Mabe, Mr A Scheppel

matters dealt with

► Consultation on senior appointments

During a meeting in February 2014 the institutional registrar requested members of the Institutional Forum to nominate a representative to serve on the search committee for the appointment of a rector for the Mafikeng Campus.

← *Adding value to our human capital.*

A consensus decision was taken to nominate the chairperson of the Institutional Forum. At a special meeting on 5 March 2014, the Institutional Forum advised the interview panel on the suitability of candidates for this position.

→ *Responding to our external (legal and political) environment.*


The chairperson also represented the Institutional Forum in the short listing and interviewing of applicants for the position of vice-rector for teaching, learning and quality assurance at the Mafikeng Campus. Dr Mabe was again included in the appointment process of the vice-rector for research and planning of the Mafikeng Campus; the outcome was to re-advertise the position.

← *Promoting cooperative governance.*

► Transformation matters

Transformation was a priority and the Institutional Forum received various reports on the subject. These included 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".

← *Responding to our external (legal and political) environment.*

During meetings, the discussions focused among others on the drop-out rate of black students, non-residential students who had to travel long distances to classes every day, filling of the position of executive advisor for transformation and diversity management, transformation statistics, lack of adequate infrastructure at the Mafikeng Campus, and the special needs of students with disabilities. 

← *Adding value to our human capital.*

The executive director for 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.

► Human rights matters

Members were kept informed about 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.

The Policy on Gender and Race and other gender matters were not raised or discussed, and the forum resolved to request update reports from the Human Rights Committee from time to time.

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 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.

L. K. 

DR LK MABE
CHAIRPERSON OF THE INSTITUTIONAL FORUM





Senate report

Prof Dan Kgwadi

In 2014, Senate supported the core business of the NWU by ensuring that the university's academic structures, policies and personnel moved in the desired direction to enhance student success rates and safeguard the well-being of students.

Senate also advised Council on various strategic matters regarding these core business components.

← *Adding value to our intellectual capital.*

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. →

composition of Senate

In line with the Statute, the membership of the NWU Senate comprises:

- ▶ The vice-chancellor (chairperson)
- ▶ The vice-principal
- ▶ The deputy vice-chancellor for teaching-learning
- ▶ The deputy vice-chancellor for 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)

← *Adding value to our intellectual capital.* →

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%.

The following Senate Standing Committees were in place during 2014:

- ▶ Senate Executive Committee
- ▶ A campus senate committee per campus

← *Promoting cooperative governance.*

- ▶ 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

changes in academic structures

While the overall academic structures (15 faculties distributed across the three campuses) remained essentially the same, a few changes were made to the NWU research entities. For detail about these changes, refer to p 78 in the section on our intellectual capital.

Senate also approved the proposal for one new organisational unit and a few name changes of other units in the faculties of Law, Health Sciences and Education Sciences on the Potchefstroom Campus.

PROF ND KGWADI
CHAIRPERSON OF SENATE

For information about our core business, refer to p 72 (teaching-learning) and p 78 (research) in the section on our intellectual capital.

R225,25 million
overall spent on
infrastructure
and facilities



5 890 modules
making up the more
than 100 qualifications
offered at the NWU

10

members on the institutional management team

institutional plan

the driving force behind our planning, goals and objectives

5

mission elements in the institutional plan

10

transformation goals


strategy review process

- started in 2014
- developing a strategic agenda for the NWU
- process to be concluded in 2015

6

senior appointments made in 2014

how we manage the NWU

- 
- 62 meet our institutional management
 - 63 our institutional plan
 - 64 our transformation goals
 - 66 our performance against our targets
 - 68 report of the vice-chancellor

meet our institutional management

As the executive arm of the NWU, the institutional management is responsible for implementing the strategies, plans, budgets, policies and rules approved by Council.

Following the merger-incorporation in January 2004, the university adopted a two-tier business model suited to its operations, which extend over three campuses and a number of learning sites in two provinces. This model consists of a core institutional layer that ensures university-wide consistency and three campuses that operate as decentralised and coordinated business units. Prof Dan Kgwadi, the vice-chancellor, is the NWU's chief executive and accounting officer, responsible to the NWU Council for the institution's overall performance.



Vice-chancellor
Prof Dan Kgwadi



NWU vice-principal and rector of
the Potchefstroom Campus
Prof Herman van Schalkwyk



Deputy vice-chancellor for
teaching-learning
Prof Martin Oosthuizen



Deputy vice-chancellor for research,
innovation and technology
Prof Frikkie van Niekerk



Institutional registrar
Prof Marlene Verhoef



Acting executive director for
finance and facilities
Ms Elmarie de Beer



Executive director for
human capital
Mr Victor Mothobi



Executive director for
institutional advancement
Ms Phumzile Mmope



Rector of the Mafikeng Campus
Prof Mashudu Davhana-Maselesele



Rector of the Vaal Triangle Campus
Prof Thanyani Mariba

our institutional plan

This is our three-year rolling Institutional Plan according to which our overall operational planning takes place. This plan forms the backbone for all our planning, including setting our goals and objectives for all levels of operation at the university.

<p>Mission element 1</p>	<p>Our goals</p>
<p>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.</p> <p>The NWU does this by empowering people through quality education, world-class research and the meaningful implementation of its expertise.</p>	<ul style="list-style-type: none"> • Mainstream transformation • Access • Alignment • Diversity • Equity • Increased unity • Quality • Redress • Resource allocation • Student experience • Success
<p>Mission element 2</p>	<p>Our goals</p>
<p>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 continent and the world.</p>	<ul style="list-style-type: none"> • Continue to improve the quality of teaching-learning. • Use the enrolment plan developed in 2013 to address academic planning. • Ensure effective academic planning and programme development that results in a relevant Programme and Qualifications Mix (PQM). • Promote a culture of excellence in teaching and learning. • Implement strategies to improve student access and success. • Promote the career prospects of NWU graduates. • Optimise the NWU's involvement in continuing education.
<p>Mission element 3</p>	<p>Our goals</p>
<p>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.</p>	<ul style="list-style-type: none"> • Create an enabling environment for research staff where research and teaching-learning are balanced. • Improve the research profile of the NWU. • Develop research staff capacity. • Monitor the Research Entities model. • Measure and improve the throughput of postgraduate students. • Refine quality assurance processes. • Explore research funding opportunities.
<p>Mission element 4</p>	<p>Our goals</p>
<p>Implement our 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.</p>	<ul style="list-style-type: none"> • Implement expertise and commercialise research results. • Expand community engagement. • Align commercialisation and social engagement activities with core activities. • Refine quality assurance processes. • Focus on business development. • Integrate sustainability into all core business activities and reporting.
<p>Mission element 5</p>	<p>Our goals</p>
<p>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.</p>	<ul style="list-style-type: none"> • Continue to build an aligned NWU brand. • Develop an integrated online stakeholder engagement framework. • Redevelop the NWU intranet. • Increase the frequency of national media coverage. • Enhance engagement with primary stakeholders. • Develop a strategy for the Institutional Advancement Office. • Implement the framework for internationalisation. • Ensure effective support functions and integrated business systems. • Promote staff wellness. • Maintain a strong focus on risk management and compliance. • Develop a strategic infrastructure plan.

our transformation goals

This report is about achieving mission element 1* of the NWU's strategic document, the Institutional Plan (see p 63), and how our capitals are affected through our transformation activities.

*This element states that the university should 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.

Specific goals: transformation, access, alignment, addressing historically entrenched forms of discrimination and achieving the agreed minimum diversity targets, increased unity, quality, redress, resource allocation, student experience and success.

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".

The transformation goals were adopted and form mission element one of the NWU's Institutional Plan.

Transformation

The first goal is to mainstream transformation so that it becomes a measurable aspect of our operations. To achieve this, we embed transformation targets in our performance management system, report regularly on transformation activities and train new managers on transformation.

Access

This goal refers to increased access in line with the enrolment plan and the student diversity targets that Council has set. We made steady progress in 2014. Remaining challenges are the lack of funding for students who cannot afford to study, and the relative scarcity of first-time entrants who performed adequately in mathematics and science at school. Activities to promote access include extended academic programmes and our UnivPrep programme (equipping under-prepared students for university study).

Alignment

Our programme offerings must be optimally aligned across the campuses to support coherence of curricula and standards. To this end, work continued on the Higher Education Qualifications Sub-Framework process. (For more detail, see p 58 of the full annual report that was submitted to the Department of Higher Education and Training and is available on the NWU website.)

Adding value to our human capital and our social and relationship capital.

Responding to our external (natural and political) environment.

Responding to our external environment: our stakeholders' expectations.

Responding to our external (political) environment.

Delivering outputs.

Responding to our external (political) environment.

Adding value to our human capital.

Responding to our external (political) environment.

Adding value to our human capital.

Adding value to our human capital.

Responding to our external environment: market forces.

Adding value to our intellectual capital.

Adding value to our intellectual capital.

Responding to our external (political) environment.

Adding value to our manufactured capital.

Diversity

The goal is to promote diversity in all its forms within the context of a unitary multi-campus university. The office of the vice-chancellor has encouraged robust debate, especially within the context of strategy formulation for the future. Diversity should be carefully balanced against the need to promote unity at the NWU.



Equity

This goal is about eliminating historically entrenched forms of discrimination. It seeks to enhance participation by developing staff and striving to reach employment equity targets. Progress remains slow and our efforts must be accelerated. Initiatives that promote equity are Growing our own timber and the capacity building fund. (More about this from p 94 in the section Our human capital.)

Increased unity

An inclusive institutional culture is envisaged. The values of the NWU drive efforts to build a sense of unity of purpose, which is a particularly challenging task given the geographical distances between our campuses. The university used the 10-year celebrations in 2014 as an opportunity to enhance unity.

Quality

This goal reflects the conviction that we must constantly innovate in all our activities to remain relevant and competitive and achieve our mission in a challenging environment. We enhance quality through internal and external academic programme reviews and peer reviews of support services.

Redress


Historical imbalances are addressed through this goal. The main focus is on our physical infrastructure and maintenance plan and on using our procurement activities to promote broad-based black economic empowerment.

In 2014, the university was certified as a Level 4 contributor to B-BBEE.

Looking ahead. →

The feedback from the panel will be considered when a new strategy for the university is developed in 2015.

Resource allocation

This 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 will continue in 2015. 

Adding value to our financial and our manufactured capital. ←



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

Student experience

The aim is to enhance the experience of students on all campuses and establish a balance between academic, socio-cultural and sporting activities. We experienced challenges early in 2014 when some unacceptable initiation activity took place. Council moved swiftly to investigate this and ensure that the orientation programmes were enhanced through human rights training.

Adding value to our human capital. ←



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

Delivering outputs. ←

Success

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 realised mission elements in the first 10 years after the merger. (The findings of this international panel are discussed in the section Our performance against our targets on p 67).



PROF ND KGWADI
VICE-CHANCELLOR

Please note that this is a slightly shortened version of the comprehensive Transformation Report that is available in the full annual report that was submitted to the Department of Higher Education and Training and is available on the NWU website.



our performance against our targets

This section is about how we use and transform our capitals to achieve our strategic goals as set out in our Institutional Plan. It is also about evaluating our performance against our targets – not only for 2014, but also for the past decade. This includes the extent to which we have achieved our merger objectives and realised our mission elements since the NWU came into being.

In the end, it is also about learning from our past achievements and mistakes, and allowing these to guide our journey into the next decade.

The NWU celebrated its 10th year of existence in 2014. During this decade, we pursued our vision to become a pre-eminent university in Africa, driven by the pursuit of knowledge and innovation.

Our mission throughout this period was to become a balanced teaching-learning and research university that implements its expertise in innovative ways. We pursued this mission while living our values, striving for sound management and pursuing transformation.

In support of this mission, our strategy was to increase the quality and quantity of research, focusing on campus niches,

appropriate incentives and capacity building and development. In addition, we strengthened the quality of teaching and learning by constantly emphasising an improved client focus, e-learning, innovation and diversity.

The five mission elements (as set out on p 63) have been the driving force since 2008 for positioning the NWU as a worthy provider of higher education, willing and able to contribute to the South African economy.

The table below shows how we have added value to our capitals during the past 10 years. It also shows that, although remarkable progress has been made, much still needs to be done.

summary of performance statistics

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

education panel takes a closer look

To provide sufficient data for the next 10-year planning phase, Council and management appointed an international evaluation panel to evaluate the extent to which the university has succeeded in meeting the merger objectives and realising its mission elements.

The table below gives a short overview of the panel's findings about the merger objectives.

Merger objective	Finding	Comments
Building research capacity Enhancing sustainability through increased size	Fully met	Mention was made of the continually increasing research outputs, the sound financial management, and the ongoing infrastructure provision.
Overcoming the apartheid-induced divide Building administrative and academic capacity	Partially met	Current management structures were not fully conducive to achieve transformation goals and encourage campus cooperation. There was a need to develop an integrated university culture and identity. Good progress was made with the development of academic capacity, but there was room for improving management capacity.
Promoting an equitable staff and student body Deploying academic staff	Not met	There were still racial and gender imbalances in the staff and student component. Academic staff mobility across campuses had not been actively supported.

In respect of the extent to which the mission elements have been realised, 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 considered to have been partially met.

The table below gives an overview of the valuable feedback that we received and will channel into the strategy-formation process of 2015.

Topic concerning mission element	Feedback
Transformation	Progress was viewed as slow.
Teaching-learning programmes	A single institution-wide oversight role was lacking.
Research outputs	Major gains had been made, but the panel remained critical about the research aspirations of the university.
Management model	It served the university well during its formative years and contributed to the stabilisation of the campuses, but did not enable the development of a university-wide identity and culture.
Finances	The panel commended the university for its strong financial management approach and increased financial assistance to students by means of both NSFAS and university funds.

Although 10 years is a relatively short period to assess fully the results of the merger and the realisation of mission elements, this assessment opportunity has been fruitful in preparing to take the university further on its journey.

In addition to the feedback from the panel, Council received regular feedback at its meetings on the key performance indicators. At its June meeting, Council received a mid-year review and at its November meeting, a full appraisal of the extent to which the 2014 Institutional Plan had been realised.

A scorecard was used to report to Council on the progress made with each goal (in respect of each of the mission elements).

According to this assessment, the NWU realised 87% of the 2014 Institutional Plan.

For the full performance report, including extensive student enrolment planning information, please refer to the annual report that was submitted to the Department of Higher Education and Training and is available on the NWU website.



REPORT OF THE vice-chancellor Prof Dan Kgwadi

The vice-chancellor is the NWU's chief executive and accounting officer, responsible to Council for the institution's overall performance. He sees to it that the university's core business activities proceed smoothly and create value over time – not only for the NWU, but for all our stakeholders.

our managerial and administrative achievements

The Institutional Plan is the driving force behind all our planning, goals and objectives. The campuses use this plan to formulate their own campus plans.

In line with the NWU mission elements, campus plans for 2014 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.

During 2014, the campuses achieved many major managerial and administrative goals within the overarching framework of the university's Institutional Plan.

► Mafikeng Campus

Priorities for the Mafikeng Campus in 2014 were to further strengthen their 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.

Five memoranda of understanding were signed with external partners during the year. These partners included the European Scientific Institute, the Department of Transport, Mintek, the state-owned enterprise for mineral technology research and Japan's Hokkaido University.

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

Responding to our external environment: market forces. →


The Science Centre hosted the Famelab competition in February 2014. Two students reached the national Famelab semi-finals, where one of them was named as the overall winner. This student 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. Three Mafikeng Campus students were among the top 15 in the country.

A team from the Faculty of Law won the inter-Campus Criminal Law Mock-Trial Competition against the Potchefstroom and Vaal Triangle campuses.


► Potchefstroom Campus

While working towards and meeting most of the targets set for the core teaching-learning and research operations in 2014, the Potchefstroom 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 and glass recycling. 

The campus's research performance was particularly good. Two new research entities were approved in 2014, namely 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.

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, and an industrial psychologist was appointed to assist student structures with human rights and student disciplinary matters. 

Adding value to our human capital.

Adding value to our social and relationship capital. →

Adding value to our natural capital.

Adding value to our intellectual capital.

Delivering outputs.

Adding value to our intellectual capital.

Adding value to our human capital. →

Adding value to our manufactured capital. →

Adding value to our social and relationship capital. ←

Responding to our external environment: our stakeholders' expectations. →

Adding value to our intellectual capital. ←

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

► Vaal 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.

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.

In addition, 53 Grade 12 learners passed the Bridging the Mathematical Gap Programme, 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 research focus area UPSET received an outstanding evaluation report from an international panel.

The Serious Games Institute of South Africa hosted South Africa's first international conference on serious games. The bhive Entrepreneurial Development Centre launched the Young Entrepreneur Business Organisation 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

Adding value to our human capital.

Adding value to our intellectual capital.

Adding value to our social and relationship capital.

Adding value to our intellectual capital.

Responding to our external environment: market forces.

Adding value to our manufactured capital.

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.

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 towards achieving the goals set out in this plan. Council was updated during the June and November meetings of the progress made in realising this plan.

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

For specific campus matters worth mentioning, refer to p 161 in the full annual report that was submitted to the Department of Higher Education and Training and is available on the NWU website.

statement of self-assessment of the achievement of the vice-chancellor

The targets that the NWU worked towards in 2014 are set out in the performance agreement of the vice-chancellor which is derived 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 there were isolated incidents of prohibited initiation traditions.

These incidents were investigated and prosecuted through a disciplinary process. Council appointed an independent investigative task team to investigate the matter. The team 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 was spent 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 teaching-learning area has been on developing a blended learning policy and framework for the NWU.

Financial management remains strong at the 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

± 1 800

periods per week
were interpreted

6

self-evaluations conducted
by support departments

R1 440 408

income from product
sales based on own
intellectual property

R1 065 088

value of bursaries for staff
completing their PhDs

1 344

visits to the
NWU museum

36

new qualifications and
programmes approved
in 2014

58

open distance
learning centres in
SA and Namibia

how we performed against our capitals

This part of the annual report is about the value creation processes at the NWU.

Here, we would like to show you how we respond to our stakeholders' needs through our business activities, and how these activities lead to outputs and outcomes, thereby transforming the value of our six capitals.

In other words, this is about our performance against our capitals – how we fare in achieving our strategic goals and how our performance impacts our capitals.

72	our intellectual capital
72	our teaching-learning
78	our research
83	supporting our core business activities
88	our human capital
88	meet our students
94	meet our employees
98	our social and relationship capital
98	advancement activities
102	other partnerships and collaboration
103	community engagement
105	internationalisation
106	our manufactured capital
108	our natural capital
110	our financial capital
110	finance management
112	internal audit
113	report of the chairperson of the finance committee and executive director for finance and facilities
120	report of the audit, risk and compliance committee
122	consolidated statement of financial position as at 31 December 2014
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124	acknowledgements

our intellectual capital

The NWU's intellectual capital comprises knowledge-based intangibles and together with human capital, intellectual capital is the lifeblood of knowledge-based, service-oriented institutions such as the NWU.

This section is about how we manage our knowledge resources to create more knowledge and in this way, add value for ourselves and our stakeholders. It is also about the activities, policies, strategies and procedures that support these business activities.

The following will be discussed in this section:

- ▶ our teaching-learning
- ▶ our research
- ▶ supporting our core business activities

our teaching-learning

This section demonstrates how we achieved mission element 2* of the NWU's strategic document, the Institutional Plan (see p 63), and how our intellectual capital is transformed through our teaching-learning activities.

For intellectual capital, the carrier is the organisation.

*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.

Creating outcomes. →
Adding value to our human capital. →
Delivering outputs. →

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-learning, including teaching and learning technology, and career development. The portfolio also provides oversight for library services and open distance learning.

our teaching-learning statistics

← *Delivering outcomes.*

Graduation rate

Graduation rate of contact undergraduate students	Heads 2014	Graduates 2014	2014	2013	2012	2011	2010	2009
First certificates and diplomas of two years or less	685	199	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 diplomates per ceremony date after complying with the examination requirements in 2014.

Campus	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

Delivering outcomes.

Delivering outputs.

Looking ahead.

Acknowledging our risks.

Delivering outputs and responding to our external environment (our stakeholders' expectations).

strategic developments

The development of a teaching-learning strategy is well under way, with the fourth draft to be tabled at the Institutional Committee for Teaching and Learning and Senate for approval in 2015.

The review of the state of teaching-learning at the university that began in 2013 was finalised in 2014. The focus of the review was on the Vaal Triangle and Mafikeng campuses as a similar review already took place at the Potchefstroom Campus in 2011.

academic planning

To address the risk of inefficient rules, guidelines, policies and processes for the accreditation of formal academic programmes, revised policies and procedures were drafted and systems development was completed.

higher education quality committee (HEQC) quality enhancement project

The HEQC's Quality Enhancement Project 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.

During 2014 the NWU submitted a Quality Enhancement Project report to the HEQC, confirming that the university has made significant progress in this area. However, the NWU still needs to develop a coherent framework for student development and success, a more systematic approach towards staff development and greater coordination between different campuses and units.

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

During 2015 task teams will improve policies and practices in areas where challenges have been identified and an institution-wide forum will develop a student success framework.

higher education qualification framework (HEQSF) alignment process

At the end of 2014 the HEQSF Alignment Process was still under way, with the process for NWU Category A qualifications nearing completion.

The Department of Higher Education and Training (DHET) informed the NWU that all NWU Category A submissions had been approved by both the Council on Higher Education and the DHET, making the NWU the only university to have achieved this distinction.

ongoing qualification and programme alignment

The continuing challenges relating to the alignment of academic programmes across the NWU pose a serious risk.

It became clear that a mechanism is needed for ensuring continued cross-campus alignment of qualifications and programmes, over and above the Institutional Committee for Academic Standards process.

The task team drafting the Policy on Programme Development, Management and Review will be requested to consider the matter and to make a recommendation.

institutional committee for academic standards (ICAS)

ICAS is responsible for the approval of academic programmes and qualifications submitted by the respective disciplines at the NWU.

During 2014 ICAS held 20 meetings. The committee approved 53 changes to existing programmes, 36 new qualifications and programmes, and 138 continuing education offerings.

quality of academic programmes

In June 2014, the first aligned external programme evaluation of an academic programme took place. The panel found that the BEdHons: Learner Support programme met the minimum standards on all three campuses and via distance education.

Various external evaluations of academic programmes were conducted on the three campuses in 2014. In some instances,

← Looking ahead.

Responding to our external environment (our stakeholders' expectations) and adding value to our social and relationship capital. →

Adding value to our social and relationship capital. →

Delivering outputs and responding to our external environment (market forces and our stakeholders' expectations). ←

← Acknowledging our risks.

Delivering outputs. →

Delivering outputs. →


← Delivering outputs.

Looking ahead →
Responding to our external (technological) environment. →

Delivering outputs. →

international scholars served on the evaluation panels, representing countries such as the Netherlands, Nigeria and the United Kingdom.


Professional bodies that evaluated some of the academic programmes for accreditation or re-accreditation include the South African Board for People Practices, the South African Council for Planners, and the South African Nursing Council.

For the first time during an external evaluation, the Quality Office and the panel evaluating four MSc Business Mathematics and Informatics programmes on the Potchefstroom Campus held an industry visit. During their visit to Barclays in Johannesburg, they met with NWU alumni and received positive feedback about how the programmes had prepared the students for the workplace. 

teaching-learning technology

A Teaching and Learning Technology Framework ensures the quality of teaching-learning technologies used at the NWU.

The Teaching and Learning Technology Working Group (eNdaba Working Group) was involved in learning management system operational management, the development of e-guides, lecture capturing and video streaming, and the streamlining of the study material production system.

They also gave operational support for the adoption of teaching-learning technology, and conducted capacity building for academic development staff. 

The eNdaba Working 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 eFundi.

In 2014 there were 4 716 active eFundi sites across the NWU, with seven or more students per site. The system was also used by 1 189 academics.


While the university made substantial progress in the use of teaching-learning technology during 2014, the rapid pace of development in this area means that we need to:

- ▶ improve our capacity in learning analytics and accelerate the development of a learning resources repository
- ▶ ensure capacity development for staff.

blended learning

In short, blended learning is about combining the strengths of complementary teaching-learning strategies into a unique learning experience.

To enhance blended learning at the NWU, the following were achieved during 2014:

- ▶ Significant progress with the development of interactive, electronic “SMART-guides” supporting student-directed learning 
- ▶ A blended learning roadmap that sets out principles for the implementation of blended learning and provides a basis for the design of academic programmes for blended learning.

A steering committee for blended learning met for the first time in November 2014. In 2015 this committee will focus on the development of a comprehensive project plan to guide the work on blended learning.

Responding to our external environment: our stakeholders' expectations. 

Looking ahead.

open education resources universitas

The NWU participates in the open learning movement, and uses open educational resources to enhance access to high-quality and affordable learning material. To this end the university attended the third meeting of the Open Education Resources Universitas (OERu) partners in Australia in November 2014. The NWU will host the annual meeting of the 34 partner universities in October 2015.

Adding value to our social and relationship capital. 


Adding value to our social and relationship capital.

Acknowledging our risks.


Looking ahead.

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, as well as the White Paper for Post-School Education and Training.

The Unit for Open Distance Learning (UODL) is responsible for the delivery of academic programmes to distance students. 

Although it is based on the Potchefstroom Campus, the unit also serves the Mafikeng and Vaal Triangle campuses in the delivery of programmes in theology and education sciences respectively.

Each of the UODL's 58 open distance learning centres in South Africa and Namibia 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 interpreting of lectures 

Delivering outputs.


Responding to our external (legal and political) environment.

Adding value to our social and relationship capital.

Responding to our external (legal) environment.


Responding to our external (political and technological) environment.

into three languages is provided to enhance student access.

A centralised call centre assists with academic and administrative enquiries, while a process is under way to provide a 24-hour tele-counselling service. 

The UODL also 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.

continuing education

The term “continuing education” covers various non-formal teaching-learning-related activities. These include short learning programmes, short courses and continuing professional development offerings. 

Interventions were implemented in 2014 to mitigate the risk of inadequate systems for monitoring and managing short course approval and the presentation of approved short courses.

These interventions included arrangements such as holding more frequent Institutional Committee for Academic Standards (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 and this will affect the way universities manage their portfolios of short courses in future. The NWU participated in the drafting of these national guidelines (earmarked for implementation in June 2015) by assisting the South African Qualification Authority (SAQA) in this process.

To inform the revision of the national guidelines document, the Higher Education Quality Committee (HEQC) sent out a comprehensive questionnaire on continuing education in 2014.

Although completing this questionnaire impacted to some extent on the progress made with the NWU's continuing education framework, it provided an opportunity to gather information, update the NWU records on continuing education and identify some concerns.



developing our academics

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.

← Adding value to our human capital.

Delivering outputs. →

institutional course for new lecturers

After completing the three phases of the Institutional Course for New Lecturers (ICNL), new lecturers should be able to perform the following roles competently:

- ▶ facilitate learning and create 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 foundational and ethical issues in science
- ▶ know where to find appropriate support services for teaching-learning and research activities.

Phase 1 of the course introduces newly appointed lecturers to the university's strategy and policies for teaching-learning, as well as to various support services, and provides a brief overview of the higher education landscape. A total of 109 academic staff members attended this phase.

In phase 2, which 120 lecturers attended, practical opportunities are created for newly appointed lecturers to explore aspects of pedagogy, curriculum development and student learning.

A total of 91 lecturers attended phase 3, which introduces them to the philosophical foundational issues of their respective subject fields.

← Adding value to our human capital.

Looking ahead. →

Delivering outcomes and adding value to our human capital. →

← Delivering outcomes.

Decreasing the value of our financial capital, but adding value to our human capital. →

other development activities

Various workshop opportunities, which 199 NWU staff members attended, were presented on the three campuses during 2014. The topics discussed ranged from eFundi tools and e-guide development to exam paper formulation and assessment strategies.

The development of learning material in a blended learning environment and the use of technology in a teaching-learning environment were also addressed.

← Responding to our external (technological) environment.

Adding value to our social and relationship capital. →

institutional teaching excellence award

The Institutional Teaching Excellence Award (ITEA) is a mechanism to acknowledge and encourage lecturers to develop their teaching skills.

← Adding value to our human capital.

For the ITEA process, an evaluation panel observes three contact sessions, student feedback on teaching is obtained, proof of innovative approaches to teaching-learning (including e-learning) is submitted, and a teaching portfolio is evaluated.

In 2014, a total of 65 participants received awards based on the 2013 evaluation process. The participant scoring the highest marks received the Vice-Chancellor's Award.

In October 2014, Senate approved a new classification of the ITEA awards into three award categories, namely the Emerging Teaching Excellence Award, the Teaching Excellence Award and the Distinguished Teaching Excellence Award.

The 90 academics who participated in the 2014 evaluation process will receive their awards in 2015.

the HELTASA national excellence in teaching and learning awards

A lecturer from the Potchefstroom Campus received a commendation for the Higher Education Learning and Teaching Association of Southern Africa (HELTASA) award during the HELTASA conference at the University of the Free State in November 2014. HELTASA acknowledges academic staff members who demonstrate excellence in teaching-learning.

scholarship of teaching-learning

Through its Scholarship of Teaching and Learning (SoTL) initiative, the university recognises that teaching and learning should be the subject of scholarly reflection and research.

R100 000 was made available in 2013 and another R300 000 in 2014 for academics who want to pursue SoTL.


The funding of projects is aimed at developing academics' competence in the areas of curriculum and pedagogy and to encourage them to reflect on their own practice, build connections between theory and practice, and communicate their findings or acquired knowledge.

Eight out of 29 SoTL grant holders were ready to present at the NWU SoTL conference in 2014. (The rest of the projects were not at a stage where they could report on substantial progress or preliminary findings.)

The annual SoTL conference took place on 30 and 31 October 2014. Emeritus Professor Ian Scott of the University of Cape Town gave the keynote address on the scope and significance of the idea of "graduateness" in the contemporary world.

The number of presentations delivered by NWU staff at the conference grew from 31 in 2013 to 43 in 2014.

developing our students


The NWU is committed to ensuring that all students can participate effectively in the process of teaching-learning and have fair chances of success. We offer a number of activities and programmes for student academic development and support. 

Delivering outcomes. →

Adding value to our human capital.

← *Adding value to our human capital.*


foundational provision

The NWU offers 43 extended programmes – 34 on the Mafikeng Campus and nine on the Vaal Triangle Campus. In 2014, a total of 2 581 students benefited from these programmes. 

university preparatory programme

The University Preparatory Programme (UnivPrep) provides an opportunity for students who do not meet the formal admission requirements for specific programmes to complete a one-year preparatory programme.

Responding to our external (political) environment. ←

In 2014, a total of 119 students were enrolled for BCom, BA Development Studies and BTh. 

Adding value to our human capital. →

Some 53% of the students who were enrolled for UnivPrep in 2013 qualified for admission to degree studies. Of these, more than 70% applied and were accepted for full-time degree studies at the NWU in 2014.

← *Delivering outcomes.*


The university will evaluate the UnivPrep programme in 2015 as part of a review of our access provision. The results will be used to make decisions on the continuation of the UnivPrep programme, including its academic location and mode of delivery.

Delivering outputs. →

← *Looking ahead.*

Delivering outputs. →

first-year experience survey


As the NWU strives to create a high-quality student experience across all campuses, a first-year experience survey was conducted in September 2014. 

Looking ahead. →

A good overall response rate of 27,03% was achieved. The report was completed by the end of November and will be made available in 2015.

← *Looking ahead.*

supplemental instruction

Supplemental Instruction (SI) provides regularly scheduled, out-of-class “super group” study sessions where students work together to consolidate key concepts and develop effective study strategies. 

Delivering outputs. →

Students who have previously and successfully completed the targeted module are trained as SI leaders who facilitate SI sessions. During the first semester of 2014, 419 SI leaders were trained across the three campuses.


← *Adding value to our human capital.*

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

Looking ahead. →

Results have shown that students who regularly attend SI earn higher subject marks and withdraw less often than non-SI participants. The majority of South African universities now offer SI or a hybrid of the SI programme.


academic literacy modules

All first-year students write an academic literacy test at the beginning of the year. If they pass this test, they are required to take at least one semester course to improve their academic literacy. However, if they are identified as at-risk in their studies after completing the test, they first have to take an additional introductory module in academic literacy before they can take the compulsory module. 


reading laboratories and writing centres

There are reading laboratories and writing centres on all NWU campuses.


The reading laboratories help students develop their reading skills. A total of 8 679 NWU students successfully completed the reading components of the academic literacy modules in 2014.

The writing centres assist students in improving their academic writing abilities. They receive support with argumentation, paragraphing, referencing and the conceptual structuring of assignments. 

Trained senior students act as consultants, with whom students can schedule personal consultations if necessary. During 2014, a total of 28 consultants provided support for 2 174 consultations across the university.

In order to support postgraduate and open distance learning students, and to strengthen the support to undergraduate students, we envisage establishing an Online Writing Laboratory in 2015. 

peer mentoring programme

The academic peer mentoring programme assists first-year students to make a successful transition to university life. 

Although the programme differs slightly on the campuses to accommodate the differences in student context and culture, the basic elements are the same.

Trained mentors (senior students) meet with students in need of mentoring to help them handle various challenges relating to university life. A total of 1 125 students participated in this programme during 2014.

The effectiveness of the programme is assessed by means of feedback from the mentees, by checking their exam results, or by writing quarterly reports. A research project is also under way to measure the impact of the programme over a longer period of time.

our research

This section demonstrates how we achieved mission element 3* of the NWU's strategic document, the Institutional Plan (see p 63), and how our intellectual capital is transformed through our research activities.

*Mission element 3 states that the NWU must 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.

Looking ahead. →

Delivering outputs. →

Adding value to our human capital. →

Delivering outputs. ←

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), 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:
 - > The S2A3 medal was awarded for the best master's student and four students received the Vice-Chancellor's medal for outstanding performance in their master's studies.
 - > A total of 26 researchers were recognised for achieving a National Research Foundation (NRF) rating or being re-rated, while two staff members were recognised for their creative inputs and six groups



our 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

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

Note: All research outputs reported on are as submitted to the Department of Higher Education and Training in May 2015, and may change after that date.

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.

← Adding value to our human capital.

← Adding value to our social and relationship capital.

our 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.

← Delivering outputs.

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

our publication outputs

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.

← Delivering outputs.

our research outputs

► Postdoctoral fellows

The NWU has continued its trend of increasing the numbers of postdoctoral fellows, as indicated in the table below.

← Delivering outputs.

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

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.

← Delivering outputs.

← Delivering outcomes.

← Decreasing the value of our financial capital, but adding value to our human capital.

Campus	Category	2009	2010	2011	2012	2013	2014
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

developing our 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	Number of students
Master's	R 7 229 875	110
Doctoral	R 9 154 836	96
Total	R 16 384 711	206

An amount of R707 771 was spent on presenting research capacity-building workshops. This was used mainly for workshops on science communication and writing skills.

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.

our research entity model

The research entity model has now been fully implemented at the NWU, contributing to a steady increase in research output.

← *Delivering outputs.*

The NWU research entities as at 31 December 2014 are listed in the following table:

Research entity	Faculty and campus
Research centres of excellence	
Centre of Excellence for Nutrition (CEN)	Health Sciences, Potchefstroom Campus
Centre of Excellence for Pharmaceutical Sciences (PharMaCen)	Health Sciences, Potchefstroom Campus
Centre for Space Research	Natural Sciences, Potchefstroom Campus
Research units	
Unit for Business Mathematics and Informatics (BMI)	Natural Sciences, Potchefstroom Campus
Research Unit: Development in the South African Constitutional State	Law, Potchefstroom Campus
Education and Human Rights in Diversity (Edu-HRights)	Education Sciences, Potchefstroom Campus
Unit for Energy Systems	Engineering, Potchefstroom Campus
Unit for Environmental Sciences and Management	Natural Sciences, Potchefstroom Campus
Unit for Language and Literature in the South African Context	Arts, Potchefstroom Campus
Unit for Reformed Theology and the Development of the South African Society	Theology, Potchefstroom Campus
Africa Unit for Trans-disciplinary Health Research (AUTHeR)	Health Sciences, Potchefstroom Campus
Workwell: Research Unit for Economic and Management Sciences	Economic and Management Sciences, Potchefstroom Campus
Research focus areas	
Ancient Texts	Theology, Potchefstroom Campus (also on the other two campuses)
Chemical Resource Beneficiation	Natural Sciences, Potchefstroom Campus
Community Psychosocial Research (Compres)	Health Sciences, Potchefstroom Campus
Enabling Optimal Expression of Individual, Social and Institutional Potential (OPTENTIA)	Humanities, Vaal Triangle Campus
Human Metabonomics	Natural Sciences, Potchefstroom Campus
Hypertension in Africa Research Team (HART)	Health Sciences, Potchefstroom Campus

Material Science Innovation and Modelling (MaSIM)	Agriculture, Science and Technology, Mafikeng Campus
Physical Activity, Sport and Recreation (PhASRec)	Health Sciences, Potchefstroom Campus
Population and Health	Human and Social Sciences, Mafikeng Campus
Quality in Nursing and Midwifery (INSINQ)	Health Sciences, Potchefstroom Campus
Self-directed Learning (SDL)	Education Sciences, Potchefstroom Campus
Social Transformation	Arts, Potchefstroom Campus
Tourism Research in Economic Environs and Society (TREES)	Economic and Management Sciences, Potchefstroom Campus
Understanding and Processing Language in Complex Settings (UPSET)	Humanities, Vaal Triangle Campus
Research niche areas	
Food Security and Safety in the North-West Province	Agriculture, Science and Technology, Mafikeng Campus
Lifestyle Diseases	Agriculture, Science and Technology, Mafikeng Campus
Medicine Usage in South Africa (MUSA)	Health Sciences, Potchefstroom Campus
Multilingual Speech Technologies (MuST)	Economic Sciences and Information Technology, Vaal Triangle Campus
Musical Arts in South Africa: Resources and Applications (MASARA)	Arts, Potchefstroom Campus
Occupational Hygiene and Health Research Initiative (OHHR)	Health Sciences, Potchefstroom Campus
Trade and Development (TRADE)	Economic and Management Sciences, Potchefstroom Campus
Visual Narratives and Creative Outputs through Interdisciplinary and Practice-led Research	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	Engineering, Potchefstroom Campus
DST/NWU Pre-Clinical Drug Development Platform	Health Sciences, Potchefstroom Campus
dti Centre for Advanced Manufacturing	Engineering, Potchefstroom Campus
DST Centre of Excellence in Indigenous Knowledge Systems (IKS)	Agriculture, Science and Technology, Mafikeng Campus
Commercial research entities	
Centre for Pharmaceutical and Biomedical Services	Health Sciences, Potchefstroom Campus

research funding

The following table summarises the NRF funding received by the NWU for research. The NWU continues to grow its income from the NRF for postgraduate bursaries. The table shows the amounts received for each year since 2009.

The funds earned for Technology and Human Resources for Industry Programme (THRIP) projects

← Adding value to our financial capital.

Adding value to our social and relationship capital. →

Responding to our external environment: market forces. ←

in 2014 are indicated in the second table. The NWU continues to be one of the top THRIP earners at South African universities.

The consistently good THRIP performance of the NWU reflects our 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.

NRF funding

Year	Amount	Adjusted	Award	Released
2009	R20 640 899	R8 636 476	R29 277 375	R24 363 955
2010	R22 979 510	R16 707 197	R39 686 707	R33 800 387
2011	R31 673 631	R4 075 175	R35 748 806	R30 469 525
2012	R44 729 907	-R4 032 777	R40 697 130	R38 685 162
2013	R47 510 962	R8 357 930	R55 868 893	R49 415 850
2014	R68 171 568	R4 621 940	R72 793 508	R68 524 972

THRIP funding

Year	Amount	Awarded
2009	R20 640 899	R29 277 375
2010	R22 979 510	R39 686 707
2011	R31 673 631	R35 748 806
2012	R11 589 866	R31 660 131
2013	R19 120 477	R30 153 932
2014	R17 197 378	R40 125 914

technology transfer and innovation support

This section demonstrates how we achieved mission element 4* of the NWU's strategic document, the Institutional Plan (see p 63), and how our intellectual capital is transformed through our technology transfer and innovation activities.

*This element states that our expertise in teaching-learning and research, both commercially and community directed, should be implemented for the benefit of the province, the country, the Southern African region, the continent and ultimately the world.

Adding value to our human capital, but decreasing the value of our financial capital. →

Adding value to our social and relationship capital. →

Adding value to our financial capital. →

► Our intellectual property

The NWU's intellectual property (IP) portfolio is in a very healthy state, but will need continuous support to remain an asset. To this end, a chief director and four senior commercialisation officers were appointed.

Of the 53 RSA-patented inventions in the IP portfolio, 21 are registered in 47 countries. For 2014, seven new disclosures were made, resulting in four provisional patent registration applications. One new RSA patent and one international patent have already been granted. Due to high registration and maintenance costs, five patents were terminated.

The NWU receives the highest subsidy from the National Intellectual Property Management Office (NIPMO). During 2014, we received R2 171 664 as subsidy for expenditure in 2013.


Three new licensing agreements were concluded during 2014. The 19 active licensing agreements brought in R1 440 408 from product sales based on own IP and royalty income of R854 355.

Should the anticipated NIPMO subsidy realise (50% of expenditure on patent registration), the NWU's income from IP will soon exceed the costs of establishing IP.

Creating outcomes. →

← *Looking ahead.*

► Our seed funding successes

The Technology Transfer and Innovation Support office assisted faculties in compiling 20 seed funding grant applications worth R250 million. 

Successes to date include the following:

- > The Technology and Innovation Agency (TIA) awarded R2 644 000 towards the commercialisation of seven NWU research projects.
- > The NWU received R9 933 251 from the Department of Science and Technology (DST) for the vivarium on the Potchefstroom Campus.
- > The NWU's proposal for a North West Regional Innovation Hub was approved, for approximately R6 million per tranche.

← *Adding value to our financial capital.*

Adding value to our social and relationship capital. →

Delivering outputs. →

- > A learning unit from Nutrition was commercialised and a tablet-based application was licensed to the retailer Clicks for training of floor staff. R311 020 was received for the first year.
- > Approval was received for the NWU to participate in an advanced multi-disciplinary manufacturing project funded by the DST. R5 755 590 was approved.
- > A first project for collaboration with Loughborough University in the United Kingdom was approved under the Newton Fund (£12 000).
- > The Ambixtra ignition system partnership agreement was successfully concluded, with the Industrial Development Corporation (IDC) investing R15 000 000.

The office also assisted in the drafting of 115 agreements, including 24 non-disclosure agreements, 15 licence agreements and 13 memoranda of agreement.




supporting our core business activities


This section demonstrates how we achieved mission element 5* of the NWU's strategic document, the Institutional Plan (see p 63), and how our intellectual capital is transformed through our support activities.

*This element states that the NWU should be positioned in the sector as an accountable, effective, well-managed, financially viable and innovative institution with a strong client focus, in order to enhance the quality of the core business and to ensure sustainability.

Our support services are particularly linked to this mission element's goal: Ensure adequate support functions and integrated business systems to ensure core business success.


library and information services

The NWU's Library and Information Services represent 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 AtoZ. 


Library and Information Services is in the process of conducting a reclamation project on the accuracy of library holdings on the Online Computer Library Centre (OCLC) databases. All three campuses are involved and a proper procedure to deal with it will be finalised in 2015. 

Discussions between the three library heads during 2014 resulted in the development of a draft strategic planning document to ensure unity, access and quality of services across the NWU.

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.

Great strides have been made in promoting open access through the signing of the Berlin Declaration, which aims to make scholarly research results freely accessible. The NWU uses Boloka as the vehicle for opening up access to its own research outputs, thereby enhancing its standing in the global arena. (Boloka is the NWU's institutional repository and supports the university's participation in the Open Access movement.) 


Responding to our external environment: market forces. 


Adding value to our social and relationship capital. 

Looking ahead. 

Delivering outputs. 

Our stakeholders' expectations. 

Adding value to our financial capital. 

Adding value to our social and relationship capital and responding to our external environment: market forces. 

► Campus libraries

Developments and activities at the various campus libraries during 2014 include analysing periodicals to eliminate duplicates, holding workshops and conferences, developing their collections, engaging with communities, and conducting surveys.

More information on the developments at the various campus libraries can be found in the full annual report, which was submitted to the Department of Higher Education and Training and is available on the NWU website.

information and communication technology (ICT)

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 in August 2014. The report made numerous commendations for outstanding performance. Most of the recommendations focused on relationship aspects with clients and other stakeholders, for instance improving communications and partnerships. IT has responded with a clear framework for an improvement plan.


► Quali Financial System implementation

After close collaboration between IT and Finance, the NWU became the first South African university to successfully implement the Quali Financial System (KFS), to replace our existing vendor system from Oracle.

KFS is an open source financial system. Because it was developed by universities for universities, it has a much better functional fit on the higher education business model than commercial solutions, and will bring about considerable savings.

► Institutional Curriculum Administration System

The 5 890 modules that make up the approximately 100 qualifications offered at the NWU require constant updating, making the use of the traditional paper-based process a major challenge.


The solution was to introduce the Institutional Curriculum Administration System. This automated system 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 makes it possible to collect reporting data from disparate management systems. 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.

► Lecture capture

Making recorded lectures available with audio tracks in multiple languages is another South-African first for the NWU. 

► eFundi Learning Management System

Several enhancements were made to our primary learning management system, the eFundi platform, including the delivery of offline content. During 2014, more than 39 000 students accessed the system and 1 219 staff members built a total of 5 056 sites. 

► High Performance Compute Cluster

The central High Performance Compute Cluster, which provides researchers with an extremely powerful processing platform, has undergone several upgrades, including a complete software upgrade.

Responding to our external (technological) environment.

Adding value to our human capital.

Delivering outputs.

Adding value to our financial capital.

Responding to our external (political) environment.

Responding to our external (technological) environment and to our stakeholders' expectations.


Responding to our external (technological) environment.

Responding to our external (technological) environment and to our stakeholders' expectations.

Looking ahead.

► 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% and 50% per year.

Plans to further improve this service include relocating the Mafikeng service to an area more suitable for disabled students. 

► End-user services

On the Potchefstroom Campus, more than 43 000 IT service requests were logged during 2014. This is fewer 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 are results, email, eFundi and the buy tool (especially for airtime). On average the app was accessed about 2 000 times per day, peaking 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 that hundreds of people use daily. The old Tandberg video conferencing system will be phased out at the end of January 2015.



quality is key

A Higher Education Quality Committee (HEQC) Quality Audit took place in 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.

Therefore, one of the strategic quality goals for 2014 was to continue attending to the feedback from the 2009 audit.

► Quality at support departments

Support departments conducted six self-evaluations, each of which included an improvement plan outlining their action plans for quality improvement.

Six soft (in other words not too detailed) reviews were also conducted. The departments involved were Record Management and Administration, Management Information, Archives and Museum and Interpreting Services at the Institutional Office, and Student Affairs and Protection Services on the Vaal Triangle Campus.

The university continued with the project to update all faculty quality manuals. Twenty quality manuals of support departments were also redeveloped and updated.

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".

All quality-related processes are incorporated into the Quality Manual of the Institutional Quality Office and are available on the staff intranet.

enabling good governance

Ensuring compliance with legislative and statutory requirements is an important function, as is the task of enabling clean and transparent corporate governance.

The following were some of the main activities of Governance and Secretariat Services in 2014:

- The department assisted with the appointment of a new rector for the Mafikeng Campus, and with the successful election of a new Council chairperson and deputy chairperson.
- Council and Senate were assisted in calling for nominations for honorary awards.
- A successful induction session was held for newly designated Council members.
- The department assisted with the elections to fill vacancies in the university's governance structures.

managing our records

In 2014, the Records Management department continued to implement a records management

Delivering outputs.

Adding value to our human capital.

Responding to our external environment: our stakeholders' expectations.

Responding to our external (legal) environment.

Delivering outputs.

Responding to our external (technological) environment.

Responding to our external (legal) environment.

Delivering outputs.

Responding to our external (legal) environment.

Responding to our external (legal) environment.

Delivering outputs.

Responding to our external (technological) environment.

Responding to our external (legal) environment.

programme to enhance the quality, reliability and accuracy of the NWU's records:

- The department facilitated formal records management training for 150 NWU staff members through six sessions conducted by an accredited training provider.
- On separate occasions, new lecturers, new managers and senior managers were informed about good record management procedures.
- Records Management ensured that ephemeral records served their retention period safely and securely at an off-site location.
- The scanning of the contracts to establish a comprehensive contract register at the university is well under way.
- The NWU file plan was reviewed.

In 2014, a new electronic records management system was introduced. Some 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 important records management aspects, as well as the Protection of Personal Information Act, Promotion of Access to Information Act and the Consumer Protection Act.

committed to compliance


Institutional administrative and compliance processes received attention:

- The NWU Annual Report 2013 was submitted to the Department of Higher Education and Training on 30 June 2014.
- Six new ex officio commissioners of oaths were appointed. (There were 78 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. 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. 

A POPI plan was developed, a POPI task team was established, and 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 various support departments were assisted in preparing for POPI. From January 2015, the PAIA system will also make provision for POPI regulations. 

Awareness of the Consumer Protection Act was promoted through individual visits and during

records management courses and courses for new lecturers.

leaving a legacy

The Institutional Archives and Museum attended to a record number of 473 inquiries, hosted 1 344 visits to the museum and made good progress with the acquisition, sorting and indexing of photographs for the photo database.

The museum provided practical training for students studying heritage and cultural tourism management and those working on the Vaal Triangle Campus's South African Water History Archival Repository digital project. 

As part of its digital initiative the Institutional Archives digitised a special collection, covering a period in the history of South Africa from 1936 to 1952 for long-term preservation. Researchers throughout the world have already accessed these records.


insightful information


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 and additional data integrity and validity tests were added to the data warehouse to ensure trustworthy data.

Furthermore, MIS provided 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 project.

serving students

The department of Student Administrative Systems develops and maintains systems for student administration and trains university staff to use them. The main such system is the Varsity Student System (VSS). 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. 

making words count

The educational interpreting (EI) services in the Institutional Language Directorate completed its 10th year of service delivery at the NWU.

It has grown from offering a modest 23 periods of interpreting per week to approximately 1 800 periods per week. The directorate has also been instrumental in the implementation of similar services at other educational institutions across the country, notably Stellenbosch University.

Spoken language EI, in addition to sign language EI, is firmly in place as a medium of instruction option. The directorate also 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 (in this way contributing towards the fulfilment of the NWU's mission elements relating to transformation) 
- ▶ consider the language distribution and needs of each campus in the 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.

legal and regulatory responsiveness

As one of the largest higher education institutions in the country and operating in a demanding legislative and regulatory environment, the NWU benefits greatly from the availability of sound in-house legal services.

▶ Legal aspects of collaborative agreements

The number of collaborative agreements with institutions outside South Africa has grown substantially. In 2014, we had 161 contracts with international institutions compared to 88 in 2013.

A ground-breaking agreement signed during 2014 was the Consortium Agreement with five foreign universities for the joint presentation of doctoral degrees in Law. To be known as the EDOLAD, this will in time lead to joint supervision agreements with individual candidates from all participating institutions.

Legal Services worked closely with the Unit for Open Distance Learning (UODL) in negotiating collaboration agreements with other institutions, for instance in Botswana and Zimbabwe. The university also continued to be involved in the Namibian-South African bid to locate the new Cherenkov Telescope Array (CTA) at a Namibian site.

▶ Policies and rules

Addressing conflict of interest was a focal point of 2014 when the impact of Section 34 of the

← *Creating outputs.*

Adding value to our social and relationship capital. →

← *Adding value to our human capital.*

← *Delivering outputs.*

← *Adding value to our human capital.*

← *Responding to our external (political) environment.*

← *Responding to our external environment: market forces.*

← *Creating outcomes.*

← *Responding to our external environment: our stakeholders' expectations.*

← *Adding value to our financial capital.*

← *Adding value to our social and relationship capital.*


← *Adding value to our human capital.*

← *Adding value to our social and relationship capital.*

← *Responding to our external (natural) environment.*

← *Responding to our external (legal) environment.*

Higher Education Act became clear. Legal Services gave advice on business activities of Council members and employees that might be in conflict with the Act, and reviewed the NWU's Policy on Conflict of Interest.

To promote clarity and avoid disputes, we revised the financial rules on tuition fee rebates for staff members and their dependents. 

► **Plagiarism and student-related legal matters**

Legal Services advised the institutional management on several serious instances of alleged postgraduate plagiarism during the year. Awareness programmes were established for master's and doctoral candidates on plagiarism, copyright and intellectual property.

A senior member of Legal Services oversaw the proceedings of the independent task

Responding to our external (legal) environment.

Creating outputs.

Adding value to our financial capital.

Adding value to our social and relationships capital.

Looking ahead.

Creating outputs.

team investigating certain initiation practices for first-year students. The department also advised on legal implications emanating from the investigation and the eventual report to the Minister of Higher Education and Training.

► **Litigation**

The most important High Court action involving the NWU in 2014 was the ongoing litigation over the transfer of academic credits between institutions.

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 and several other role players are also involved. The hearing should be concluded during 2015.



our human capital

It is common practice for companies and institutions to see their employees as human capital, but in our case, we also include our students under this section. There are two reasons for this.

In the first instance, our relationship to this very important group of stakeholders (who are also our main clients) is just as close as our relationship to our employees. Studying at the NWU, students (especially our contact students) see the university as their “home away from home”. From our side we strive to develop them in a holistic way to become well-rounded people. This involvement in almost all aspects of their lives strengthens the relationship even further.

Secondly, our students (as human capital) also add value to our other capitals. They increase our financial capital, for instance when they pay their tuition fees, and add value to our social and relationship capital by being part of our community engagement projects.

For human capital, the carrier is the individual person.

meet our students

our student statistics

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

How we performed against our targets

- ▶ Total enrolments increased by 3,5% from 2013 to 2014, but did not reach the planned target of 66 203.
- ▶ The proportion of undergraduates to total enrolments was at 78,8% in 2014, which was higher than expected compared to the planned 73,1%.

Registration per qualification type and delivery mode

2014 Qualification type	Attendance mode			Grand total
	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 diploma 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 “Teacher Further Training” and describes the distance or flexi programmes of the NWU for teachers already in the employment of the various provincial education departments.

- ▶ The number of postgraduate enrolments was lower (13 200 compared to a planned total of 17 622). *Adding value to our intellectual capital.*
- ▶ 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.

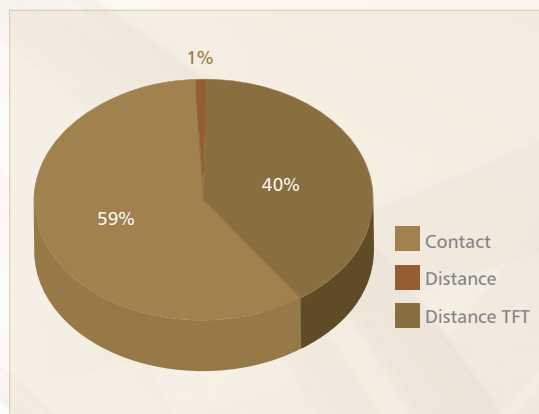
Qualifications awarded according to qualification types

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

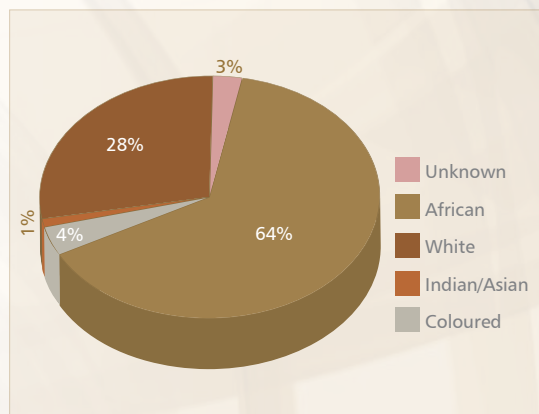
Qualification type	Number of awards
Undergraduate diplomas or certificates (1 and 2 years)	3 376
Undergraduate diplomas or certificates (3 years)	1 874
General academic bachelor's degrees (3 years)	3 019
Professional first bachelor's degrees (3 years)	591
Professional first bachelor's degrees (4 years or more)	2 015
Postgraduate diplomas	1 070
Honours degrees	2 392
Master's degrees	746
Doctoral degrees	171
Total	15 254

Although 265 more undergraduate diplomas or certificates (3 yrs) and 67 more professional first bachelor's degrees were conferred than in 2013, the overall number of qualifications awarded decreased by 210 in 2014.

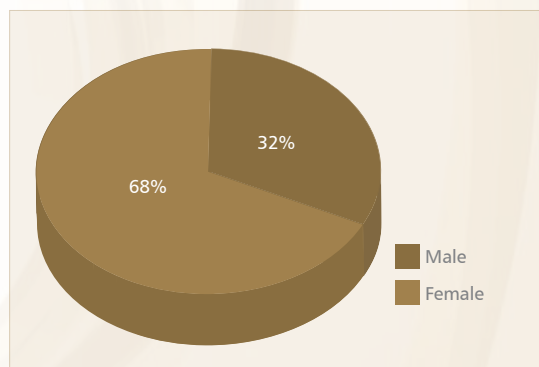
Students enrolled in 2014 - contact and distance



Racial composition of students



Gender composition of students



Race and gender composition of student body 2004 – 2014

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

supporting our students

Our students are our main clients and adding value to this important human capital group through our business activities is of the utmost importance.

Through our teaching-learning and research activities we add to their knowledge and skills, empowering them to enter the labour market as highly qualified graduates who are able to contribute to the economy of South Africa.


But we also do more: we create an enabling environment for our students to develop into well-rounded people. We offer a host of cultural and sport activities and look after our students' financial, physical and psychological health and well-being.

This important human capital group also contributes to our other capitals. By paying their tuition fees, they add value to our financial capital, and when they graduate, they become alumni who add value to our social and relationship capital.

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 the Department of Social Development
- ▶ Foreign funding schemes (Botswana, Lesotho)
- ▶ Parastatals, companies and NGOs

For the 2014 financial year, the financial aid offices on the three campuses administered financial aid worth R694,1 million, 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 the end of December 2014. 

career services for students

The Career Centre provides students with effective career consultation and preparation services. 

There are 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

← *Delivering outcomes.*

Response to our external environment: our stakeholders' expectations.

Adding value to our social and relationship capital.

Delivering outputs.

Decreasing the value of our financial capital.

Delivering outputs.


Adding value to our social and relationship capital.

← *Delivering outputs.*

Adding value to our social and relationship capital.

Delivering outputs.
Adding value to our social and relationship capital.


company listings in the career guide and on the website.

The career consultant assisted 2 821 students in 2014, up from 887 in 2011. This interaction took the form of presentations to large groups (often with external role-players), sessions for smaller groups and individual presentations. 

In 2014 approximately 300 students attended a work readiness seminar to prepare those approaching the end of their studies for the transition from student life to work life.

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

students with disabilities

The NWU has a Policy for Students with Disabilities and disability units across the campuses. These units serve students who have verified physical, medical, learning or psychological conditions, and need individualised services to overcome severe disadvantages. In all, 252 students received support during 2014. 

The units also conduct accessibility audits and make recommendations about the accessibility of buildings on the campuses, and consult with groups who are in some way involved with students with disabilities. These groups include parents, faculties and schools, university management structures, physical infrastructure offices, protection services and residence managements.

In 2014, to raise greater awareness about disability, the disability unit on the Potchefstroom Campus presented a seminar called "Breaking ground: a disability mainstream symposium".

student healthcare services


Primary healthcare services are rendered at the campus health centres. The usual common ailments such as outbreaks of flu, diarrhoea and allergies are treated, pregnant students are cared for, vaccination programmes against communicable diseases are undertaken, and advice and services on contraceptives and family planning are available.

The health centres collaborated with various external service providers such as the South African National Blood Service and the Cancer Association of South Africa, to enhance the impact of their services.

The NWU centres have strong relationships in the broader university healthcare community. In 2014, the Healthcare Centre on the Potchefstroom Campus hosted the annual conference of the South African Association for Campus Health Services.

student wellness, guidance and counselling services

► Mafikeng Campus

On the Mafikeng Campus the Guidance and Counselling Centre supports students with matters such as anxiety, depression, troubled interpersonal relationships and substance abuse. Awareness of these support services is raised through academic support workshops and residence outreaches. 

A 24-hour crisis and emergency system assists students in a medical, psychological or personal safety crisis. A team of peer counsellors was appointed, and there was an increase in the number of financially needy students who made use of the Meal-a-Day service.


► Potchefstroom Campus

The Unit for Student Counselling and Development comprises Student Counselling Services, Ingryp (Intervene) and the Career Centre.

The Student Counselling subunit engages in career, course and subject counselling based on psychometric evaluation and feedback for students and prospective students, as well as psychotherapy and academic guidance.

They also conduct psychometric assessments with prospective students at 18 different centres in South Africa and Namibia. In 2014 approximately 1 200 candidates were assessed.

In addition, the unit presented leadership development workshops in support of the office of the dean of students.

Ingryp's primary focus is on psychosocial interventions. Professionally registered members of staff conduct regular individual and group psychotherapy consultations. Ingryp's 24-hour crisis line dealt with 113 crisis interventions in 2014. In addition, Ingryp administers the assistance project for needy students. About R142 000 was spent on this project in 2014 and approximately 200 students benefited. 

► Vaal Triangle Campus

During 2014, Student Counselling and Development interacted with 4 983 students through information sessions, therapy and counselling, psychosocial education, career counselling (for prospective and enrolled students) and crisis intervention.

A highlight of 2014 was training the first two counsellors through the THUSO Counsellor in Training Project in collaboration with the Department of Psychology.

The Charity Begins at Home initiative was launched 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.

Adding value to our financial capital. →

← *Delivering outputs.*

← *Delivering outputs.*

← *Adding value to our intellectual capital.*

Delivering outputs. →

← *Adding value to our social and relationship capital.*


Delivering outputs. →

← *Delivering outputs.*

← *Adding value to our intellectual capital.*

← *Adding value to our intellectual capital.*

mitigating the effects of HIV/Aids

The NWU HIV/Aids programme received R400 000 from HEAIDS Global Funding during 2014 and this greatly strengthened the programme. 

Among students, peer education was an important mechanism for raising awareness of HIV/Aids, TB and sexually transmitted infections (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/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/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/Aids.

► The Potchefstroom Campus initiated the Red Chair campaign, aimed at initiating discussions on HIV/Aids prevention and the elimination of stigma.

A total of 88 students were reached at the launch and 86 students through the ongoing dialogues.

► Zazi, a programme focusing on women and girls in relation to HIV/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/Aids, 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.

student affairs on campus

student governance

Each campus has its own Campus Student Representative Council (CSRC), while representatives from these campus structures form the Institutional Student Representative Council (ISRC).

The ISRC successfully held the annual Inter-campus Cultural Day on Saturday, 15 March 2014, where students from all campuses performed live art.

During the 2015 academic year, elected Student Representative Council members from all campuses will attend a leadership workshop.

On the campuses, the CSRCs were an integral part of the NWU's efforts to offer students a dynamic, multifaceted campus experience. Student governance activities on the campuses included the following:

- ▶ On the Mafikeng Campus the CSRC's "Mpone ke go Bone" initiative saw the campus management and the CSRC visiting students at different residences to introduce management and listen to the grievances of students.

The CSRC also held a crime awareness campaign and a charity drive, was instrumental in the library extending its operating hours during the winter examinations and encouraged students to participate in the 2014 top lecturer voting process.

- ▶ The Potchefstroom Campus's CSRC became part of the Tlokwe Chamber of Business, established the SRC bursary, and was involved in the Green Week for a greener campus, a wellness week, a language week, and numerous charity and community engagement projects.

- ▶ On the Vaal Triangle Campus the CSRC undertook a successful community outreach programme for children.

On all campuses the elections for new CSRCs proceeded smoothly, and the new CSRCs were inaugurated and trained.

Delivering outputs. →

Promoting cooperative governance. ←

Adding value to our social and relationship capital. →

Looking ahead. ←

Adding value to our social and relationship capital. →

Responding to our external environment: market forces. →

Adding value to our intellectual capital. ←

Adding value to our intellectual capital. ←

Adding value to our natural capital. ←

Adding value to our social and relationship capital. ←

sport activities and achievements

The different sports teams and athletes on the campuses performed well, both nationally and internationally. Here are some of the highlights:

- ▶ The Mafikeng Campus soccer team finished third in the Varsity Football Cup challenge.

During the year, 14 athletes from this campus 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.

Participating in the tournament for the first time, two chess players attended the SA Chess Open and returned with gold and bronze medals.

- ▶ A very special achievement for 2014 was the performance of the Potchefstroom Campus's karate team. Dominating the USSA tournament for the 15th consecutive year, team members won 15 gold medals, 10 silver medals and six bronze medals.

Another outstanding performance was that of the campus's athletics team who won the silver medal at the Varsity Athletics meeting.

Athletes also performed exceptionally well at the Senior SA Championships, the SA Open Athletics, the Zone 5 Junior Africa Championships, the CAA Africa Championships in Morocco and the Commonwealth Games in Glasgow.

The campus's rugby team reached the final of the Varsity Cup Competition and ended third in the USSA Rugby Tournament.

- ▶ Various sports teams from the Vaal Triangle Campus took part in USSA tournaments.

Participating for the first time, the golf club won their division, while all 10 dance couples qualified for the finals of the USSA Dance championships. The cricket team won their division, which places them in the top eight at South African universities. Hosting the USSA Bodybuilding Championships, the campus's team finished in the overall second place.



cultural activities and achievements

All campuses had a fast-paced and vibrant year on the cultural front.

- ▶ The Mafikeng Campus's dance groups won numerous medals at the USSA dance competition, the Sedibeng Regional Cup, the Traditional Regional Dance Competition and the FEDANSA National Championship. The Campus Choir came first in the category for best indigenous song at the Old Mutual National Choir Competition.
- ▶ During 2014 the Potchefstroom 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. At the World Choir Games, the NWU PUK choir sang in two categories and won gold medals for both.

Other cultural activities included the musical "Breaking up is hard to do", the annual "Canvas" painting competition between hostels, the annual Campus Talent Competition, a variety of visual arts exhibitions at the campus's galleries, and the annual drama competition between hostels.

Delivering outputs.

Adding value to our social and relationship capital.

Adding value to our social and relationship capital.


Adding value to our intellectual capital.

Adding value to our social and relationship capital.

Responding to our external (political) environment.

- ▶ On the Vaal Triangle Campus, cultural activities included a Residence Talent Search competition, the Mr and Miss NWU Vaal beauty pageant and the annual Culture Day celebration that coincided with national Heritage Day.

orientation programmes for first-year students

The orientation programmes conducted on the campuses are designed to facilitate the academic, sport, cultural and social adjustment of first-year students. 

Students are introduced to the library, IT and student wellness services, they write academic literacy tests and a computer proficiency test, and receive information about academic programmes, the academic rules, the eFundi learning management system and student organisations.

The various academic, cultural, sport and recreation activities of the NWU are 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.



meet our employees

ensuring adequate staffing levels

In 2014 the university continued to monitor specific academic and support departments to ensure adequate staffing, 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

reaching our equity targets

Equity targets for the NWU were set in the 2012-2014 Employment Equity Plan.

Although the NWU has not met its target for increasing black employees to 39,03%, an increase of 0,6% was achieved from January to December 2014, when the representation of black employees stood at 36,31%.

For employees with disabilities, an increase of 0,06% was achieved, bringing the representation to 0,76% of the total workforce. The national average is 1% and the NWU-wide target is 2%. 

Responding to our external (legal and political) environment. →

Decreasing the value of our financial capital. →

Delivering outputs. →

Decreasing the value of our financial capital, but adding value to our intellectual capital. →

Delivering outputs. →

Looking ahead. →

Responding to our external (legal) environment. →

Promoting ethical governance. →

Responding to our external (legal and political) environment. ←

Adding value to our social and relationship capital. →

Delivering outputs. →

improving employment equity


The NWU has various institutional strategies aimed at improving our ability to appoint and retain employees from the designated groups.

► Capacity building fund

This fund facilitates the appointment of candidates from the designated groups through bridging finance for up to three years, after which the position is funded through normal staff budgeting. During 2014 more than R17 million was made available for this purpose.

► Growing our own timber

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. Over and above this, the campus's new postgraduate bursary programme made provision for eight bursaries (one per faculty) of R80 000 per year each. These bursaries will assist students to complete their master's or doctoral studies. 

diversity management


Diversity management is a priority for the 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 across the university. The full diversity management awareness campaign will be established and initiated in 2016.

human rights management

The NWU recognises the fundamental rights and values contained in the Bill of Rights in the Constitution of the Republic of South Africa.

We believe that these values and rights must be respected and upheld in the university community and be applied as an integral part of the university's practices and policies.

The NWU's Human Rights Committee, established by Council, functions independently and impartially, in good faith and without prejudice. The objective of this committee is to look out for the rights of all staff members and students without infringing on other people's rights. 


During 2014, the committee held a human rights workshop, 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 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 continued in 2014. The manual covers topics such as suspensions, harassment, personal searches of employees and the reporting of acts of dishonesty to the South African Police Services.

During the year, 17 cases were referred to the Commission for Conciliation, Mediation and Arbitration (CCMA). In all, 62 disciplinary cases were dealt with and only two had not been finalised by the end of 2014. Two grievances were resolved.

Ms Lizelda Goslin was appointed as the ombudsperson for reports of sexual harassment. This is in line with the Sexual Harassment procedure, which applies to employees and students. 


caring for our employees

The NWU is a service-oriented institution producing knowledge and ideas, but to be able to do this, we need skilled, healthy and motivated people.

The knowledge and experience that our employees bring to their work is one of the greatest drivers of our success, making them our most valued asset.

We treasure their willingness to support the NWU's values and strategic goals, their loyalty, skills, knowledge and experience, and their motivation to innovate and add value to our other capitals, especially our intellectual capital.

staff wellness

We have a well-structured, outsourced employee health and wellness programme which takes into account the psychosocial, emotional and physical well-being of staff. 

Two external wellness providers deliver services to our staff:

- ▶ Private Label Promotions, offering concierge services to assist employees with work-life balance issues, and
- ▶ Independent Counselling and Advisory Services, offering life management, face-to-face counselling, telephone counselling and e-care services.

Delivering outputs. →

Adding value to our intellectual capital. →

Responding to our external (political) environment. ←

Responding to our external (legal) environment. ←

Delivering outputs. →


Adding value to our financial capital. →

Delivering outputs. →

Delivering outputs. →

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. 


Workshops on topics ranging from retirement planning and stress management to financial literacy were also conducted and a total of 72 managers received training on people management.

An Institutional Health and Wellness Coordinating Committee coordinates all aspects of health, wellness and safety for students and staff.

HIV/Aids management


The NWU signed a service level agreement with Higher Education AIDS South Africa (HEAIDS) in 2014 and, as mentioned earlier, received R400 000 to strengthen its existing HIV/Aids programmes. 

These include counselling and testing for HIV/Aids, 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. All three campuses are running the First things first campaign from HEAIDS, where both employees and students are motivated to come and test for the first time. During these campaigns, screening also takes place for STIs and TB. Through this campaign, 14 employees were diagnosed with STIs and referred for treatment. 

occupational health and safety

Solid progress was made in implementing the NWU occupational health and safety management system.

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 approving positions for a full-time occupational health nursing practitioner and a part-time medical practitioner on the

Mafikeng Campus, and a part-time general medical practitioner on the Vaal Triangle Campus, where a full-time registered nurse is also available. Extensive training was conducted. This included safety inductions for new employees and training in basic fire fighting, level one first aid and safe kitchen operating procedures for selected employees.

Informal contractor training was conducted on construction sites, 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.

Risk-based medical surveillance was performed on employees working in various departments

Acknowledging our risks. →

Responding to our external (legal) environment. →

Adding value to our social and relationship capital. →

← *Decreasing the value of our financial capital, but adding value to our manufactured capital.* →

Acknowledging our risks. ←

Looking ahead. →

Acknowledging our risks. →

such as Residential and Food Services, Electric and Electronic Services, Eco-Analytica, Nutrition, Protection Services and Technical Services.

The status of legal compliance of NWU gas installations was checked and 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 was tested and checked. The NWU allocated R2 million to address fire risks in office buildings.

Looking ahead, the main objective for 2015 is to market the services of Occupational Health to the NWU community through induction for all new employees, more visibility in the work environment, and workplace health risk assessments.



empowering our employees

The NWU realises that by empowering our employees, we are not only strengthening this important human capital group, but also enabling them to add value to our other capitals.

This is done, for instance, when well-trained academics develop high-quality academic programmes, thereby strengthening our intellectual capital. Another example is when our employees are empowered to oversee our building and maintenance programmes, thereby enhancing our manufactured capital.

Throughout this section and also in the section Our intellectual capital, mention is made of various incentives (such as bursaries, competitions and awards) that encourage our staff members to add value to our capitals.

Examples of these are the ITEA and the SoTL initiatives, the research excellence awards, bursaries for researchers, the Growing our own timber initiative, and other similar developmental activities as set out under the heading Empowering our employees. Another incentive is the Spokesperson of the Year Competition (see Our social and relationship capital).

training and skills development

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

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

Looking ahead. →

Delivering outputs. →

Looking ahead. →

Adding value to our financial capital. →


Delivering outputs. ←

Responding to our external (legal and political) environment. ←

Decreasing the value of our financial capital. ←


Looking ahead. →


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 programmes
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. 

► Internship programmes
The terms of interns appointed with ETDP-SETA funding ended in October 2014. However, the NWU may apply for interns for 2015 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 (succession planning)
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 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.

Type of training	Number of participants	Total amount spent
Short learning programmes (internal)	2 702	R 3 025 771,97
Short learning programmes (external)	363	R 1 776 936,66
UNISA applications	110	R 777 570,00
Total	3 175	R 5 580 278,63

our social and relationship capital

The NWU realises that to increase the value of our social and relationship capital, it is vital to effectively identify and engage with our external stakeholders. In fact, because of the interrelatedness of our capitals, a strong social and relationship capital can also add value to our other capitals.

When alumni donate money to the university, they add value to our financial capital and when we use that money to build our research capacity, both our human and our intellectual capitals are eventually increased.

advancement activities

This section demonstrates how we achieved mission element 5* of the NWU's strategic document, the Institutional Plan (see p 63), and how our social and relationship capital is transformed through our advancement activities.

*This element states that the NWU should be positioned in the sector as an accountable, effective, well-managed, financially viable and innovative institution with a strong client focus, in order to enhance the quality of the core business and to ensure sustainability.


In 2014 Institutional Advancement was instrumental in driving a campaign to celebrate the 10th anniversary of the NWU 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

In celebrating and commemorating the 10th anniversary of the NWU, we ran an advertising campaign that included billboards and advertisements in specialised media.

Media monitoring conducted by MarketIQ showed that 7 229 items were analysed, of which 3 294 appeared in the print media, 583 in broadcast media and 3 352 in online media. The 2014 articles had a total advertising equivalent value of R96 857 851. 

The story about the use of offensive symbolism by students during the orientation programme for first-year students on the Potchefstroom Campus culminated in an all-time high of 933 unique news items in March. 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.

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 various categories. 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. Most of the media coverage of the NWU is generated when experts are quoted. 

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.

The NWU again sponsored the National Press Club's Journalist of the Year and Editor of the Year competition. The sponsorship was also extended to the Newsmaker of the Year, thus ensuring that the NWU owns this major national event and receives even more positive exposure.

Corporate publications establish the university's brand and strengthen its key strategic messages.

One of the flagship print publications of 2014 was a glossy version for stakeholders of the 2013

Adding value to our financial capital. →

Decreasing the value of our financial capital, but adding value to our human capital. →

Adding value to our intellectual capital. →

Looking ahead. →

Responding to our external environment: market forces. →

← Delivering outputs.

← Adding value to our financial capital.

Annual Report, highlighting the 10th anniversary celebrations of the university and adapted to move towards integrated reporting, focusing on the reporting of sustainability. The 2014 version will again see major changes to ensure that the needs of all stakeholders are addressed optimally.

Responding to our external environment: stakeholders' expectations.
Looking ahead.

The NWU's corporate publications did well in a competition run by the SA Publication Forum, and another one run by the organisation Marketing, Advancement and Communication in Education (MACE). The publications received various certificates for excellence in writing, communication and design, and the Annual Report was a finalist in the category for the Best Annual Report in the SA Publication Forum's competition.

Responding to our external (technological) environment.

Looking ahead.

To reach a wider audience and minimise our carbon footprint, the Annual Report, corporate profile and alumni magazines were again made available digitally in 2014, and were published on the university website.

Adding value to our natural capital.

internal communication

Internal communication was again a priority in 2014 as a result of the ongoing streamlining and aligning of activities between the Institutional Office and the three campuses.

Responding to our external environment: our stakeholders' expectations.

Much emphasis was placed on communication relating to 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. 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.

Adding value to our human capital.

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

Adding value to our intellectual capital.

- ▶ the internal staff newsletter *Eish!*
- ▶ 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.

Delivering outcomes.

At the SA Publication Forum's award ceremony in September 2014, the *Eish!* newsletter was a finalist in the categories for best internal newsletter and best publication with a smaller budget. In the MACE competition, the *Eish!* received an excellence award and was also one of four finalists for the Top Achiever Award.

Responding to our external (technological) environment.

A new intranet environment was created on the Drupal 6 content management system and a centralised management process was put in place to improve content and quality control. The first version of the draft intranet guidelines was compiled.

The intranet project is being handled in phases, and Human Capital, Student Administration and the Quality Office were completed. The

pages for Finances are in the final stage and the architecture for Institutional Advancement was completed.

online communication

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.

A new procedure for website establishment and content development was designed, and implementation is expected in 2015. In addition, a blog establishment process is under way, and is also expected to be implemented in 2015.

A new level of inter-departmental collaboration has been achieved. The NWU Solar Car media campaign involved teamwork from multiple departments across the NWU and won several coveted awards.

The NWU website 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.

There are many benefits to having multiple subsites rather than one megasite within the NWU domain. These include better search engine optimisation, better content management and faster download times.

stakeholder relations

Seven networking dinners, hosted by the vice-chancellor, were held across the country.

Two workshops were held with the industries in which NWU students are to be employed. 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, close to 200 representatives from higher education institutions across South Africa attended the annual MACE congress, which the NWU's Institutional Advancement team hosted at Sun City.

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.

The Corporate Identity Manual was revised, which included aligning the visual styles across all four business units. The trademark registration of

the payoff line of the NWU (*It all starts here*) 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.

The outcome of the strategy review process will determine the direction that the university will take in positioning itself in the future.

Responding to our external (legal) environment.

Looking ahead.

Delivering outputs.

Looking ahead.

The public benefit trust, the North West Higher Education Trust (NWHET), which receives all philanthropic donations, was scrutinised 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.

campus marketing and recruitment activities

In addition to the Institutional Advancement department in the Institutional Office, each campus has its own marketing and communication department. The responsibilities of these departments include recruitment, communication, alumni affairs, promotions and media relations.

Here are some of the highlights of their activities:

convocation and alumni matters

In August 2014, for the first time, a planning workshop was convened for alumni relations officers from the Institutional Office and three campuses. This workshop led to subsequent planning sessions aimed at developing an integrated NWU Alumni Relations Strategy.

The second NWU Alumni Awards event was hosted on 31 October 2014 to showcase the achievements of exceptional alumni. The awards went to four outstanding individuals, namely Mr Alec Moemi, Adv Jan Henning, Prof Pieter Stoker and Mr Etienne le Roux.

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.

The Alumni Association celebrated their first year at the NWU and finalised their constitution for approval by the institutional management in 2015.

An alumni reunion function was held in London during October 2014 to strengthen relations with alumni there.

Adding value to our human capital.

Responding to our external environment: market forces.

Delivering outputs.

Mafikeng Campus

► Recruitment

The campus's recruitment department reached more than 37 800 learners during 2014. Campus tours were conducted for learners in grades 10 to 12 and two Winter Schools were presented. Some 300 learners attended the Ikateleng project, which aims to improve the overall examination results of historically disadvantaged learners through additional classes. A total of 150 Ikateleng participants registered to study at the NWU in 2015.

► Communication

According to the MarketIQ analysis, the Mafikeng Campus generated 19% of the NWU's media coverage in 2014, almost all of it positive or neutral. The Campus Facebook page grew to 18 000 likes and the campus radio station was broadcasting 24 hours a day.

► Alumni affairs

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.

institutional advancement

An integrated advancement strategy is being developed. This strategy will ensure overall alignment in alumni relations and fundraising while taking into account the needs of the campuses and making provision for any change in the new strategic direction for the university.

By 2014, several positive steps were taken towards this integrated strategy. An external analysis of the current development (fundraising) and alumni practices at the NWU was completed and a gap analysis undertaken.

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

This model allocates endowment building, institutional flagship projects and institution-wide outreach projects to the Institutional Office, and campus-specific projects, individual projects and student-initiated projects to campus-based fundraising structures.

Adding value to our financial capital.

Delivering outputs.

Responding to our external environment: market forces.

Potchefstroom Campus

► Undergraduate student recruitment

A well-structured student recruitment plan included 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.

The Ikateleng project was run at eight venues, involving 2 500 learners. Some 81,32% of the learners in the programme achieved university exemption and 94% passed.

► Postgraduate student recruitment

An international recruitment company was appointed to recruit international students and the campus held its first open day for postgraduate students. This went hand in hand with an aggressive postgraduate recruitment and advertising campaign in South Africa and Southern African Development Community (SADC) countries.

► Distance learning student recruitment

The marketing of 10 distance learning programmes, specifically in Nursing and Theology, resulted in a strong increase in student numbers. More programmes will probably 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.

Some of the main events were the international NWU Athletics Championships (for 1 000 athletes and 5 000 spectators), the Campus Mini Open Day for Grade 12 learners in the Potchefstroom area, (2 000 attendees) and the annual Campus Open Day (9 000 attendees).

► Media coverage


In 2014 the campus received 147,7% more media coverage than in the previous year, with transformation and sport being the dominating issues.

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.

The campus's electronic newsroom receives more than 5 000 individual hits per week, the campus Facebook up to 40 000 hits per month and the alumni Facebook 3 000 hits per month.

In collaboration with the Mafikeng and Vaal Triangle campuses, virtual tours of all three campuses are now available on the NWU website for prospective students.

► Alumni affairs

A total of 14 alumni events were held in 2014, including six residence reunions. One of the highlights was the rector's farewell event for 800 final-year students. 


Other highlights included the reunion for first-year students from the class of 1964 (50 years ago), eight alumni golf days and nine alumni wine tastings. Four newsletters were sent out to more than 10 000 active alumni.

Vaal Triangle Campus

► Recruitment

The campus's 2014 marketing and student recruitment plan was informed by the results of a survey among its student population in 2013. The results of this survey revealed that 60% of participants come from the Gauteng area and 20% from the Northern Free State, while the remaining 20% are shared among the other provinces.


More than 216 schools were visited to market the campus's academic programmes and over 116 exhibitions raised awareness about the qualifications offered.

Marketers also participated in 34 other activities, including 23 parent meetings, various sporting activities, winter classes and camps. 

► Promotions

More than 3 000 learners attended the campus's Open Day on 17 May 2014 and several faculty-specific recruitment initiatives took place.

These included the annual Geexpo held in conjunction with the School of Information Technology and the Sasol TechnoX Expo, held in collaboration with the Faculty of Economic Sciences and Information Technology.

A Principals' Luncheon was held in the Free State's Thabo Mofutsanyana District (one of the top-performing educational districts in the country) to attract more students with bursaries from the Free State Provincial Department of Education. 

A total of 63 life orientation educators attended the Life Orientation Educators Workshop, which was followed by a mini-exhibition.

Other events included a sport lecture featuring Dr Danny Jordaan of the South African Football Association and the rector's dinner with the mayors in the Sedibeng District.

The campus also initiated various campaigns and events in honour of the 10th anniversary of the NWU, for instance a joint birthday gala celebration with the Vaal University of Technology, the Vanderbijlpark Business Chamber and the *Vaalweekblad* newspaper.

← *Delivering outputs.*

Responding to our external environment: market forces. →

← *Looking ahead.*

Responding to our external environment: market forces. →

Adding value to our intellectual capital. →

Responding to our external environment: market forces. ←

Responding to our external environment: market forces. →

Responding to our external (technological) environment. ←

other partnerships and collaboration

working with industry

Industry and other business partners are important stakeholders of the NWU and in our interaction we create value for both the university and our industry and business partners.

Value created for the NWU	Value created for industry
<p>Industry supports our research and innovation activities.</p> <p>In teaching and learning, industry and business partners offer opportunities for work-integrated learning for NWU students.</p> <p>Industry acts as a co-contributor to several NWU community engagement activities.</p> <p>Industry advises the NWU regarding academic programmes so that these meet the requirements of industry.</p> <p>Through networking opportunities with prospective employers (for instance at career fairs), our students are informed about the range of careers in their field.</p> <p>Employer feedback provides perspectives on the attributes of NWU graduates and bursary opportunities for NWU students.</p>	<p>The NWU helps fulfil industry's research and innovation needs.</p> <p>The university develops new products and solves industry's problems.</p> <p>The university ensures that NWU graduates and academic programmes meet the requirements of prospective employers.</p> <p>Through our community engagement programmes, we offer industry opportunities to spend their Social Responsibility money.</p> <p>Industry is a potential employer of NWU students.</p> <p>As employees, NWU alumni add value to industry's capitals.</p>

The Technology and Human Resources for Industry Programme (THRIP) of the National Research Foundation (NRF) and the Department of Trade and Industry continued to be an important vehicle for collaborating with companies.

During 2014, the university received a total of R40 125 914 in THRIP funding for 43 projects, ranging from mine safety solutions to aviation research and preclinical drug development.

Adding value to our financial capital.

One of them, the Universum South African Student 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. It also offers the university insight into how prepared students are for the world of work.

Another survey, the Universum South African Professionals' Survey, provides the university with valuable information on alumni. It examines opinions regarding university and alumni experience, work life, careers and priorities for the future.

In 2014, the Career Centre also started developing a Graduate First Destination Survey. This survey, to be conducted during 2015, will target students who have graduated within the past year.

Looking ahead.

It will reveal employment trends (for instance primary work sector, monthly remuneration and job search approaches) and give feedback on alumni's experience at the NWU.

The reports on different angles of our business, such as teaching and learning (p 72), research (p 78), innovation (p 81) and community engagement (p 103), also reflect the NWU's relations and interactions with industry and business partners.

engaging with employers

The Career Centre promotes employer awareness of the strengths of the NWU and its graduates, and helps students prepare for the world of work.

Delivering outcomes.

► Career fairs

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 99% who responded to an online survey conducted in 2014 said they found these events valuable.

Delivering outputs.

Responding to our external (technological) environment and adding value to our intellectual capital.

► Career-related surveys

During 2014, the Career Centre participated in various independent surveys.

Adding value to our financial capital.


ICT partnerships and collaboration

In 2014, the NWU continued to create value through partnering with national and international stakeholders in the field of information and communication technology. One of these partnerships is with Kuali, an international community source consortium of universities developing software suites for its members. In 2014 the NWU became the first South African university to implement the Kuali Financial System.

community engagement


This section demonstrates how we achieved mission element 4* of the NWU's strategic document, the Institutional Plan (see p 63), and how our social and relationship capital is transformed through our community engagement activities.

*This element states that the NWU should 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.

The NWU creates short- and long-term value for communities through numerous sustainable community engagement projects. In fact, part of our core business is to implement our expertise in teaching and research to address issues relevant to the community. 

By doing this, we also create value for the NWU. We add value to our human capital by encouraging volunteerism among the student community in civic service and philanthropy and, at the same time, add value to our intellectual capital by creating opportunities for work-integrated learning for our students.

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 a community engagement policy to guide the implementation of the above strategy.

This work culminated in the compilation of a vision, mission and strategy with specific goals to use for the planning of the NWU re-visioning process for community engagement.


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.
- ▶ Lafarge contracted the NWU to assist them to document and analyse programmes undertaken by their education and community trusts in the Bodibe community in the North West Province.
- ▶ The corporate social investment (CSI) project for Sun City, aimed at determining the needs and assets of communities in which Sun City employees live, was successfully completed and a follow-up phase was undertaken.
- ▶ The NWU completed the first phase of a research project on workers' living conditions and housing needs for Impala Platinum Mine in Rustenburg.
- ▶ In partnership with the Touching Africa Development Trust, the NWU co-hosted a gala event to showcase some of the NWU's community partnership projects.
- ▶ The Forum for Continuous Community Development (FCCD) held an NGO consultation workshop on the skills and training needs of NGOs in the province. 
- ▶ The NWU participated in two projects of Anglo Gold Ashanti, namely the City of Matlosana Enterprise Development Centre and the Wes Wits Agricultural Projects.
- ▶ A partnership was formed between the NWU's Unit for Environmental Sciences and Management and South African National Parks. The idea is to conduct research annually in South Africa's national parks, among others to guide activities involving community partnerships. 
- ▶ The NWU Community Development Trust facilitated a sports administration learnership, a hospitality and accommodation learnership, and a food and beverage learnership for the Dr Kenneth Kaunda Resource Centre.

Responding to our external (legal and political) environment. 

Adding value to our human capital. 


community engagement awards

Six community projects were recognised at the NWU's 2014 Vice-Chancellor's Awards for Excellence in Community Engagement. They are:

- ▶ the Father-a-Nation project and Psychology Community project in Vanderbijlpark, aimed at training mentors who are involved with orphans and vulnerable children
- ▶ the Khazimula Pathways to Resilience project, teaching that vulnerable youths do well in life when they have access to informal support that encourages them to dream, do and connect

- ▶ the Potchefstroom and Mafikeng Campus Law Clinic, offering training, free legal aid and advisory services
- ▶ the Fezile Dabi Teachers project, assisting 30 accounting teachers to improve their knowledge of governance, cost accounting and management accounting
- ▶ the Crossroads Community project, providing training and support to practitioners at 30 early childhood development centres in Mahikeng
- ▶ the Local Space Global Place project, aimed at transforming local public spaces (identified by communities) in the Tlokwe local municipal area.

Adding value to our financial capital. →

The NWU Community Development Trust, whose role is to invest in sustainable projects, experienced an increase in BBBEE 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. They are:

- ▶ Mosaic SA, which has built 22 houses for families that take care of Aids-affected orphans, and also runs two BBBEE enterprises that produce baked goods, leather bags and knitwear – some for export to the United States and Europe 
- ▶ the X20 programme in Ikageng which has secured approximately R500 000 for socio-economic development and enterprise development from BBBEE scorecard contributors
- ▶ the Dr Kenneth Kaunda Resource Centre, which is a virtual empowerment centre that enables the placement of computer training facilities in Ikageng, Itsooseng, Madibogo and Zeerust through the trust's partnership with Siyafunda.

involvement in forums and other platforms

The NWU's director for community engagement is the longest-standing member of the South African Higher Education Community Engagement Forum (SAHECEF) executive committee since its inception in 2010. The director also administers the SAHECEF web site (www.sahecef.ac.za), which the NWU hosts.



internationalisation

This section demonstrates how we achieved mission element 5* of the NWU's strategic document, the Institutional Plan (see p 63), and how our social and relationship capital is transformed through our internationalisation activities.

*This element states that the NWU is positioned in the sector as an accountable, effective, well-managed, financially viable and innovative institution with a strong client focus, in order to enhance the quality of the core business and to ensure sustainability.

The NWU embraces internationalisation as a means to reposition the NWU in the international academic arena.

During 2014, the number of joint programmes increased, as did the number of international students and the countries represented. (We 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, the NWU made inputs to the Department of Home Affairs to propose changes to the Immigration Act.

international events and recognition

During 2014, various high-level international bodies visited the NWU:

Adding value to our human capital.

- ▶ A delegation from the World Trade Organisation (WTO) attended the launch of a prestigious WTO Chair that was awarded to the NWU research entity TRADE.
- ▶ A European Union delegation hosted a workshop on the Potchefstroom Campus to explain the Erasmus Mundus Scholarship mechanism to interested academics and students.

Other important international events in which the university participated included the G20 Youth Forum in Germany, the SANORD Symposium in Sweden, and the commencement meetings of INSPIRE (a project funded by the European Commission within the Erasmus Mundus Partnerships Programme) and EUROSA (which links leading European universities with their South African counterparts).

NWU faculties also hosted international guests and delegations from universities and university associations in the United Kingdom, Europe and Asia, either to strengthen existing collaborative arrangements or to explore new opportunities.

Adding value to our intellectual capital.

agreements signed

In 2014 the NWU signed two memoranda of understanding, opening the way for staff and student exchange and academic and research collaboration. One was signed with the Hokkaido University in Japan and the other with the University of Potsdam in Germany.

Adding value to our intellectual capital.

Responding to our external (legal) environment.

u-multirank audit

A U-Multirank Audit website was designed and prepared for the loading of audit data and in 2014 the NWU took part in the U-Multirank ranking exercise. The disciplines that will be audited in 2015 include computer science and psychology.

Looking ahead.



our manufactured capital

Our manufactured capital can be described as everything owned, leased or controlled by the NWU that makes our core business and service delivery possible. This includes buildings, equipment and other infrastructure.

Once again, this capital is interrelated to the other capitals. Constructing a new building decreases our financial capital due to the building costs, and decreases our environmental capital due to waste creation, but it adds value to our intellectual capital because it is used for delivering academic programmes and doing research.

If the building is designed on green principles, as were the Engineering building and the new building for Life Sciences, both on the Potchefstroom Campus, it adds value to our environmental capital and, as an item on our list of assets, it adds value to our financial capital.

general infrastructure developments

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

This included upgrading the water infrastructure and increasing the emergency power capacity on the Mafikeng Campus, installing high mast lights at a parking area on the Potchefstroom Campus and upgrading the electrical infrastructure on the Vaal Triangle Campus.

facilities and major capital works

Mafikeng Campus

In 2014 the total investment in infrastructure, facilities and capital works on the Mafikeng Campus amounted to R74,62 million.

Adding value to our human capital.

Adding value to our intellectual capital.

Adding value to our financial capital.

Adding value to our human capital.

Decreasing the value of our financial capital.


Decreasing the value of our financial capital.

Adding value to our social and relationship capital.

Two new residences were completed and the Sedibeng residence was upgraded. The construction of the second phase of the new Science Complex was finalised and the construction of the new building for Nursing commenced. The university committed funds for upgrading the Great Hall and the Health Centre, and two large laboratories for Physics were refurbished.

Potchefstroom Campus

On the Potchefstroom Campus a total of R130,20 million was spent on infrastructure, facilities and capital works in 2014.

This included the construction of two new buildings: one for Pharmacy (funded by the Department of Higher Education and Training (DHET) Infrastructure and Efficiency Fund), and one for Biological Sciences (which the NWU funded at a cost of R120 million). Buildings were also fitted with special lifts to make them more accessible to people with disabilities. 

As part of the NWU's 10 Year Macro Maintenance Plan, various academic buildings and building components such as hot water systems and lifts in residences were attended to. The Over de Voor men's residence was upgraded and expanded to house another 112 students.

Vaal Triangle Campus

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

This included a new building for African Languages (construction commenced in 2014) and a new building that will house the Kaizer Chiefs Innovation Centre. The building for African Languages is funded from the DHET Infrastructure and Efficiency Fund and the innovation centre from donor funds.

A building that previously housed a cafeteria was refurbished for the Marketing and Communications department and Building 3, previously the library, is being converted to provide additional space for the School of Information Technology.


The following table gives an overview of the NWU's overall expenditure on infrastructure and facilities development during 2014. This amounts to a total investment of R225,25 million.

		Potchefstroom Campus	Mafikeng Campus	Vaal Triangle Campus	Institutional Office
Funding from DHET	Funding 2010-2012	R -	R 40 436,20	R -	R -
	Funding 2012-2015	R 24 881 197,78	R 62 612 374,01	R 5 787 186,79	R -
Capital works	New	R 54 863 571,23	R 4 742 841,95	R 8 569 907,59	R -
	Upgrade	R 32 053 409,51	R 1 019 438,56	R 2 791 529,35	R 460 840,73
Macro maintenance		R 16 325 740,69	R 4 409 344,97	R 1 270 000,00	R 933 292,02
Minor works		R 1 656 167,19	R 1 795 731,38	R 521 800,24	R 97 459,10
Strategic funds		R 420 046,89	R -	R -	R -
		R 130 200 133,29	R 74 620 167,07	R 18 940 423,97	R 1 491 591,85

library infrastructure

The library on the Mafikeng Campus has developed a project proposal to convert the basement of the building into a Research Commons for postgraduate students and other researchers.

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. 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 will be completed at a cost of 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, and to ensure enough study space with proper air conditioning.


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, and Student Counselling. The research wing has a dedicated space for master's and doctoral students, and the library

space has work stations, study carrels, discussion rooms, a 24-hour study room and a 24-hour computer centre.

IT infrastructure developments

► Infrastructure

The ageing cooling and power systems in the main data centre were upgraded 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. The routing architecture of the student PC laboratories on the Mafikeng and Vaal Triangle campuses was redesigned to increase future growth capacity and better cope with the unique demands of the labs.

Every on-campus residence is now fully cabled, with a network outlet for every student. In addition, areas identified by all campuses as high priority received Wi-Fi coverage.

► Student computing facilities

Two new computer laboratories were commissioned on the Mafikeng Campus and three labs on the Potchefstroom Campus were revamped. Additional high-capacity printers were installed in Mafikeng to improve student printing services. There has been a marked increase in the use of PC labs across all campuses, with the highest growth on the Mafikeng Campus (in 2014, 18% more students used the computing facilities compared to 2013).

← Adding value to our intellectual capital.

Decreasing the value of our financial capital, but adding value to our manufactured capital. →

Adding value to our intellectual capital. →

Looking ahead. →

Responding to our external (technical) environment. →

← Adding value to our human and intellectual capital. →



our natural capital


The NWU's ability to add value through our core business depends on the use of all our capitals, but these capitals are in the end all based on natural capital.

We need water, for instance, to sustain the lives of our staff and students (our human capital), and we need land to build on if we want to add value to our manufactured capital.

However, we realise that these natural resources are scarce and should be managed sustainably to ensure their future availability.

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 February 2013, when we released the final report on our first environmental legal compliance audit. The subsequent changes and initiatives recommended and implemented have already had a positive effect on the management of waste and hazardous 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 way to make 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,

Decreasing the value of our financial capital. →

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.

Adding value to our intellectual capital. →

▶ 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.

Responding to our external (natural) environment. →

▶ Energy-saving lights and shower heads were installed in buildings, and the new Life Sciences building was designed on green principles. 

Our commitment to sustainability. →

▶ In 2014 the Potchefstroom Campus launched the Green Innovation Competition for the first time, together with the Institutional Office. This helps to identify students who have potential to develop new ideas or concepts in the sustainability sphere. The 2014 winner was Mr Themba Khethane from the Bio-energy research group for his idea on hydro treatment of waste grease.

Responding to our external (legal) environment. ←

▶ 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.

Delivering outputs. →


▶ 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.

Delivering outputs. ←

Responding to our external (natural) environment. →

▶ The campus, together with UCT, is 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 Swop 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 for 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 booth in Sebokeng on 6 May, then visited local homes to speak to residents

Responding to our external (natural) capital. 

Adding value to our social and relationship capital.

Adding value to our human capital.

- ▶ 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* (Bushrivier 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. 

Responding to our external (political and natural) environment.

Our commitment to sustainability.

Adding value to our social and relationship capital.

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 with the guidelines of integrated reporting, with focused efforts to address key challenges and the materiality of such a report.

For more information about our commitment to environmental sustainability, refer to Council's report on sustainability on p 24 and to our environmental impact as set out in the table on p 29.



our financial capital

Our financial capital comprises the pool of funds available to the NWU. This capital releases its value when converted into other forms of capital.

By spending money to upgrade research laboratories, for instance, our financial capital is converted into manufactured capital. This also demonstrates the interrelatedness of the capitals, because upgrading laboratories adds direct value to our manufactured capital, while adding indirect value to our human and intellectual capitals. (Benefiting from better facilities, our researchers are able to achieve higher research outputs.)

This section demonstrates how we achieved mission element 5* of the NWU's strategic document, the Institutional Plan (see p 63), and how our financial capital is transformed through our financial activities.

*This element states that the NWU should be positioned in the sector as an accountable, effective, well-managed, financially viable and innovative institution with a strong client focus, in order to enhance the quality of the core business and to ensure sustainability.

Specific goal: Ensure adequate support functions and integrated business systems to ensure core business success.

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

Adding value to our intellectual capital.

Looking ahead.

Adding value to our human capital.

Responding to our external environment: market forces.

Acknowledging our risks.

Adding value to our financial capital.

Delivering outputs.

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, has many advantages for the university.

These advantages include improved alignment of financial processes and procedures to the financial policies of the university, a higher level of financial control by line managers, a more agile system, and cost savings.

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 Finance 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 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 BBBEE qualified suppliers whose qualified BBBEE contribution exceeds 75%. 

The university is experiencing an increase in attempted fraud and in 2014 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

Responding to our external (legal and political) environment. ←

Acknowledging our risks. ←

Acknowledging our risks. →

Responding to our external (legal) environment. →

Decreasing the value of our financial capital, but adding value to our human capital. ←

Responding to our external (legal) environment. ←


Responding to our legal environment. →

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 Quali Financial System implementation project was running parallel.

The full financial statements and the notes to the consolidated financial statements are included in the full annual report that was submitted to the Department of Higher Education and Training and is available on the NWU website.

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. 

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.

Remuneration report: A remuneration report is not currently available, but we plan to add the topic to our information sourcing process in the future. For more information about staff remuneration refer to the full annual report that was submitted to the Department of Higher Education and Training and is available on the NWU website. The information can be found in the section Notes to the consolidated financial statements (note number 24).

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. (Read more about our risk management on p 18.)

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 for 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 in 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. (Read more about our risk register on p 18.)

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.

Internal Audit undergoes annual quality assessment by an independent internal team. An independent external quality assessment was conducted during 2011. This is in line with the international standards for professional practice of the Institute of Internal Audit, as required every five years.

Acknowledging our risks.

Adding value to our social and relationship capital.

Delivering outputs.

Adding value to our human capital.

Delivering outputs.



report of the chairperson of the finance committee and the executive director for finance and facilities

In this section, we give a summary of the financial results of the university for 2014, focusing on budgeting and budgetary control processes, and an overview of financial achievements.

budgeting and budgetary control processes

Budgeting at the NWU is an interactive process. 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 and plans.

Each budgetary unit (the three campuses and the Institutional Office) takes ownership of its own budget and has a budget committee that oversees its budget process.

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. 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 are 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 quarterly up to institutional management level.

Each budgetary unit submits a risk abatement plan, indicating 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 may be spent. Minor overspending is 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:

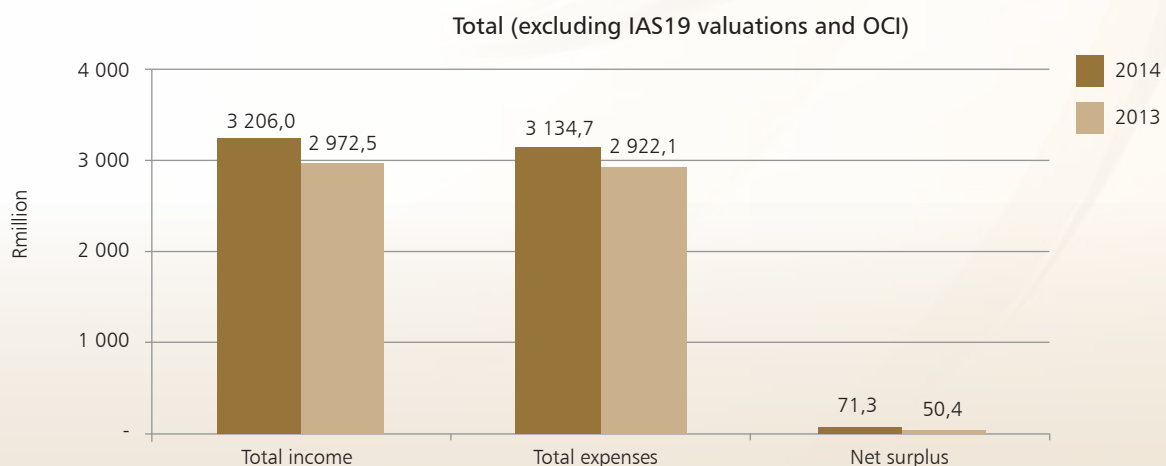
► Profitability and growth

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 IAS19 valuation relating to benefit enhancement of R166,8 million arose due to the NWU Pension Fund

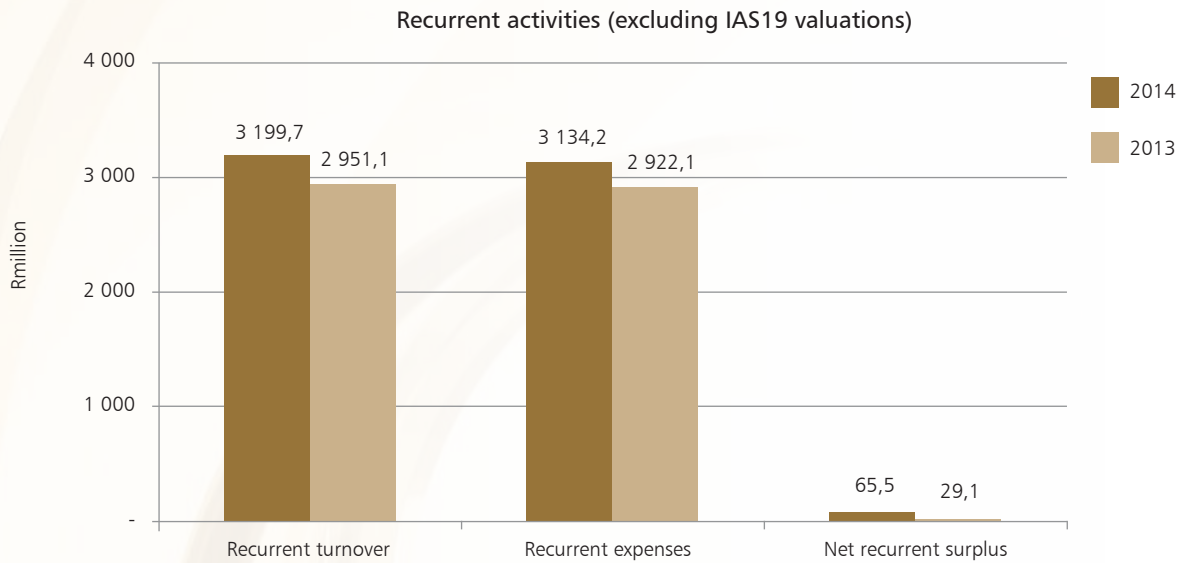
Pension Increase Policy which was changed by adjusting the threshold rate (the extent to which the investment return on the actuarial value of the assets should be exceeded) from 5,5% to 4,5% per annum in order to increase the CPI target for pension increases from 65% to 90%. The benefit enhancement 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.



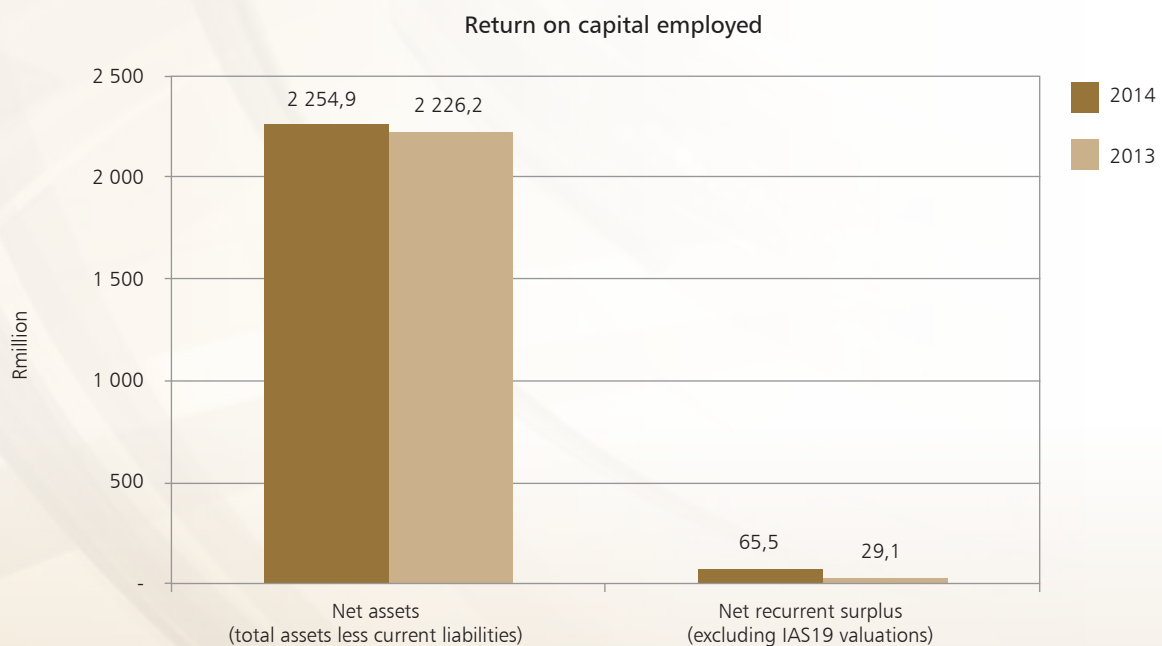
The total income of the university from recurrent activities (excluding disposal of PPE, disposal of investments and other comprehensive income) increased by 8,4% to a total income of R3 199,7 million, while the total expenses from recurrent activities (excluding the effect of IAS19 valuations)

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.



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%).

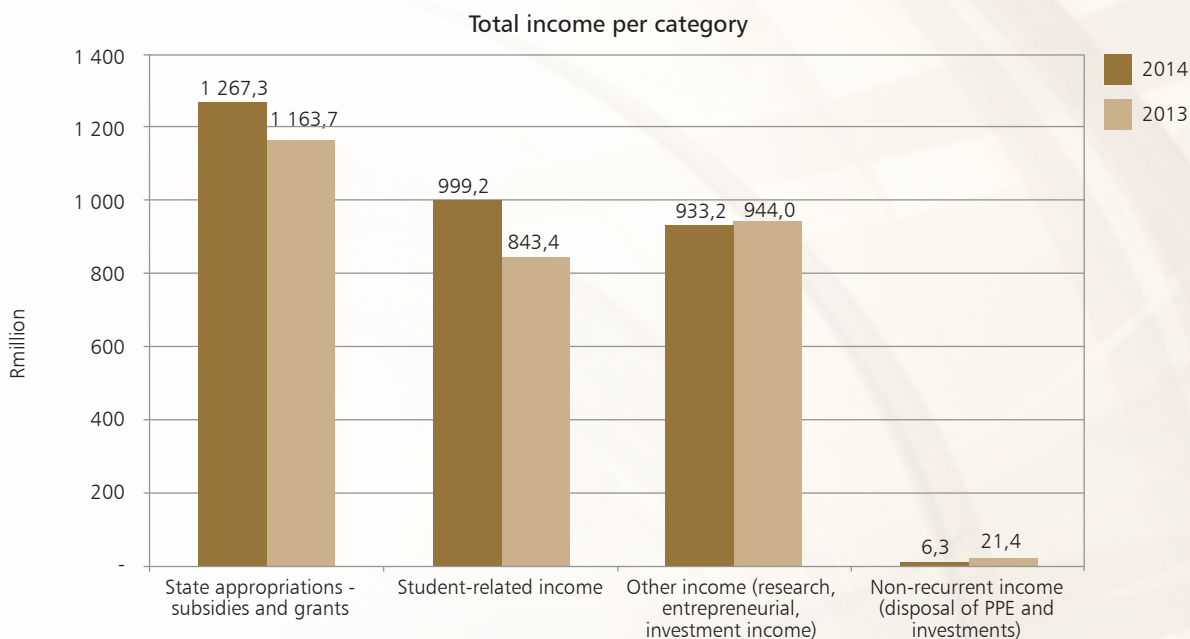
This is mainly due to an increase in net assets of 1,3% and an increase in the recurrent surplus.



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 totalling 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).



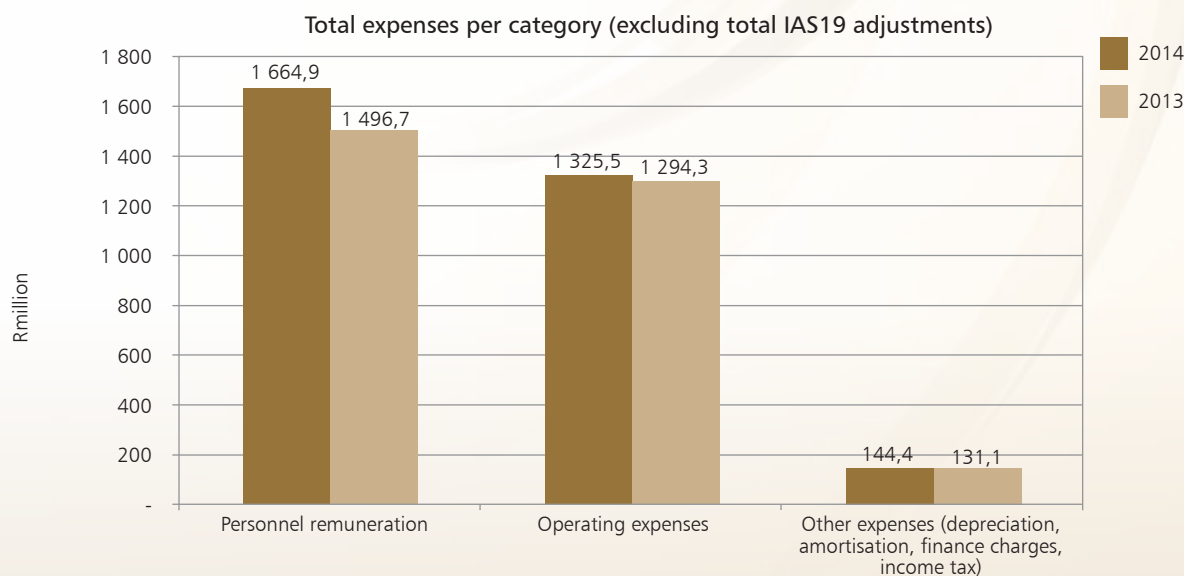
Total expenditure (excluding IAS19 total adjustments) increased by 7,3% (2013: 12,1%).

Personnel remuneration (excluding IAS19 total adjustments) increased by 11,2% (2013: 9,0%) which mainly reflects the 7% COLA adjustment (cost of living 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).

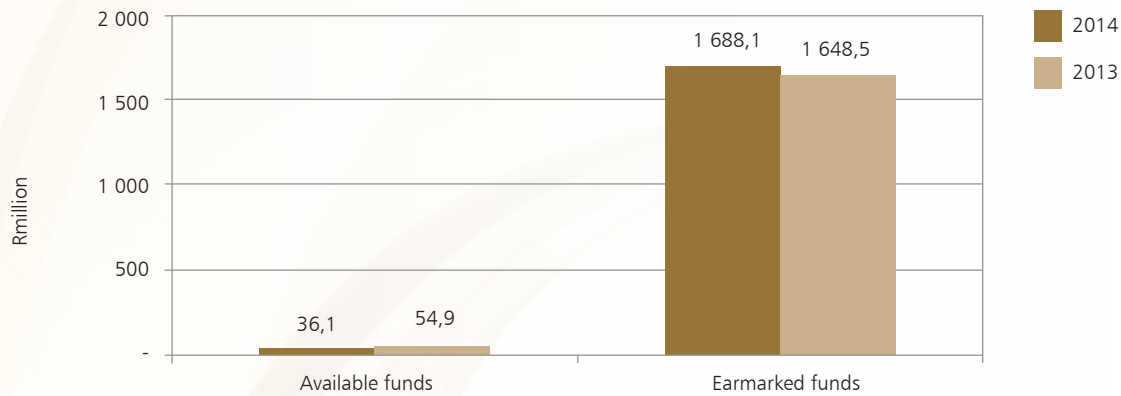
Other expenditure relating to depreciation, amortisation and finance charges increased by 10,1%, which is attributable mainly to depreciation due to the large investment in property, plant and equipment financed via the DHET infrastructure and efficiency earmarked funding project.



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**

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:

- > 15 254 (2013: 15 464) students received degrees and diplomas during 2014.

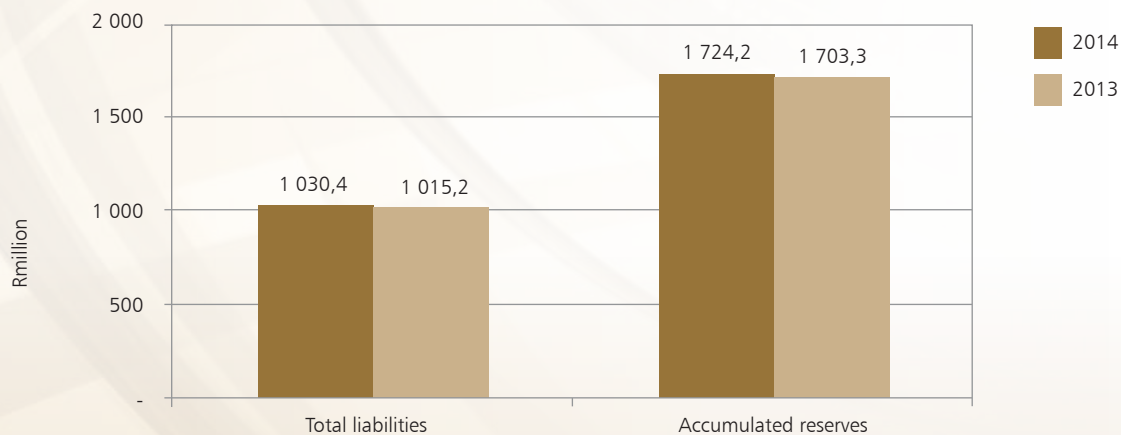
- > R165,5 million (2013: R130,7 million) was awarded as bursaries to students from own funds, which represents an increase of 26,7% (2013: 21,7%).
- > The cash flow investment in property, plant and equipment amounts to R192,0 million (2013: R209,8 million), which is mainly attributable to the DHET 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

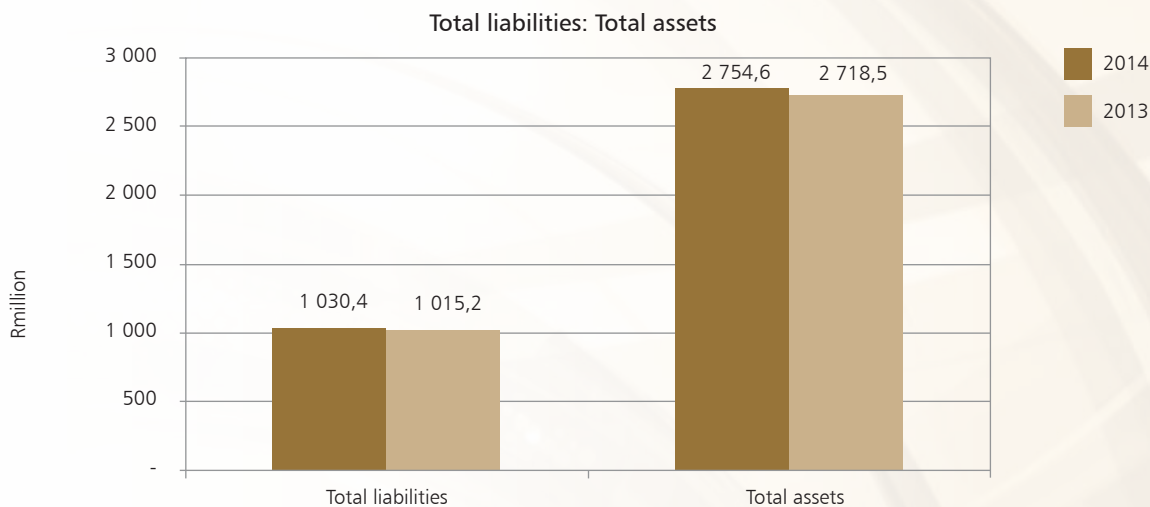
0,60 (2013: 0,60). This is attributable to an increase of 1,2% (2013: 20,8%) in equity for the reasons explained above, and a similar increase of 1,5% (2013: 8,7%) in liabilities.

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, while current liabilities for the same period increased by R7,3 million.

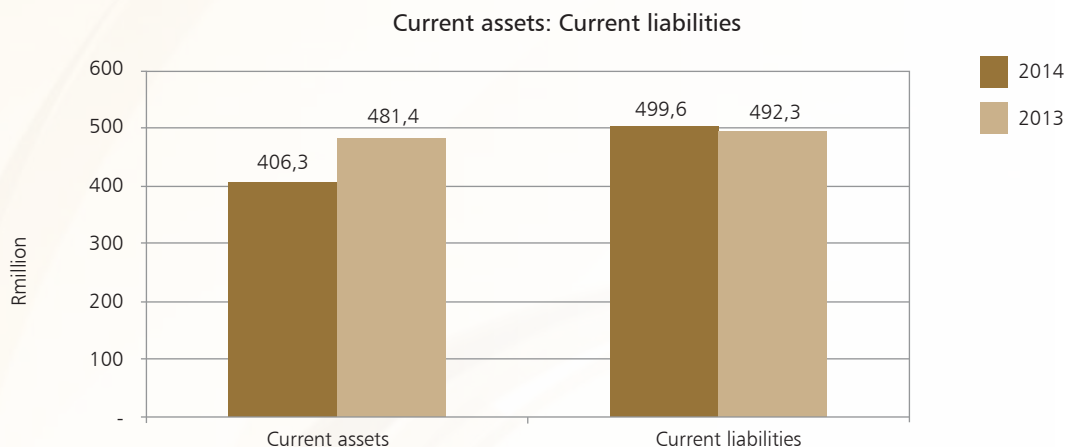
The main reason for the decrease in the current assets is a decrease in cash and cash equivalents of R51,0 million,

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
	Rmillion	Rmillion
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

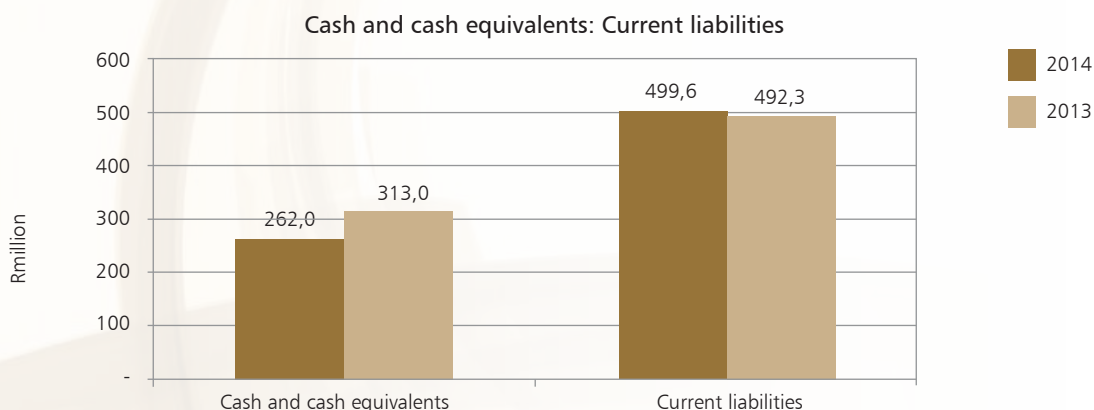
The cash flow situation is monitored closely in order to achieve an optimal balance between long-term and short-

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

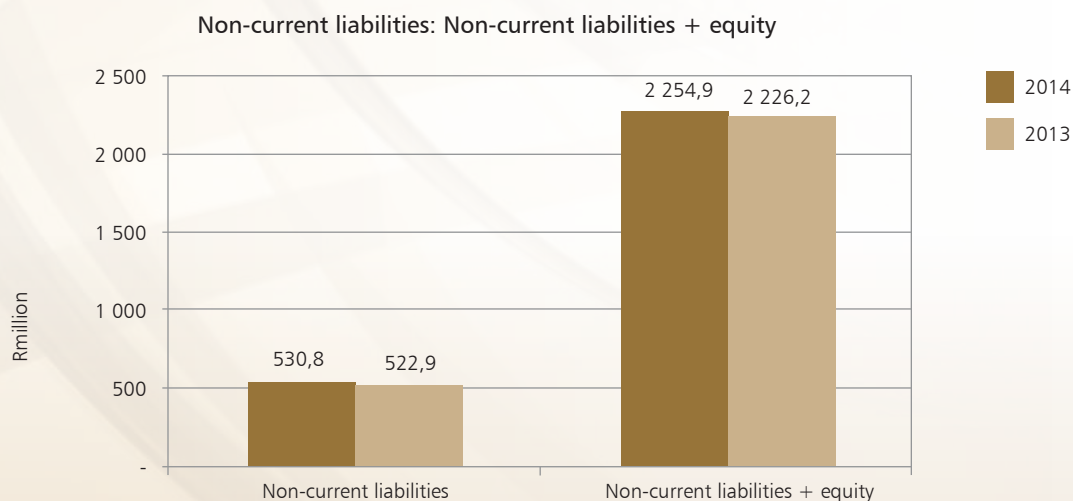
2014 financial year, which was mainly due to the transfer of cash and cash equivalents to long-term investments.



► **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.

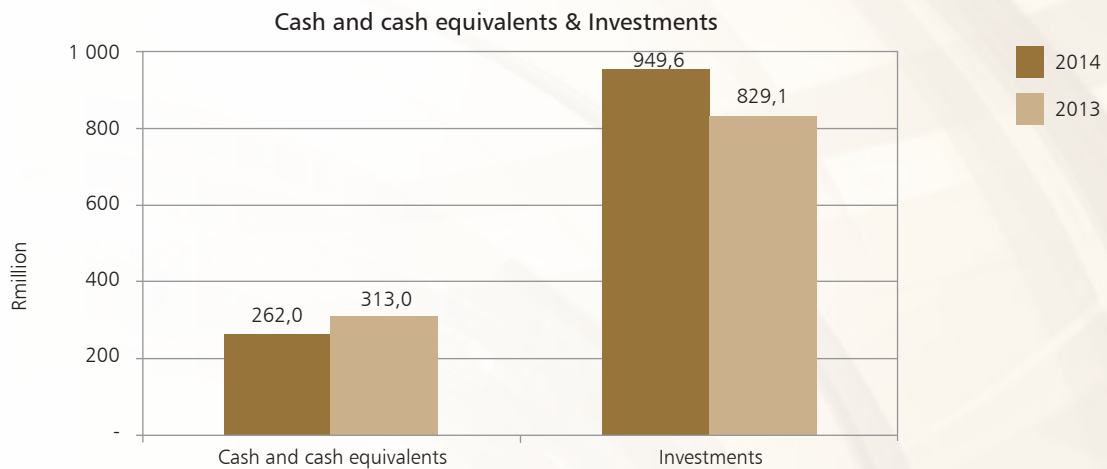
Non-current liabilities represented 23,5% (2013: 23,5%) of total funds employed. This ratio remained constant, mainly due to equity that remained relatively unchanged, with a slight increase of 1,2%.



► 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.



► Conclusion

The university was able to achieve the following financial goals during the 2014 financial year:

- > 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.
- > maintain a sound solvency position and optimal liquidity levels during the 2014 financial year to ensure that the NWU remains a going concern.
- > increase bursaries awarded to students (bursaries were increased by 26,7%).
- > 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)

report of the audit, risk and compliance committee

This is the audit report of the Audit, Risk and Compliance Committee of the NWU for the year ended 31 December 2014, in compliance with the new Regulations for Annual Reporting for HE institutions (2014).

For more information about the membership, composition, mandate and duties of this committee, turn to p 45 and p 46 in the Council's report on corporate governance.

internal audit

During 2011 an external assessment was done by KPMG of the Internal Audit function. The Audit, Risk and Compliance Committee 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 that was submitted to the Department of Higher Education and Training.

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
- ▶ 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
- ▶ 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 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
- ▶ 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 of, as well as the importance of certain compliance matters.

integrated report

- ▶ Following the review by the committee of the integrated report of the NWU 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.

The report referred to is the full report that was submitted to the Department of Higher Education and Training and is available on the NWU website.



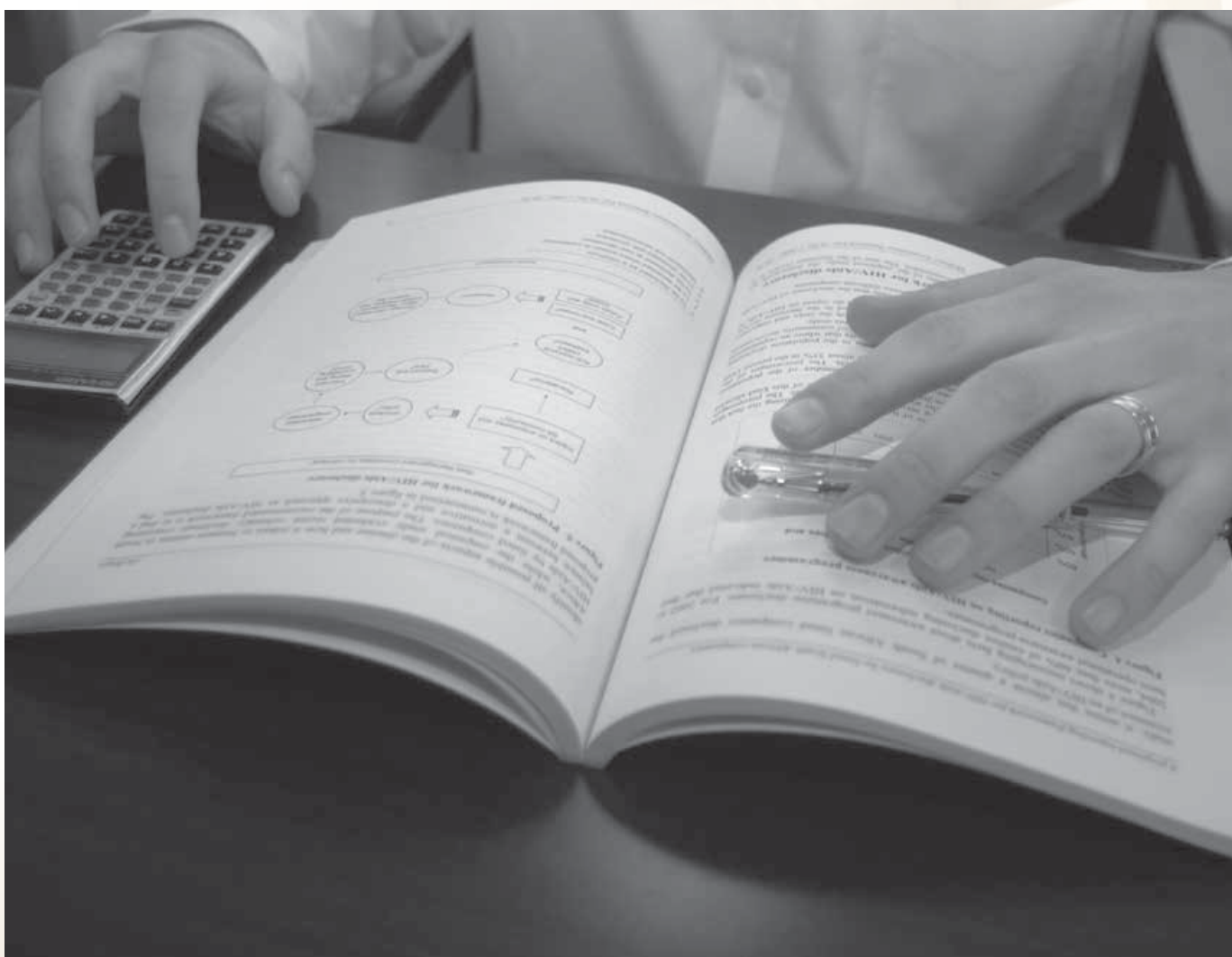
MR PJ VAN DER WALT
CHAIRPERSON OF COUNCIL
(until 23 September 2014)



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



MS M CLAASSENS
CHAIRPERSON: AUDIT, RISK AND
COMPLIANCE COMMITTEE



CONSOLIDATED STATEMENT OF FINANCIAL POSITION

at 31 December 2014

	2014		2013	
	R000	%	R000	%
ASSETS				
Non-current assets	2 348 247	85.3	2 237 081	82.3
Property, Plant and Equipment	1 141 841	41.5	1 079 485	39.7
Investment properties	20 820	0.8	21 317	0.8
Intangible assets	950	0.0	6 246	0.2
Investments	949 450	34.4	828 988	30.5
Equity-accounted investees	152	0.0	118	0.0
Deferred income tax assets	72	0.0	48	0.0
Pension reserve funds - surplus	186 092	6.8	256 057	9.5
Disability reserve funds - surplus	48 870	1.8	44 822	1.6
Current assets	406 310	14.7	481 445	17.7
Inventories	19 532	0.7	24 147	0.9
Trade and other receivables	124 638	4.5	144 295	5.3
Current tax assets	165	0.0	0	0.0
Cash and cash equivalents	261 975	9.5	313 003	11.5
Total assets	<u>2 754 557</u>	<u>100.0</u>	<u>2 718 526</u>	<u>100.0</u>
FUNDS AND LIABILITIES				
Funds available	1 724 160	62.6	1 703 317	62.7
Accumulated funds	1 723 451	62.6	1 702 776	62.7
Non-controlling interest	709	0.0	541	0.0
Total liabilities	1 030 397	37.4	1 015 209	37.3
Non-current liabilities	530 757	19.3	522 867	19.2
Long-term loans	71 352	2.6	79 298	2.9
Employee benefits	459 405	16.7	433 103	15.9
Deferred income	0	0.0	10 466	0.4
Current liabilities	499 640	18.1	492 342	18.1
Trade and other creditors	307 285	11.2	296 485	10.9
Current tax liability	0	0.0	41	0.0
Current portion: Long-term loans	12 368	0.4	11 430	0.4
Current portion: Employee benefits	19 861	0.7	7 541	0.3
Current portion: Deferred income	102 328	3.7	126 285	4.6
Student deposits and prepaid income	57 798	2.1	50 560	1.9
Total funds and liabilities	<u>2 754 557</u>	<u>100.0</u>	<u>2 718 526</u>	<u>100.0</u>

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2014

	2014 R000	% of total income	2013 R000	% of total income
RECURRENT ITEMS	103 751	3.2	17 025	0.6
Income	3 199 728	99.8	2 951 146	99.3
State appropriations - subsidies and grants	1 267 269	39.4	1 163 738	39.2
Tuition and other fees	999 211	31.2	843 393	28.4
Income from contracts (research and other)	240 069	7.5	198 158	6.7
Residence and catering services	270 705	8.4	232 675	7.8
Services - entrepreneurial activities	264 813	8.3	349 081	11.7
Private gifts and grants	40 456	1.3	44 251	1.5
Investment income	117 205	3.7	119 850	4.0
Expenditure	3 095 977	96.6	2 934 121	98.7
Personnel remuneration	1 664 853	51.9	1 496 705	50.4
IAS19 - adjustments (employee benefits)	(37 593)	(1.1)	12 942	0.4
Operating expenses	1 325 474	41.3	1 294 268	43.5
Depreciation and amortisation	129 856	4.1	112 935	3.8
Finance charges	13 387	0.4	17 272	0.6
NON-RECURRENT ITEMS	(184 324)	(5.7)	21 388	0.7
Income	6 267	0.2	21 388	0.7
Profit on disposal of PPE	218	0.0	15 470	0.5
Profit on investments	6 015	0.2	5 121	0.2
Share of profit of equity-accounted investees	34	0.0	76	0.0
Other non-recurrent income	0	0.0	721	0.0
Expenditure	190 591	5.9	0	0.0
Operating expenses	524	0.0	0	0.0
IAS19 - Benefit enhancement & interest (asset ceiling)	190 067	5.9	0	0.0
Net (deficit)/surplus before income tax	(80 573)	(2.5)	38 413	1.3
Income tax expense	633	0.0	909	0.0
(Deficit)/Surplus for the year (note 1)	(81 206)	(2.5)	37 504	1.3
OTHER COMPREHENSIVE INCOME	102 048		255 535	
Pension reserve funds - surplus	76 730		204 430	
Disability reserve funds - surplus/(deficit)	1 464		(1 124)	
Health care (medical) - surplus	6 036		8 670	
Net fair value gain on available-for-sale financial assets	17 818		43 559	
Total comprehensive income for the year	20 842		293 039	
NOTE 1:				
<i>To illustrate the effect of IAS19 valuations regarding employee benefits</i>				
Surplus for the year from normal operating activities - before total IAS19 adjustments	71 268	2.2	50 446	1.7
Employee benefits - IAS19 total adjustments	(152 474)	(4.8)	(12 942)	(0.4)
(Deficit)/Surplus for the year	(81 206)	(2.5)	37 504	1.3

acknowledgements

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*The 2014 annual report is published by the Institutional Advancement department.
The annual report can be accessed on the NWU website at <http://www.nwu.ac.za/content/nwu-annual-reports>.
This publication is also available in Afrikaans.*

