



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

BEHIND ITS DOORS OUR DESTINIES LIE

THIS IS A PLACE WHERE YOUR BEST HAS THE PLATFORM TO BECOME BETTER

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VISION, VALUES AND MISSION

VISION

To be a pre-eminent university in Africa, driven by the pursuit of knowledge and innovation.

VALUES

The North-West University subscribes to the values of human dignity, equality, freedom, integrity, tolerance, respect, commitment to excellence, scholarly engagement, academic freedom, justice and transparency.

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 recognized.

The mission has five distinct elements:

Mission element 1: 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 its people. The NWU does this by empowering people through quality education, world-class research and the meaningful implementation of its expertise.

Mission element 2: 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.

Mission element 3: 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.

Mission element 4: 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.

Mission element 5: Position the NWU in the sector as an accountable, effective, well-managed and financially viable and innovative institution, with a strong client focus to enhance the quality of the core business and to ensure sustainability.



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

This is a place...where anything is possible.

A place where imagination has no boundaries,
and dreams are born.

A place that gives a voice to who you dare to be.

Where every new day is an opportunity to be the next
greatest - fastest - loudest - proudest...the next first.

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

Behind its doors our destinies lie...

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

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

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

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EXECUTIVE SUMMARY

The ultimate test of the success of an organisation is how consistently and reliably it performs over time. Since the merger in 2004, the NWU has shown it can be relied on to maintain financial stability, practise good governance and incrementally improve its core academic business.

Over the past seven years, the university has steadily increased the undergraduate pass rate, which now exceeds the national average by a significant margin. Among contact students in 2011, the pass rate at the NWU was 85,2%, putting the NWU well ahead of the national average. Among distance students, the pass rate was even better, 85,3%.

Another achievement that stands out is the low drop-out rate, which was only 12,5% in 2011, compared to the national rate of between 20% and 30%.

These accomplishments are reflected in the growing number of degrees being awarded. In 2011, the NWU conferred 15 093 degrees, which is about 56% higher than in 2004.

Research was another strong growth area. Total research output for the year stood at 1 483, compared to 1 318 in 2010. Although all three campuses contributed to this, the Mafikeng Campus recorded the most striking increases in output.

Good progress was made in strengthening the university's international relationships, which are important for academic exchange and research collaboration. By the end of 2011, the

NWU had 76 cooperation agreements with universities and business partners around the world.

Transformation was a major focus and will continue to feature prominently on the university's agenda in the foreseeable future. Minimum diversity targets are in place and the Institutional Plan has been restructured to make transformation the first mission element, ensuring it receives close attention.

Financially, 2011 was a difficult year in some respects. Challenging economic conditions resulted in an increase in student bad debt and a decrease in income from research, commercial activities and investments. Nevertheless, owing to disciplined financial management, the NWU managed to produce a net surplus of R63,3 million. This was the seventh consecutive year that the university reported a surplus and received an unqualified audit report, confirming the soundness of its financial position.

Finally, the NWU is proud to have maintained its reputation as the country's best-governed university. In 2011, for the fifth time in a row, the NWU was selected as the winner of the PricewaterhouseCoopers Higher Education Awards for Corporate Governance. This is a resounding vote of confidence in the governance and management of the institution.

Looking ahead, we will continue to use our resources wisely and with care so that current and future generations can grow, prosper and give back to their communities.

BESTUURSOPSOMMING

Die groot toets vir die sukses van 'n organisasie is konsekwente en betroubare prestasie oor verloop van tyd. Sedert die samesmelting in 2004 het die NWU keer op keer gewys dat hy in staat is om finansiële stabiliteit te handhaaf, goeie korporatiewe bestuur toe te pas en om sy kern akademiese besigheid inkrementeel te verbeter.

Oor die afgelope sewe jaar het die universiteit se voorgraadse slaagsyfer bestendig gestyg, sodat dit die nasionale gemiddeld ver oortref. Die NWU-slaagsyfer vir kontakstudente was 85,2% in 2011, terwyl dit slaagsyfer vir afstandstudente selfs beter was – 85,3%.

Nóg 'n skitterende prestasie is die lae uitvalkoers van 12,5% in 2011, vergeleke met die nasionale koers van tussen 20% en 30%.

Hierdie prestasies word weerspieël in die toenemende aantal grade wat toegeken word. In 2011 het die NWU 15 093 grade toegeken, oftewel 56% meer as in 2004.

Navorsing is 'n ander sterk groeiarea. Die totale navorsingsuitset vir die jaar was 1 483, vergeleke met 1 318 in 2010. Hoewel al drie kampusse daartoe bygedra het, was die Mafikengkampus se styging in uitset die opvallendste.

Goeie vordering is gemaak met die uitbou van die universiteit se internasionale verhoudinge, wat belangrik is vir akademiese uitruilooreenkomste en samewerking op die gebied van navorsing. Teen die einde van 2011 het die

NWU 76 samewerkingsooreenkomste met universiteite en sakeondernemings regoor die wêreld gehad.

Transformasie was 'n belangrike fokus en sal vir die afsienbare toekoms prominent op die universiteit se agenda figureer. Minimumdiversiteitsteikens is in plek en die Institusionele Plan is geherstruktureer sodat transformasie na dese die eerste missie-element is.

Wat finansies aanbetref, was 2011 in sekere opsigte 'n moeilike jaar. Die uitdagende ekonomiese omstandighede het gelei tot 'n toename in slegte studenteskuld en 'n afname in inkomste uit navorsing, kommersiële aktiwiteite en beleggings. Nogtans het die NWU – danksy gedissiplineerde finansiële bestuur – 'n netto surplus van R63,3 miljoen behaal. Dit was die sewende agtereenvolgende jaar dat die universiteit 'n surplus behaal het en 'n ongekwalifiseerde ouditverslag ontvang het. Dit bevestig weereens die stabiliteit van die universiteit se finansiële posisie.

Die NWU is trots op sy reputasie as die land se bes bestuurde universiteit. In 2011 is die NWU vir die vyfde agtereenvolgende jaar aangewys as die wenner van PricewaterhouseCoopers se Korporatiewebestuur-toekenning vir Uitnemendheid in Hoër Onderwys. Dit is 'n oorweldigende mosie van vertroue in die instelling se korporatiewe bestuur.

Ons sal voortgaan om ons hulpbronne wys en met sorg aan te wend sodat huidige en toekomstige generasies kan groei, gedy en teruggee aan hul gemeenskappe.

KGUTSUFATSO YA PHETHAHATSO

Teko ya ho qetela ya katleho ya mokgatlo ke kamoo o sebitsang ka teng ho feta nako e baletsweng. Esale ho na le nyallano ka selemo sa 2004, NWU e bontshitse hore e ka tshetjwa hore e ka baballa tjehelete, ya ba le botsamaisi bo lokileng mme ya eketsa ho ntlafatsa tshebetso ya yona ya motheo ya thuto.

Ka nako ya dilemo tse supileng tse fetileng, yunivesithi e ile ya eketsa sekgahla sa yona sa ho pasa ha baithuti ba so fumane dikgau, mme ha jwale sekgahla seo se feta palohare ya moedi wa sekgahla sa naha ka palo e bonahalang. Hara baithuti ba tlang dithutong ka 2011, moedi wa ho pasa ho NWU e ne e le 82,5%. Bakeng sa baithuti ba hole, moedi wa ho pasa o ne o bile o le betere le ho feta, 85,3%.

Phihlollo e nngwe ya bohlokwa e iponahatsang ke ho theoha ha sekgahla sa baithuti ba tlohelang sekolo, eo e neng e le 12,5% feela ka 2011, ha e bapiswa le sekgahla sa moedi wa naha se pakeng tsa 20% le 30%.

Diphihlollo tsena di bonahala ka ho eketseha ha palo ya dikgau tse nehelanweng. Ka selemo sa 2011, NWU e abile dikgau tse 15 093, e leng palo ya 56% ho feta ka selemo sa 2004.

Diphuputso e ne e le karolo e nngwe e matla. Palo yohle ya tlhahiso ya diphuputso bakeng sa selemo e ne e le 1 483, ha e bapiswa le 1 318 ka 2010. Le hoja dikhempase tsohle tse tharo di bile le seabo palong ena, Khempase ya Mafikeng e rekotile keketso e kgahlisang ka ho fetisa ya tlhahiso.

Tswelopele e ntle e entswe ka ho matlafatsa dikamano tsa matjhaba tsa yunivesithi, e leng tseo eleng tsa bohlokwa bakeng sa ditshebeletsano tsa thuto esita le tshebedisano

diphuputso. Qetellong ya selemo sa 2011, NWU e ne e na le ditumellano tse 76 le diyunivesithi le bomphato ba kgwebo ka lefatshe lohle.

Dipheto ho ne e le taba e ka sehloohong mme e tla dula e tswela pele ho hlahella lenaneng la ditaba le ka bokamoso boo re bo lebileng. Ditabatabelo tse fapafapaneng tse nyenyane di teng mme Moralo wa Institjushene ena o hlophisitse botjha ho etsa hore dipheleho e be karolo ya bohlokwa e lokelang ho fihlellwa le ho etsa bonnete ba hore e hlokomelwa haholo.

Lehlakoreng la ditjehelete, selemo sa 2011 e bile selemo se boima ka mekgwa e meng e itseng. Mathata a maemo a moruo a entswe hore ho be le keketseho ya dikoloto tse sa leshweng tsa baithuti le ho fokola ha lekeno le tswang diphuputso, mesebetsi ya kgwebo esita le matsete. Leha ho le jwalo, ka lebaka la tsamaiso e lokileng ya ditjehelete, NWU e ile ya kgona ho hlahisa masalla a R63,3 miliyone. Sena ke selemo sa bosupa ka tatelano seo yunivesithi e behang masalla le ho amohela pehelo e sa hlahlojwang ya dibuka, e le ho netefatsa bohlohlwa ba maemo a ditjehelete.

Qetellong, NWU e motlotlo ho baballa setumo sa yona sa ho ba yunivesithi e ipabotseng ka ho fetisisa ho tsohle ka hare ho naha. Ka selemo sa 2011, lekgetlo la bohloko ka ho latelana, NWU e ile ya kgethwa e le mohlodi wa *PricewaterhouseCoopers Higher Education Awards for Corporate Governance*. Ena ke pontsho ya tshupo ho puso le taolo ya institjushene ena.

Ha re tadima pele, re tla tswela pele ka ho sebedisa matlotlo a rona ka bohloko le ka tlhokomelo, e le hore meloko ya jwale le e tlang e hole, e tswela pele, esita le ho buseletsa katleho ditjhabeng tsa yona.

TSHOBOKANYO YA KHUDUTHAMAGA

Tsela ya konokono ya go leka setlamo go bona gore se atlega go le go kana kang ke go leba gore se dira tiro ya sone ka mokgwa o o tshwanang ka dinako tsotlhe le ka boikanyegi go le go kana kang. Fa e sa le dikhamphase tsa YBB di ne di kopanngwa ka 2004, YBB e bontshitse gore e ka ikannngwa jaaka e e kgonang go boloka boemo jo bo siameng jwa madi, jaaka e e nang le mokgwa o o siameng wa go laola dilo le go tokafatsa tiro ya yone ya konokono ya kgwebo kgato ka kgato.

Mo dingwageng di le supa tse di fetileng, yunibesiti e ne ya tokafatsa maduo a go falola ditlathobho a baithuti ba pele ga kalogo, a gone jaanong a fetang fela thata palogare ya mo nageng yotlhe. Mo gare ga baithuti ba ba neng ba ithutela mo setheong ka 2011, maduo a go falola ditlathobho kwa YBB e ne e le 85,2%. Mo gare ga baithuti ba ba ithutang ba le kgakala le setheo, maduo a go falola ditlathobho a ne e bile a le botoka, e le 85,3%.

Phitlhelelo e nngwe e e tlhomologileng ke palo e e kwa tlase ya ba ba tlogelang sekolo, e e neng e le 12,5% fela ka 2011, fa e bapisiwa le palo ya mo nageng yotlhe e e fa gare ga 20% le 30%.

Diphitlhelelo tseno di bonwa ka palo e e ntseng e gola ya didikirii tse di abiwang. Ka 2011, YBB e ne ya aba didikirii di le 15 093, e leng mo e ka nnang 56% go feta ka 2004.

Go dira patlisiso ke selo se sengwe se go neng go dirwa kgatelopele e kgolo mo go sone. Dipholo tsotlhe tsa ngwaga tsa patlisiso di ne tsa fitlha go 1 483 fa di bapisiwa le di le 1 318 ka 2010. Le fa dikhamphase ka boraro jwa tsone di ntile le seabe mo go tlhagiseng dipalo tseno, Khamphase ya Mafikeng e ile ya bega dipalo tsa kgolo e e seng kana ka sepe ya dipholo tseno.

Go ne ga dirwa kgatelopele e e molemo tota ya go nonotsha dikamano tse yunibesiti e nang le tsone le dinaga di sele, tse di

leng botlhokwa mo go nneng le tirisano mmogo ka tsa thuto le patlisiso. Kwa bokhutlong jwa 2011, YBB e ne e na le ditumalano tsa tirisano mmogo di le 76 le diyunibesiti le bagwebisani mo mafelong a a farologaneng a lefatshe.

Selo sa botlhokwa mo go yone e ne e le go dira diphetogo mme go di dira e tla nna selo se se tlang pele mo ajendeng ya yunibesiti mo isagweng. Go na le dipalopotlana tse di amanang le dipharologano tsa baithuti mme thulaganyo ya setheo e fetotswe gore go dirwa ga diphetogo tseo e nne selo se se tlang pele, gore go dirwa ga tsone go newe tlhokomelo e e tseneletseng.

Fa re tla mo kgannyeng ya ditšhelete, ngwaga wa 2011 e ne e se o o motlhofo. Maemo a a gwetlhang a ikonomi a ne a felela ka go oketsega ga dikoloto tse di tshabegang tsa baithuti le go fokotsega ga madi a lotseno a go dira patlisiso, ditiro tsa kgwebo le dipeeletso-madi. Mme ka ntlha ya go laola madi sentle, YBB e ile ya kgona go nna le madi a a oketsegileng a bokana ka R63,3 milione. Ono e ne e le ngwaga wa bosupa ka tatelano o yunibesiti e nnileng le madi a a oketsegileng ka one le go nna le pego e e feletseng ya boruni, e e netefatsang maemo a a siameng a yone a ditšhelete.

Kwa bofelong, YBB e motlotlo go bo e ile ya boloka leina la yone le le siameng jaaka yunibesiti e e laolwang sentle go di gaisa tsotlhe. Ka 2011, lekgetlo la botlhano ka go latelana, YBB e ne ya tlhophiwa jaaka mofenyi wa Awate ya Botsamaisi Jwa Kgwebo ya Thuto ya Maemo a a Kwa Godimo ya PricewaterhouseCoopers. Seno se dira gore e tswelole pele go amogelwa ka botlalo malebana le bolaodi le botsamaisi jwa yone jwa setheo.

Fa re leba kwa isagweng, re tla tswelole pele go dirisa madi a rona ka botlhale le ka kelotlhoko gore dikokomana tsa ga jaanong le tse di tlang di kgone go tswelole pele di gola, di tsamaelwe ke dilo sentle le go dira ditiro tse di tla solegelang tikologo e di nnang mo go yone molemo.

FUTURE

**THIS
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PLACE
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BEST

**HAS
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BECOME
BETTER**

UNFILLED DREAMS

INSTITUTIONAL GOVERNANCE OVERVIEW

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**WHERE EVERY NEW DAY IS AN
OPPORTUNITY TO BE THE NEXT GREATEST**

MESSAGE FROM THE CHANCELLOR

Hearing a single melody in the context of a symphony orchestra can be a difficult task. The same is true when we look for a theme amidst a multitude of activities and achievements taking place in a single year at the North-West University.

Put differently, the catalogue of accomplishments and milestones you will find in this publication might lead you, the reader, to celebrate individual victories without noticing the general trend – one of progress and of a growing, learning and caring institution.

The university has continued its quest to become an institution of choice, locally and internationally. The year 2011 saw growing enrolment numbers on our constituent campuses, and more NRF-rated faculty staffing the campuses, too. This encouraging combination has contributed to higher pass rates and a higher proportion of students enrolling for postgraduate studies, among other things.

Moreover, the past year saw a rise in new collaborative research projects, plus a handful of colloquia and symposia organised by some of our leading academia. Furthermore, several discoveries were noted (I believe more on this, later) and patents were registered.

It is clear that the concept of an African university with a local responsibility and global reach – and with a duty to seek and establish improvement throughout the African continent – is widely embraced. Education (and leading educational institutions, as the NWU) is no doubt the key to data-driven development, researched interventions and sustainable solutions for our world.

Of course, this report also reflects on the numerous sporting achievements and the fine hosting of successful sport teams and tournaments at the university in 2011.

We also note how we celebrated our diverse and rich cultures, from indigenous art festivals to Christmas choir competitions – locally and abroad – and hereby also finding ways to make world-class experiences available locally.

Lastly, as with any large, organic institution, we report on completed infrastructure, including halls, libraries and sporting facilities, and we pause to celebrate the anniversaries of a building or two.

I believe in the dream of this university. I believe in its value, and the changes this focused collection of united people will make in South Africa. I believe we are making good progress on this journey. We congratulate and thank those who, in the name of education and a better future for our land, have toiled and achieved in 2011.

KGOSI LERUO MOLOTLEGI

KGOSI LERUO MOLOTLEGI
CHANCELLOR

“The heart of the NWU’s business is to deliver well-rounded graduates by delivering quality teaching-learning services.”



KGOSI LERUO MOLOTLEGI

INSTITUTIONAL GOVERNANCE OVERVIEW

10

REPORT OF THE CHAIRPERSON OF COUNCIL

The effectiveness of Council, its committees and its relationships with Senate, management and students is a priority for Council.

An important corporate governance benchmark is the annual PricewaterhouseCoopers Higher Education Excellence Awards for Corporate Governance. In August 2011, the NWU was awarded first place for the fifth consecutive year, again confirming the university's commitment to high standards of corporate governance across the institution.

SELF-EVALUATION OF COUNCIL

The Council of the NWU is committed to increasing the effectiveness of its governance and oversight function even more.

During the second semester of 2011, members of Council and the respective Council committees completed a self-evaluation questionnaire to evaluate amongst others the role and functioning of the various governing structures in respect of their mandate. This was particularly done in terms of risk management, adherence to good corporate governance principles, discipline and members' understanding of Council's oversight role.

From the results of this self-evaluation it is evident that Council is independent in its decision-making processes and clearly understands its governance role in relation to the day-to-day management role assigned to the vice-chancellor.

IMPORTANT ASPECTS DEALT WITH BY COUNCIL IN 2011

During 2011, a number of significant matters that affected the institution were on the agendas of Council and its committees.

- Statutory appointments and Council committee elections were dealt with.
- The chairperson of Council was re-elected for a second term in June 2011.

"There is a high level of awareness about the roles and responsibilities of Council and management respectively, and the will to carry these out in the best interests of the university community."

MR PEET VAN DER WALT

- Several members were nominated to serve on the Council committees.
- Prof MJ Oosthuizen was appointed by Council as Deputy Vice-Chancellor: Teaching-Learning for a term of six years.
- Prof ND Kgwadi, the Mafikeng Campus Rector, was appointed for one further year as vice-principal for 2011.
- At the request of the Council Executive Committee, the chairperson of Council contacted members with attendance rates below the agreed upon 50%.
- Two external auditors were appointed. Mr DA Foster was appointed as chairperson of the Tender Committee from January 2012 and Ms D Dondur was appointed to serve as one of two external financial experts on the Audit, Risk and Compliance Committee.

Transformation

Dr I Tufvesson was appointed as Executive Advisor: Transformation and Diversity Management in the office of the vice-chancellor. Her appointment was in line with the Transformation Oversight Committee's recommendation.

The development of a Transformation Charter in collaboration with all relevant stakeholders continued during 2011.



REPORT OF THE CHAIRPERSON OF COUNCIL (CONTINUED)

Council furthermore agreed that the Institutional Plan be changed to include transformation as the first mission element so as to place more emphasis on transformation objectives.

Community engagement and sustainability

The annual strategic workshop of Council in March 2011 focused attention on community engagement and sustainability in higher education. The workshop explored the dimensions of corporate social responsibility and the way forward towards a sustainable and community-engaged NWU, particularly in contributing to sustainable socio-economic development.

This strategic conversation of Council led to the approval of the NWU Community Engagement Strategy, which was aligned with the 2011 Institutional Plan.

Prestigious awards bestowed by Council

Honorary doctorates to the following recipients were approved during 2011:

- Chief Justice Pius Nkondo Langa – Law
- Dr JJ van Zyl – Economic and Management Sciences (for conferral in 2012)

Chancellor's medals to the following recipients for their valued contributions as sight-impaired musicians were approved during 2011 for conferral in 2012:

- Mr B Mlangeni
- Adv ST Kekana

Significant new developments regarding infrastructure

Council approved the following during the year under review:

- An external loan of R40 million and the tender for the construction of a new student residence at the Potchefstroom Campus.
- The tender for the construction of a new library building at the Vaal Triangle Campus, amounting to R53,44 million.

(For other infrastructure developments, please see the report of the Executive Director: Finance and Facilities.)

Management, operational and financial stability

Council approved the appointment of PricewaterhouseCoopers as external auditors of the NWU for the financial year ending December 2011.





Council also approved the following documents in 2011 to ensure the continued stability of the NWU's management, operations and finances:

- The financial statements for the year ended 31 December 2011.
- The 2012 budget.
- The Institutional Plan 2012 – 2014.
- The 2010 Annual Report, which was submitted to the Department of Higher Education and Training on 30 June 2011.
- The 2012 Institutional Almanac for the NWU.
- The 2011 Key Risk Register.

In addition, Council approved the following policies in 2011:

- Policy on the Management of Intellectual Property at the North-West University;
- Web policy;
- Policy on the Management of Research and Innovation Contracts and External Investment/Stakeholding;
- Policy on Plagiarism and Other Forms of Academic Dishonesty and Misconduct;
- Policy on Governance Oversight and Management Control;
- Smoking Policy;
- The NWU Crisis Communication Plan, and
- The NWU Community Engagement Strategy.

Teaching-learning and research matters

During the year under review, Council approved various teaching-learning and research matters, including changes to academic and research structures. For more information about these matters, see the report of the Deputy Vice-Chancellor: Teaching Learning, and that of the Deputy Vice-Chancellor: Research, Innovation and Technology.

FINANCIAL HEALTH AND VIABILITY

The university again received an unqualified audit report for the year under review and remains financially stable. Despite adverse economic circumstances, the NWU succeeded in maintaining a surplus from its operations.

The university places a premium on sustained good governance, with specific reference to risk management, effective and professional financial planning and discipline compliance at

all levels, proper financial management systems and effective internal control mechanisms.

The Internal Audit Department, reporting directly to the chairperson of the Audit Risk and Compliance Committee of Council, plays a pivotal role in assisting Council to give effect to this responsibility by providing an independent, objective assurance service.

COUNCIL COMMITTEES ATTENDANCE FIGURES

During 2011, the Council had a strategic workshop on 12 and 13 March and convened for three ordinary Council meetings. These were held on 10 June, 23 September and 18 November.

The attendance record for Council and its committees for 2011 was as follows:

Committee	%
Council	76%
Council Executive Committee (Exco)	82%
Finance	84%
Transformation Oversight	60%
Human Capital and Employment Equity	69%
Tender	100%
Honorary Awards	80%
Audit, Risk and Compliance	76%
Remuneration	75%
Assets	84%
Investments	76%

The total average attendance figure of Council and Council Committee meetings for 2011 was 78%.

REPORT OF THE CHAIRPERSON OF COUNCIL (CONTINUED)

COMMUNITY ENGAGEMENT AND SUSTAINABILITY

Community engagement and sustainability in higher education has become an important focus for universities countrywide. The NWU Council gave in-depth attention to this topic at the strategic workshop in March 2011. This was the start of a process that culminated in the approval later in the year of the NWU Community Engagement Strategy.

OTHER EVENTS

On 18 November 2011, newly designated Council members attended an induction session. The emphasis of the session was on the roles and responsibilities of Council members under the Higher Education Act, the NWU Statute, the King Code on Governance Principles and the Code of Conduct for NWU Council members.

For the first time in its involvement with Higher Education South Africa (HESA), the university hosted the body's Executive Finance Forum conference.

Another significant event was the HEQC management team visit to the university. Their purpose was to provide verbal feedback on the quality improvement plan that the NWU had compiled in response to the HEQC's Institutional Quality Audit Report. In November 2011, Council approved a progress report on the implementation of the improvement plan and this was submitted to the HEQC.

Council noted with pride the appointment of Prof Themba Mosia, the NWU's institutional registrar, as administrator of the Tshwane University of Technology for an initial period of six months from 15 August 2011.

In September 2011, the NWU's vice-chancellor, Dr Theuns Eloff, was elected president of the Afrikaanse Handelsinstituut, a national business organisation whose members represent various trade, industry and services organisations. His appointment is significant as it demonstrates the NWU's ability to bridge the gap between academia and industry.

WORKING WITH INDUSTRY

A good indication of the value that NWU brings to industry through research and innovation is the university's longstanding status as one of the top earners in the Technology and Human Resources for Industry Programme (THRIP) of the National Research Foundation. The NWU continued to attract significant THRIP funding in 2011, totalling R40 663 349 (industry contribution).

Many of the university's commercialisation initiatives have a strong focus on collaboration with industry and this is also the

case with a number of community engagement projects. During 2011, the NWU initiated memoranda of understanding with various industry partners in the mining and agricultural sectors.

To ensure that its curricula meet workplace needs, the university held its first workshop for academics and employers in 2011, focusing on the programmes offered in the faculties of Business Management and Economic Sciences.

SIGNIFICANT CHANGES THAT HAVE TAKEN PLACE

The governance structures and core business of the NWU proceeded smoothly and without any significant change in the composition or mandate of these structures or in the nature of the university's teaching-learning and research activities. Changes in the membership of Council, Senate and the Institutional Forum in 2011 were due to normal circumstances, such as the expiry of terms of office, and new members were duly appointed or elected by their stakeholders.

In line with Council's intention to focus strongly on transformation within the university, a new senior position was filled. Dr Ingrid Tufvesson was appointed Executive Advisor: Transformation and Diversity Management from 1 June 2011. On the same day, Prof Martin Oosthuizen, newly appointed Deputy Vice-Chancellor: Teaching-Learning, took up his position at the NWU.

CONCLUSION

The NWU has maintained its standing as a well-managed, financially stable university with high-quality academic, research, and student services and infrastructure that promote student throughput.

While there are many contributing reasons for this, one of the most critical success factors is the coherence and alignment between Council, its committees and management. There is a high level of awareness about the roles and responsibilities of Council and management respectively, and the will to carry these out in the best interests of the university community. Evidence of this are the good results achieved in virtually all spheres of activity during 2011, from the NWU's financial performance to its research output, student throughput and staff development.



MR PJ VAN DER WALT
CHAIRPERSON OF COUNCIL

COUNCIL REPORT ON CORPORATE GOVERNANCE

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

These principles are applied under the leadership of the Council, Senate and Institutional Management, and apply from the highest level down to the smallest unit. The university complies in all material respects with the corporate governance requirements of the King Reports (1994, 2002 and 2009) and to the Regulations for Annual Reporting by Public Higher Education Institutions as published on 1 August 2007.

THE ROLE AND FUNCTIONS OF COUNCIL

In terms of the Higher Education Act of 1997, Council must govern the university subject to the Act and the University Statute. The Council of the NWU governs in accordance with the NWU Statute that was published on 8 August 2005.

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

- Governing the NWU through the adoption of purpose and value statements, strategic plans and policies, as well as the Statute, the rules, processes and delegations of authority. Furthermore, Council monitors the operational performance of management and establishes committees and, together with Senate, joint committees, to ensure that the NWU achieves its purpose and values.
- Determining the language policy of the NWU, subject to the policy set by the Minister of Higher Education and Training and with the concurrence of Senate. Council's objective is to adopt a policy that is flexible, functional and redresses language imbalances of the past whilst promoting multilingualism, access, integration and a sense of belonging.
- Establishing the structures for rendering student support services, after consultation with the Institutional Student Representative Council (ISRC).

- Requiring members to adhere to 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 provided for by the Statute, with the proviso that no person is authorised to appoint someone reporting directly to such a person.

In performing its functions during 2011, the eighth functioning year of the NWU, Council remained mindful of the reasons for the merger-incorporation. These reasons, many of which have become entrenched in the Institutional Plan of the NWU and are part of Council's strategic planning, are to:

- Overcome the apartheid-induced divide between a historically advantaged and historically disadvantaged institution.
- Promote a more equitable staff and student body.
- Build administrative, management, governance and academic capacity.
- Consolidate the deployment and use of academic personnel.
- Build research capacity.
- Enhance sustainability.



COUNCIL REPORT ON CORPORATE GOVERNANCE (CONTINUED)



Furthermore, Council has overall responsibility for the ongoing strategic direction of the NWU, approval of major developments and the receipt of regular reports from management on the operation of its business. Council received and noted two comprehensive Institutional Management reports during 2011 (June and November).

COMMITTEES OF COUNCIL

All committees of Council function under a mandate of strategic or financial importance 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 Composition of Council for the qualifications of Council members.)

Executive Committee

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

The members of the Executive Committee at the end of 2011 were Mr PJ van der Walt (chairperson), Mr T Makubire (deputy chairperson), Mr PWJ Buys, Mr OJJ Tabane, Ms H Rupert-Koegelenberg, Dr T Eloff (vice-chancellor), Prof ND Kgwadi (vice-principal) and Prof NT Mosia (institutional registrar and secretary to Council), who serves as an ex-officio member in attendance.

Remuneration Committee

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

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

The members were Mr PJ van der Walt (chairperson), Mr T Makubire (deputy chairperson and chairperson of the Human Capital and Employment Equity Committee) and Adv JSM Henning SC (chairperson of the Audit, Risk and Compliance Committee).

Human Capital and Employment Equity Committee

The mandate of the Human Capital and Employment Equity Committee is to ensure that adequate human resource policies and strategies are in place and to monitor the implementation of these policies and strategies in accordance with the

set criteria and measures. The committee is responsible for all human resources and employment equity-related aspects, including remuneration and service conditions matters that are not within the scope of the Remuneration Committee.

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

The members were Mr T Makubire (chairperson), Prof JJ Janse van Rensburg, Prof M Snyman, Rev SA Musa, Dr SR van der Walt, Mr SN Phetoe and Dr T Eloff (vice-chancellor). Prof NT Mosia (institutional registrar and secretary to Council), Mr VL Mothobi and Prof MS Zibi were in attendance at meetings.

Transformation Oversight Committee

The Transformation Oversight Committee oversees the implementation of the transformational aspects of the Institutional Plan. It consists of four external and one internal member of Council, as well as the vice-chancellor and the vice-principal.

The members during 2011 were Mr OJJ Tabane (chairperson), Dr D Hermann, Mr NM Fuzani, Mr T Makubire, Ms I Poole, Prof C Rabali, Prof S Swanepoel, Dr T Eloff (vice-chancellor), and Prof NT Mosia (institutional registrar and secretary to Council). Mr VL Mothobi and Dr I Tufvesson (Executive Advisor: Transformation and Diversity Management) were in attendance at meetings.

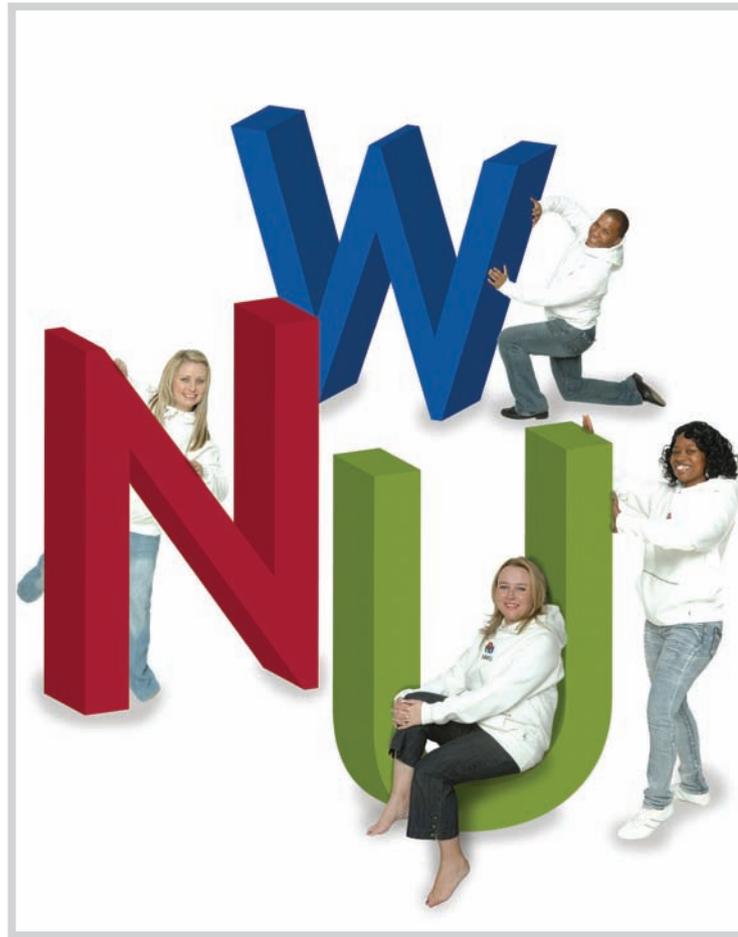
Audit, Risk and Compliance Committee

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

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

The members of the committee during 2011 were Adv JSM Henning, SC (chairperson), Adv FM Sikhakane, Prof E van der Schyff, Prof J Swanepoel and Ms M Claassens. The committee was advised by two independent financial experts, Ms L van der Grijp and Ms HS Fourie.

The representatives of the external auditors are required to be in attendance at committee meetings, as were Dr T Eloff (vice-chancellor), Prof NT Mosia (institutional registrar and secretary to Council), Prof IJ Rost (Executive Director: Finance and Facilities) and Ms M van der Merwe (Director: Internal Audit).



Finance Committee

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

The Finance Committee has four external members and one internal member of Council.

The members of the Finance Committee were Dr JJ van Zyl (chairperson until 7 August 2011), Mr PJ van der Walt (acting chairperson), Dr DG Breed, Adv JSM Henning SC, Ms M Claassens and Dr T Eloff (vice-chancellor). Institutional Management members in attendance were Prof IJ Rost (Executive Director: Finance and Facilities) and Prof NT Mosia (institutional registrar and secretary to Council).

To carry out its duties, the Finance Committee makes use of three subcommittees, namely the Tender Committee, the Investments Committee and the Assets Committee.

Tender Committee

This committee's role is to approve the tender policies and procedures prepared by management, to check that these comply with the Broad-Based Black Economic Empowerment Act of 2003, to confirm that tender policies are being implemented, and to evaluate and approve tenders for contracts valued at between R5 million and R15 million. For contracts exceeding R15 million, the committee evaluates the tenders received and makes a recommendation to Council.

COUNCIL REPORT ON CORPORATE GOVERNANCE (CONTINUED)

The Tender Committee has three external members and three ex-officio members. The external members were Dr K van der Walt (chairperson and an independent auditor), Adv JSM Henning, SC and Dr DG Breed. The ex-officio member was Dr T Eloff (vice-chancellor), and Institutional Management members in attendance were Prof IJ Rost (Executive Director: Finance and Facilities) and Prof NT Mosia (institutional registrar and secretary to Council).

Investments Committee

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

The committee has up to five external members. They included the chairperson, Mr J van den Berg, Mr SM Mohapi, an external member of Council and investment expert, as well as Mr A Smit and Mr P Cook, two other independent investment experts.

The ex-officio member was Dr T Eloff (vice-chancellor), and the Institutional Management members in attendance were Prof IJ Rost (Executive Director: Finance and Facilities) and Prof NT Mosia (institutional registrar and secretary to Council).

Assets Committee

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

The Assets Committee has two external members and three ex-officio members. The external members were Mr SM Mohapi (chairperson from October 2011) and Ms M Claassens. The chairperson of Council, Mr PJ van der Walt, acted as chairperson of the committee while there was a vacancy on this committee. The ex-officio member was Dr T Eloff (vice-chancellor), and the Institutional Management members in attendance were Prof IJ Rost (Executive Director: Finance and Facilities) and Prof NT Mosia (institutional registrar and secretary to Council).

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.

STATEMENT ON CONFLICT MANAGEMENT

Various groups where conflict could potentially arise exist within the NWU. These groups include students, academic and





support staff, trade unions, the three campuses, the Institutional Office and management and those governed and managed at all levels.

Structures and processes are in place within these groups to deal with conflict and to prevent its escalation. These include policy documents, procedures and committees and forums that create opportunities for consultation and the airing and debating of views. Experts in the field of conflict management have been appointed to assist where needed.

STATEMENT ON WORKER AND STUDENT PARTICIPATION (COOPERATIVE GOVERNANCE)

A wide spectrum of participatory structures was in place on the campuses and in the Institutional Office in 2011. These structures were designed to enhance relationships through consultation, the effective exchange of relevant information and the identification and resolution of differences.

STATEMENT ON CODE OF ETHICS

Council continued to oversee the process of consultation that will culminate in the adoption of an all-inclusive Code of Ethics and Codes of Conduct for the NWU. As this process has unfolded over time, an overview of progress made to date is warranted.

During the merger process it was acknowledged that the merger partners had distinctive, values-based cultures, necessitating the adoption of a common, unifying set of values for the new university. This process commenced in 2004 when the NWU Council adopted a Code of Conduct for Council Members and appointed a representative four-member Core Task Team to develop a Code of Ethics and Codes of Conduct for the entire NWU.

The process continued with the 2005 visioning process in which 11 NWU end-values were approved.

The Core Task Team then worked with approximately 60 campus panel members from all divisions to define the end-values. These are human dignity, equality, freedom, integrity, tolerance, respect, commitment to excellence, scholarly engagement, academic freedom, justice and transparency.

During the ensuing process, management selected four instrumental or "do-values" to be incorporated into every aspect of NWU operations. These do-values are integrity, commitment, accountability and respect. All staff and students were encouraged to participate in an institution-wide change process by practically demonstrating these values in their daily activities.

The next step in this process is to adopt a coherent Code of Ethics and Codes of Conduct for the NWU.

A prerequisite for the successful development of these Codes is thorough engagement with the various structures at the university.

To this end, it was resolved that the Diversity Charter, developed by a Task Team of the Institutional Employment Equity and Skills Development Forum (IEESDF), should also be incorporated into the Code of Ethics as both embrace diversity and aim to establish a unifying ethos within the institutional culture.

The office of the vice-chancellor, in collaboration with the Institutional Forum and other relevant structures, will continue to finalise the process and to advise Council as required by the Higher Education Act.

PROF NT MOSIA
INSTITUTIONAL REGISTRAR AND SECRETARY TO COUNCIL

COMPOSITION OF COUNCIL

The NWU Council comprises persons with knowledge and experience relevant to the university.

In accordance with the Higher Education Act, at least 60% of the members of Council are not employed by, or students of, the NWU.

The composition of Council as at 31 December 2011 was:



CHAIRPERSON:
MR PJ VAN DER WALT
(Donors)



DEPUTY CHAIRPERSON:
MR T MAKUBIRE
(Donors)

Minister of Higher Education and Training's appointees



MR NS PHETOE
Certificate in Dispute Relations Procedure (Education Labour Relations Council), Organising Diploma (Disetsa); appointed for a three-year term, from 2010 to 2013.



MR OJJ TABANE
BA (University of the North), BProc (University of the Western Cape), MPhil (Nelson Mandela Metropolitan University); appointed for a four-year term, from 2008 to 2012.



ADV FM SIKHAKANE
PTD (Indumiso College of Education); BA (Wits University), LLB (Wits University), MPhil in Political Studies and Political Economy (University of Port Elizabeth); appointed for a three-year term, from 2010 to 2013.



MR NM FUZANI
BA (University of Cape Town); appointed for a four-year term, from 2008 to 2012.

Donors



MR PJ VAN DER WALT
CA(SA), MCom (Potchefstroom University for Christian Higher Education), MA in Social Science (HEC School of Management, Paris), AMP (Templeton College, Oxford); re-elected for a four-year term, from 2011 to 2015.



PROF M SNYMAN
DLitt (University of Pretoria); elected for a three-year term, from 2010 to 2013.



MR JJ KITSHOFF
BComHons (University of Pretoria), CComptHons (Unisa), CA(SA); elected for a four-year term, from 2011 to 2015.



MR T MAKUBIRE
MSc (University of Berlin); elected for a second three-year term, from 2009 to 2012.

Community designates



MS H RUPERT-KOEGELENBERG
BMus (cum laude) and BMusHons (cum laude) (University of Stellenbosch), Fellowship of the Trinity College of Music (London) (with distinction), Licentiate of the Royal Schools of Music UK (with distinction), Teacher's Licentiate of Music (with distinction) (Unisa); re-appointed for a further three-year term, from 2010 to 2013.



REV SA MUSA
BA Theology (University of Zululand), BAHons (Potchefstroom University for Christian Higher Education); appointed for a three-year term, from 2010 to 2013.



DR DG BREED
BA, ThB, ThM (cum laude) and ThD (Potchefstroom University for Christian Higher Education); re-appointed for a further three-year term, from 2011 to 2014.



MR SM MOHAPI
Graduate of the Stock Market College (SA), Diploma in Investment Management (Rand Afrikaans University), Certificate of Proficiency (Planning and Administration of Estates), Qualified Assessor and Facilitator (ETDP SETA), Graduate Diploma in Company Direction (NQF7) (Graduate Institute of Management and Technology in collaboration with the Institute of Directors); re-appointed for a further three-year term, from 2011 to 2014.

COMPOSITION OF COUNCIL (CONTINUED)

Members designated by the Convocation



MR PJW BUYS

BA Communication Science (Potchefstroom University for Christian Higher Education), BAHons (Rand Afrikaans University); re-designated for a further three-year term, from 2010 to 2013.



ADV TJ KRUGER

LLB and LLM (Public Law) (cum laude) (Potchefstroom University for Christian Higher Education); designated for a three-year term, from 2011 to 2014.



ADV JSM HENNING, SC

BJuris and LLB (Potchefstroom University for Christian Higher Education); designated for a three-year term, from 2009 to 2012.



DR D HERMANN

BA Law, BAHons in Industrial Psychology, MA in Industrial Sociology (Potchefstroom University for Christian Higher Education), PhD (North-West University), Postgraduate Diploma in Labour Law (Rand Afrikaans University); designated for a three-year term, from 2009 to 2012.

Members with special expertise



MS M CLAASSENS

BCom Accounting and BComHons (Potchefstroom University for Christian Higher Education), CA(SA), Higher Diploma Company Law (University of the Witwatersrand); designated for a three-year term, from 2009 to 2012.



MS I POOE

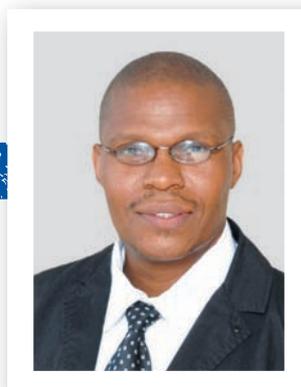
BA (University of Bophuthatswana), Diploma in Tourism and Marketing Management (Austria); re-appointed for a further three-year term, from 2011 to 2014.

Internal members

Management members



DR T ELOFF
(vice-chancellor):
BJuris (Econ), ThB, ThM
and ThD (Potchefstroom
University for Christian Higher
Education); ex-officio member.



PROF ND KGWADI
(vice-principal):
BSc (Ed) (University of North
West), MSc (Physics) (Ball
State University, USA), MPhil
(Environmental Law and
Management) (University of
the North), PhD (Physics Ed)
(Potchefstroom University for
Christian Higher Education),
PhD (Management - honoris
causa) (Hanseu University,
South Korea); appointed in
2011 for a one-year term.

Senate members



PROF TC RABALI
BA (Unisa), ThB and ThM
(Potchefstroom University for
Christian Higher Education),
DTh (Unisa); re-elected for a
three-year term, from 2010
to 2013.



PROF S SWANEPOEL
BCom Personnel Management
and Hons (University of
Pretoria), Higher Education
Diploma (Unisa), MCom and
DCom (Human Resources
Management) (University of
Pretoria); elected for a three-
year term, from 2010 to 2013.



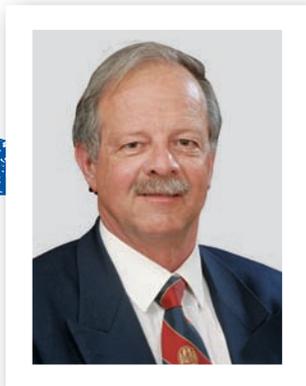
PROF J SWANEPOEL
BA, BAHons, MA, LLB and DLitt
(Potchefstroom University for
Christian Higher Education);
elected for a three-year term,
from 2009 to 2012.



PROF JJ JANSE VAN
RENSBURG
BA, BAHons in Greek, MA
in Greek, ThB and ThM in
New Testament, ThD in New
Testament Hermeneutics
(Potchefstroom University for
Christian Higher Education);
elected for a four-year term,
from 2009 to 2013.

COMPOSITION OF COUNCIL (CONTINUED)

Members representing other academic staff



PROF HF VAN ROOY
BA, BAHons (Semitic Languages), MA (Semitic Languages) and ThB (all cum laude) and DLitt (Semitic Languages) (Potchefstroom University for Christian Higher Education); elected for a three-year term, from 2011 to 2014.



PROF E VAN DER SCHYFF
BA LLB and LLM (Potchefstroom University for Christian Higher Education), LLD (North-West University); elected for a five-year term, from 2007 to 2012.



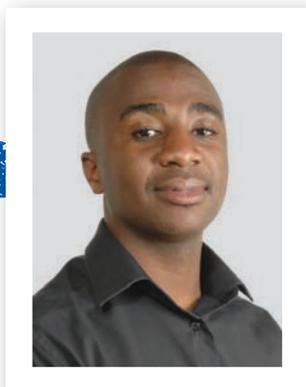
MR E MOSTERT
BCompt (Unisa), BComHons Accounting (Potchefstroom University for Christian Higher Education); elected for a three-year term, from 2010 to 2013.



DR SR VAN DER WALT
DCom (Unisa), MSc Industrial Chemistry and MBA (Potchefstroom University for Christian Higher Education); elected for a three-year term, from 2010 to 2013.

Representatives of the Institutional Student Representative Council (ISRC)

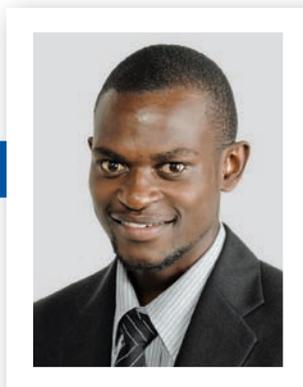
Members serve on the Council for a period determined by the ISRC. The following ISRC members held office until October 2011:



MR I MWANAWINA
LLB (NWU), LLM (currently) in Public Law and Legal Philosophy (NWU, Mafikeng Campus).



MR CJ VAN ROOYEN
BPharm (NWU, Potchefstroom Campus), MPharm (currently) (NWU, Potchefstroom Campus).



MR TL MPELE
BA and Hons in Development and Management (NWU), Sesotho Hons (currently) (NWU, Vaal Triangle Campus).

From November 2011, the following ISRC members served on the Council:



MR T SABALELE
BEd (currently) (NWU, Vaal Triangle Campus).



MS C KRAAIJ
BCom (Tourism and Recreation) (Potchefstroom Campus, NWU), Postgraduate Diploma in Management (Potchefstroom Business School, NWU) and courses in project and events management and emotional intelligence (currently) (Potchefstroom Business School, NWU).



MR L MOLOPYANE
LLB (Mafikeng Campus, NWU) and LLM (currently) (Mafikeng Campus, NWU).

Secretary to Council



PROF N THEMBA MOSIA
BA, BAHons and University Education Diploma (University of the North), MA (Portland State University, Oregon, USA), PhD (University of Pretoria), MCSSA.

(While Prof Mosia was serving as Administrator for TUT, the acting institutional registrar, Mr Frans du Preez, fulfilled duty as secretary to Council.)

Outgoing Council members in 2011

Members designated by the Convocation

Ms H Coetzee: Resigned from Council in January 2011 due to a change in employment status at the NWU.

Donors

Dr JJ van Zyl: 8 August 2006 to 7 August 2011.

Members representing other academic staff

Prof C de W van Wyk: 27 February 2007 to 26 February 2011.

REPORT OF SENATE

The NWU aspires to being a university that balances teaching-learning and research and implements its expertise in an innovative way. In 2011, the Senate supported this by ensuring that the university's academic structures, policies and personnel moved in the desired direction while strengthening student success rates and safeguarding the well-being of students.

CHANGES IN ACADEMIC STRUCTURES

There were no major changes in the academic structures of the NWU and its three campuses in 2011.

The existing structures, consisting of 15 faculties distributed across the campuses, have worked well.

The NWU's 15 faculties were distributed as follows in 2011:

- The Mafikeng Campus had five faculties, 14 schools, one Community Law Centre and two research niche areas, one being Population and Health and the other Food Security and Safety in the North-West Province. The five faculties were Agriculture, Science and Technology; Human and Social Sciences; Education; Commerce and Administration, and Law.
- The Vaal Triangle Campus had two faculties, seven schools and one research focus area, Understanding and Processing Language in Complex Settings (UPSET). The faculties were the Faculty of Humanities and the Faculty of Economic Sciences and Information Technology. The seven schools were Behavioural Sciences; Languages; Basic Sciences; Education Sciences; Accounting Sciences; Economic Sciences, and Information Technology.

- The Potchefstroom Campus had eight faculties, 33 schools and 20 research entities. The eight faculties were Arts; Natural Sciences; Theology; Education Sciences; Economic and Management Sciences; Law; Engineering; and Health Sciences.

COMPOSITION OF SENATE

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

- The vice-chancellor (chairperson)
- The vice-principal
- The Deputy Vice-Chancellor: Teaching-Learning
- The campus rectors
- The institutional registrar
- The Deputy Vice-Chancellor: Research, Innovation and Technology
- 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 Senate upon the advice of the senate standing committees, with special regard to race and gender (eight in total)

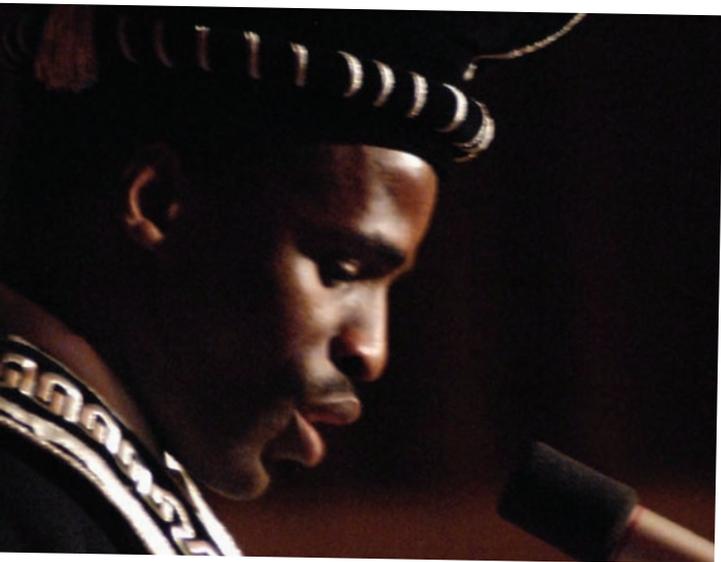
Various election processes took place during 2011 to fill the vacancies in Senate, as well as to elect Senate's designates to Council in accordance with the Statute.

Three ordinary meetings and one extraordinary meeting of Senate was held during 2011. The average attendance at Senate meetings was 71,6%.

SENATE STANDING COMMITTEES

The following Senate standing committees were in place during 2011:

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



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

GOALS REACHED IN 2011 – SIGNIFICANT DEVELOPMENTS AND ACHIEVEMENTS IN INSTRUCTION AND RESEARCH

During 2011, Senate assisted in maintaining high standards for teaching-learning and research at the university by advising Council on strategic academic matters and attending to certain key teaching-learning, research and academic support matters.

In advising Council, Senate focused on academic issues with an impact on the Institutional Plan, made recommendations about potential candidates for honorary doctorates and Chancellor's medals, and advised Council about the appointment of senior managers when necessary.

HEQC audit

The final report on the institutional quality audit by the Higher Education Quality Committee (HEQC) panel was received in May 2010. The university's HEQC Quality Audit Project Team, led by the vice-chancellor, reviewed the final report and submitted the institution's comments to the HEQC. The final report was used to compile and submit a comprehensive quality improvement plan to the HEQC in November 2011.

Progress with academic programme alignment

Programme alignment has been under way since the merger-incorporation but gained additional impetus during 2011. This was due to the Higher Education Qualifications Framework (HEQF) process that is in progress, which entails aligning qualifications and programmes with the requirements of the HEQF.

The HEQF process is an opportunity for the NWU to review its Programme and Qualifications Mix (PQM) and to revisit the state of cross-campus and cross-faculty programme alignment.

More details about the progress of academic programme alignment can be found in the report of the Deputy Vice-Chancellor: Teaching-Learning, on page 62.

Academic programmes and short course application through ICAS

During 2011, the Institutional Committee for Academic Standards (ICAS) approved a total of 227 applications. Of these, 32 were applications for new qualifications or programmes, 77 were for changes to existing programmes and 118 were for new short courses. More details about the academic pro-



gramme and short course applications can be found in the report of the Deputy Vice-Chancellor: Teaching-Learning, on page 62.

Refining entities under the research entity management model

In the previous three years, the NWU implemented the new research entity management model, which has four categories of research entities: research niche areas, research focus areas, research units and research centres of excellence.

During 2011, the emphasis was on further developing the management model by upgrading certain existing entities.

Specifically, two research niche areas on the Potchefstroom Campus were upgraded from research niche areas to focus areas, namely Physical Activity, Sports and Recreation (PhASRec) and Socio-Economic Impact of Tourism.

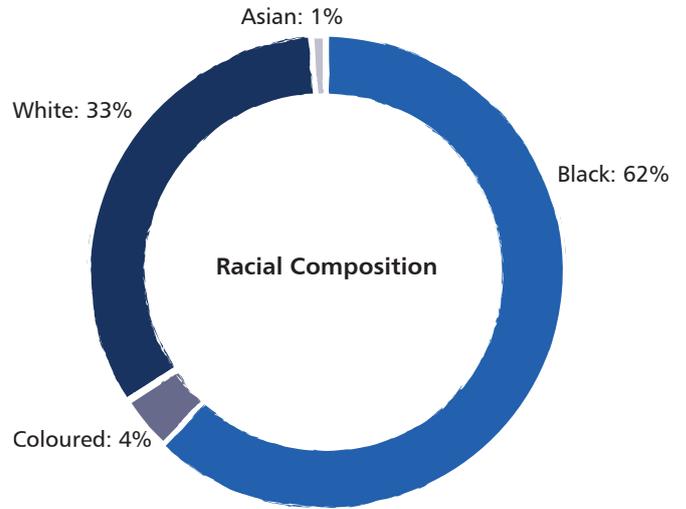
These changes meant that the NWU ended the year with six niche areas, five focus areas, nine research units and two centres of excellence.

REPORT OF SENATE (CONTINUED)

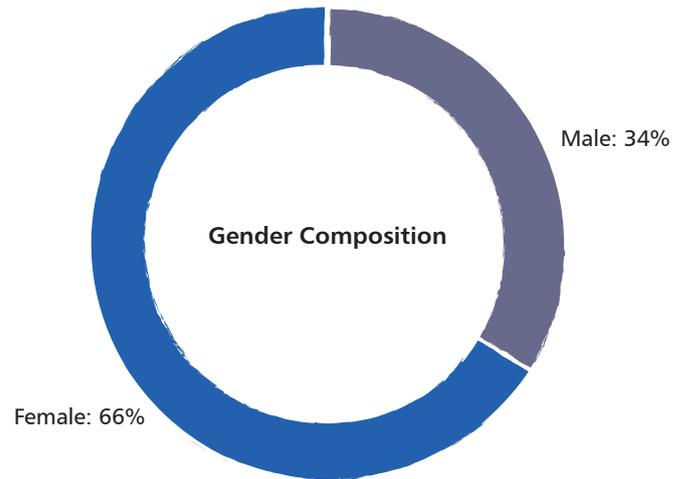
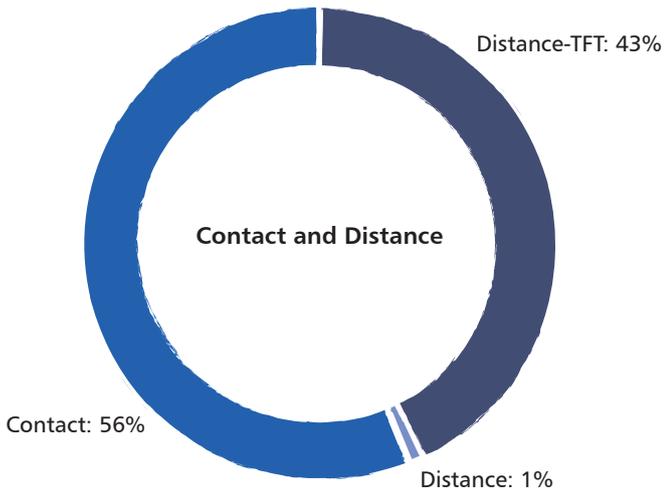
COMPOSITION AND SIZE OF STUDENT BODY

Students enrolled for 2011

	First years	Seniors	Total
Mafikeng	2 158	7 053	9 211
Potchefstroom	4 008	37 886	41 894
Vaal Triangle	1 384	4 152	5 536
Total	7 550	49 091	56 641

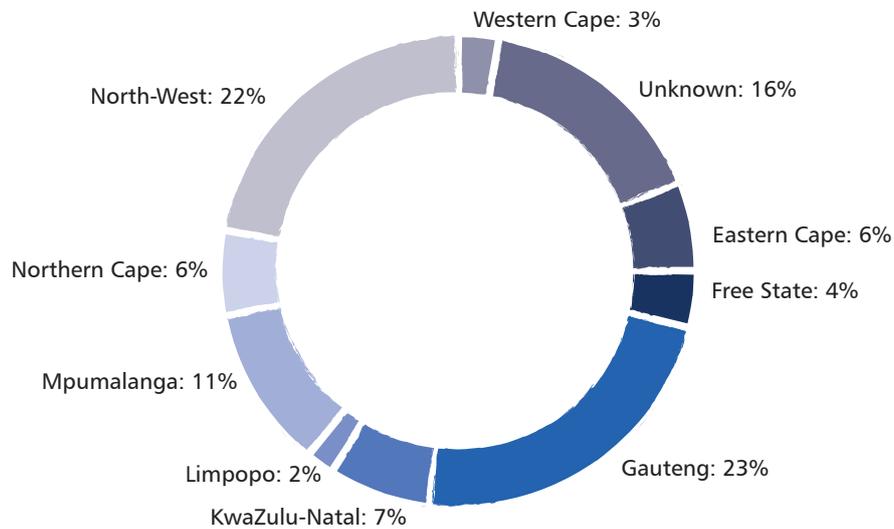


Students enrolled in 2011





Geographical origin of students



Registration per qualification type per delivery mode

2011	Attendance mode			
	Distance	Contact	Distance TFT*	Grand Total
General academic first bachelor's degree	-	12 452	-	12 452
Doctoral degree	37	922	-	959
Honours degree	73	2 092	6 957	9 122
Master's degree	16	2 758	-	2 774
Postgraduate diploma	27	1 693	-	1 720
Undergraduate diploma (1 and 2 years)	-	788	11 086	11 874
Undergraduate diploma (3 years)	-	345	5 849	6 194
Professional first bachelor's degree (4 years)	-	8 633	740	9 373
Professional first bachelor's degree (3 years)	189	1 829	-	2 018
Occasional students	4	151	-	155
Grand total	346	31 663	24 632	56 641

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

REPORT OF SENATE (CONTINUED)

RESEARCH PERFORMANCE

Some of the highlights of 2011 were an increase in the total publications output for the year, which came to 772,68 units (an increase of 32% against the previous year's 586 units), a substantial growth in the pool of NRF-rated researchers, and a strong increase in the number of postdoctoral fellows enrolled and supported.

Building research capacity continued to be a focal point. Just over R3,3 million was spent during the year on training workshops covering topics such as supervision, questionnaire design, funding opportunities, NRF rating applications and ethics. More details of the NWU's research performance in 2011 can be found in the report of the Deputy Vice-Chancellor: Research, Innovation and Technology on page 69.

STUDENT FINANCIAL SUPPORT/AID

During 2011, Financial Support Services served as a one-stop shop for students in need of financial support. The division administered funds made available by the National Student Financial Aid Scheme (NSFAS) to assist needy students, and was also responsible for administering bursaries from university funds and external donors.

Financial assistance to students was 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 and Lesotho)
- Parastatals, companies and non-governmental organisations

For the 2011 financial year, the financial aid offices on the three campuses administered an amount of R403,7 million.



The following table shows the allocation of financial assistance to undergraduate and postgraduate students from the NWU's own resources in 2011.

Source: NWU	Value (R million)
Undergraduate students	44,6
Postgraduate students	35,5
Subtotal university funds	80,1

The following table shows the allocation of financial assistance to undergraduate and postgraduate students from external funding sources in 2011.

Source: External funding	Value (R million)
Externally funded assistance for undergraduate students	135,0
Externally funded assistance for postgraduate students	26,1
Subtotal external funds	161,1

The next table shows the allocation of financial assistance to undergraduate students from Government funding, including NSFAS and the Department of Social Development in 2011. It also shows the allocation of financial assistance to postgraduate students from NRF funding in 2011.

Source	Value (R million)
Government funding for undergraduate students	143,5
NRF funding for postgraduate students	19,0
Subtotal government funding	162,5
Overall total for NWU and external funds	403,7

TUITION FEES STRUCTURE

Residence and meal fees for 2011

Tuition fees of the university increased on average by 9% during the year.

Tuition fees per campus in 2011	R
Mafikeng Campus	
On-campus university accommodation	
■ Undergraduate	9 700
■ Lost City (29% increase)	13 000
■ Postgraduate	18 000
■ Gloria Park (flats)	17 600
■ Meal fees	N/A
Potchefstroom Campus	
■ University accommodation (on average)	12 320
■ Oppirif (self-catering units)	16 580
■ Meal fees increase	by 5% (on average)
Vaal Triangle Campus	
■ University accommodation (on average)	12 585
■ Thuthuka Longfellow multi-purpose housing	15 940
■ Meal fees	N/A

Amount payable on registration per campus in 2011	R
Mafikeng Campus	
■ Registration fee	1 000
■ Tuition fees first payment	3 850
■ Residence fee per semester	Full amount
Potchefstroom Campus	
■ Registration fee	1 000
■ Tuition fees first payment	4 400
■ Residence fees first payment	4 000
■ Compulsory payment for meals: Boarding first-year students	700
■ Suggested payment for meals	2 100
Vaal Triangle Campus	
■ Registration fee	1 000
■ Tuition fees first payment	4 400
■ Residence first payment	4 000

REPORT OF SENATE (CONTINUED)

STUDENT SUPPORT SERVICES (COUNSELLING)

Guidance and counselling

On all three campuses, guidance and counselling services focus on optimising the learning opportunities available to students by promoting their emotional, physical and psychological wellbeing.

In a nutshell, guiding and counselling highlights in 2011 included peer helpers assisting other students with their academic programmes, support for students from rural areas, and facilities and topics such as CV writing and interviewing. Other support services offered were admission testing, career counselling, psychotherapy and assistance with study methods.

HIV and Aids

All campuses are committed to playing an active role in mitigating the impact of HIV and Aids among staff and students, as well as society as a whole.

Aids pre- and post-counselling and testing services were provided. HIV and Aids awareness activities included a Condom Week, a candlelight memorial, peer educators workshop,

Rector's health talk and School AIDS week. Peer educators also embarked on an information, education and communication campaign to encourage learners to delay becoming sexually active.

THROUGHPUT RATE INITIATIVES

In addition to Supplemental Instruction and academic literacy, discussed under Teaching-Learning, the NWU commenced a cohort analysis project to determine and analyse student drop-out and throughput rates. Reliable, accurate information on these rates is essential for better academic planning and will ensure that student progress can be monitored and measured more effectively.

The project started in 2011 and will continue during 2012, when the focus will be on performing a qualitative analysis of the reasons why students drop out between the first and second years of study.

Please see the report of the Deputy Vice-Chancellor: Teaching-Learning on page 63 for more information about the initiatives launched by the NWU to improve throughput.

GRADUATION RATE

Graduation rate of contact undergraduate students	Heads 2011	Graduates 2011	2011	2010	2009	2008	2007
First certificates and diplomas of 2 years or less	788	249	32%	31%	38%	34%	33%
First diplomas and bachelor's degrees: 3 years	14 626	2 847	19%	21%	17%	20%	16%
Professional first bachelor's degree: 4 years and more	8 633	1 376	16%	17%	13%	24%	26%
Graduation rate of distance undergraduate students	Heads 2011	Graduates 2011	2011	2010	2009	2008	2007
First certificates and diplomas of 2 years or less	11 086	5 017	45%	44%	38%	34%	33%
First diplomas and bachelor's degrees: 3 years	6 038	1 021	17%	17%	17%	20%	16%
Professional first bachelor's degree: 4 years and more	740	77	10%	15%	13%	24%	26%

GRADUATION STATISTICS

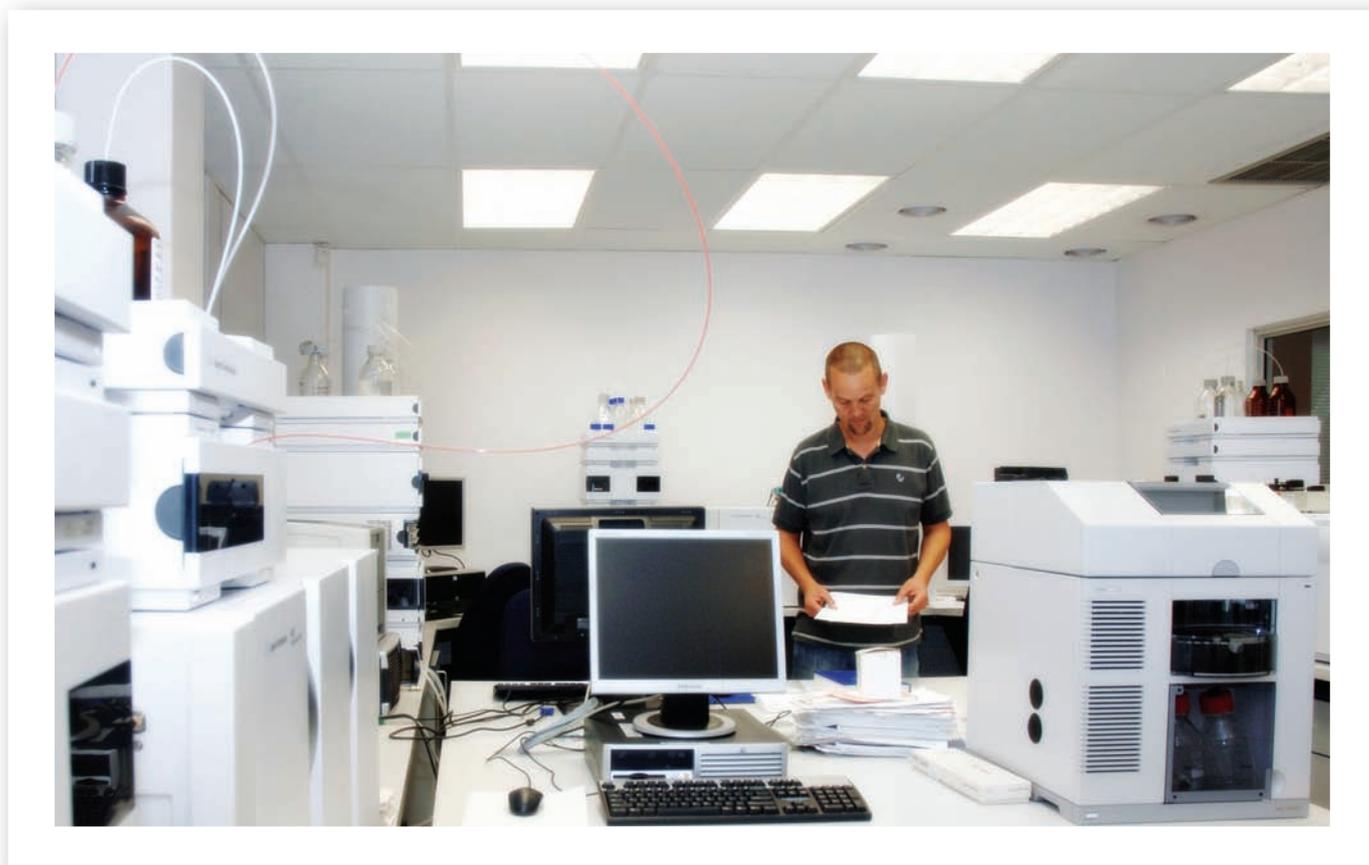
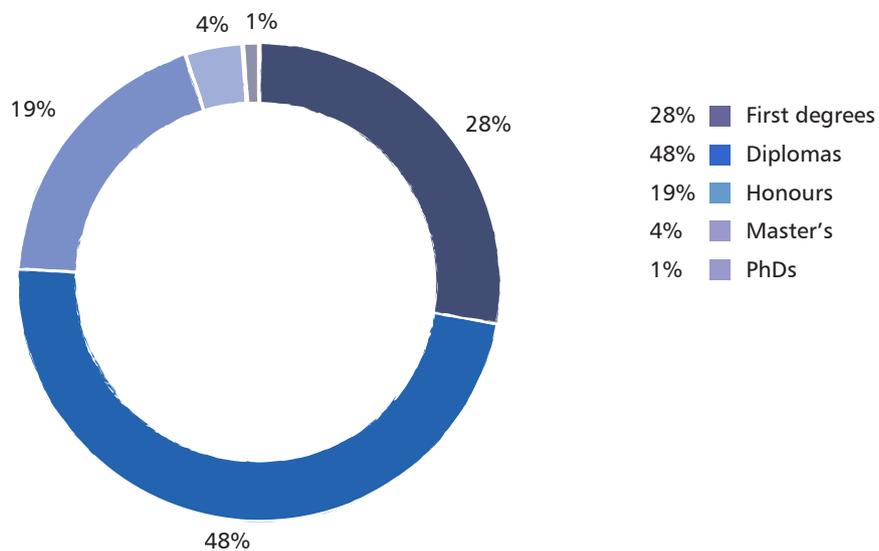
*Graduates and diplomates 2011
(per ceremony date after complying with the examination requirements in 2011)*

Campus name	Month	Year	Passed count
Mafikeng	May	2012	1 614
	October	2011	467
Mafikeng total			2 081
Potchefstroom	December	2011	2 688
	February	2012	1 095
	July	2011	3 267
	March	2012	2 980
	May	2012	474
	November	2011	568
	September	2011	719
Potchefstroom total			11 791
Vaal Triangle	May	2012	846
	October	2011	375
Vaal Triangle total			1 221
Grand total			15 093



REPORT OF SENATE (CONTINUED)

Degrees and diplomas awarded by qualification type





	2004	2005	2006	2007	2008	2009	2010	2011
Total student enrolment	40 145	38 596	38 709	44 726	47 008	50 589	55 732	56 641
Undergraduate pass rate (contact and distance)	75,20%	78,80%	78,36%	79,48%	81,20%	83,6%	83,5%	85,2%
Total degrees and diplomas awarded	9 657	7 746	9 825	11 345	12 337	13 445	15 083	15 093
Master's degrees awarded	626	700	765	618	583	659	633	639
PhDs awarded	87	85	110	124	100	123	129	115
Article equivalents published	275,05	326,19	360,85	376,22	512,64	452,50	578,24	772,68
Total research output units*	798	865	1 074	1 061	1 083	1 190	1 318	1 483
NRF-rated researchers	73	85	82	95	103	116	117	125
Graduation rate	24%	20%	25%	25%	26%	27%	27%	27%

* Including research master's, PhDs times three and publications (including an estimate of books, conference proceedings and articles).

CONCLUSION

Senate is committed to ensuring that the NWU maintains and builds its reputation as a university that upholds excellent academic standards, offers high-quality qualifications, produces well-rounded graduates and does relevant, focused research that is of value to communities, business, industry and government.

The table above tracks the contribution the university has made each year since 2004 to the economy's skills base, underlining the consistently strong performance of the NWU's

core operations of teaching-learning, research and the implementation of expertise.

DR T ELOFF
CHAIRPERSON OF SENATE

REPORT OF THE INSTITUTIONAL FORUM

During 2011, the IF successfully carried out the consultative and advisory role envisaged for it in the Higher Education Act and the NWU Statute.

MEMBERSHIP IN 2011

According to the Statute, the IF may have up to 29 members representing a broad range of stakeholder constituencies, including the Council, several categories of staff, trade unions, students, civic society, Convocation and members with special expertise. During 2011, the IF comprised 28 members and had one vacancy.

The following constituencies were represented on the IF:

Council:	Mr TJS Thabane
Management:	Prof ND Kgwadi
Senate:	Prof W Viviers, Prof H van der Merwe and Prof MM Mbewe
Academic, non-Senate:	Prof C de W van Wyk, Ms D Boemah and Mr H Kloppers
Non-academic employees:	Adv TW Pheto, Mr JA van der Walt and Mr A Scheffel

Unions:	Mr PJM van Niekerk, Ms L Waugh, Mr M A Molefi and Ms D Lesenyeho
Students:	Mr R Scheepers, Mr T Sabalele, Mr B Molelekeng, Mr L Molopyane, Mr T Mmutle and Ms S Botma
Civic society:	Mr WS Mosetlhi and Adv M Kruger (one vacancy exists in this category)
Convocation:	Adv TJ Kruger and Prof MW Stander
Special expertise:	Dr EM Sedibe and Prof MS Zibi

The IF Exco consisted of the following three members: Prof C de W van Wyk (chairperson), Prof W Viviers (deputy chairperson) and Mr JA van der Walt (secretary).

ROLE AND COMPOSITION OF THE INSTITUTIONAL FORUM

Fundamentally, the IF's role 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 IF advises Council are senior management appointments, policies on race and gender equity, codes of conduct, the management of cultural diversity and the formulation of policy on mediation and dispute resolution procedures.

MATTERS DEALT WITH

The institutional registrar invited the IF to be part of the panel to appoint a Deputy Vice-Chancellor: Teaching-Learning. Management requested the advice of the Institutional Forum and the Institutional Senate on the suitability and/or appointability of the candidates. Prof Martin Oosthuizen was appointed as from 1 June 2011 in the above position as the best candidate.

The IF was invited to vote on the extension of the term of prof M Lowes, Vice-Rector: Teaching-Learning, Potchefstroom

“The university is accelerating the pace of transformation in terms of access, alignment, equity, increased unity, quality, redress, resource allocation and student experience and success.”

PROF CHRISTO VAN WYK

INSTITUTIONAL GOVERNANCE OVERVIEW

Campus. The IF voted in favour of the extension of Prof Lowes's position to the end of 2011. Furthermore, members of the IF were invited to represent the forum on the selection panels who appointed several deans of faculties at the three campuses during 2011.

Dr Ingrid Tufvesson, Executive Advisor: Transformation and Diversity Management, was invited by the IF-Exco to address the Institutional Forum on diversity and transformation matters.

The Reception and Introduction Programme for 2011 on all campuses received attention from the IF. Each campus reported in writing to the IF regarding the Reception and Introduction Programmes. Although the Mafikeng Campus did not have a formal reception programme, it was confirmed that the registration process went well.

CONCLUSION

The IF is widely accepted as a credible body that represents all university stakeholders and is able to play a constructive role in

promoting an institutional culture built on tolerance, respect and integrity. Based on its performance in the past four years, and particularly in 2011, it is clear that the IF has both the mandate and the capacity to fulfil the important role intended for it in the Higher Education Act and the NWU Statute.



PROF C DE W VAN WYK
CHAIRPERSON: IF



PROF W VIVIERS
DEPUTY-CHAIRPERSON: IF

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AND FUTURE

INSTITUTIONAL MANAGEMENT OVERVIEW

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**BEHIND ITS DOORS OUR DESTINIES LIE
IN ITS PAGES, OUR NEW LEGACIES ARE WRITTEN**

COMPOSITION OF THE INSTITUTIONAL MANAGEMENT

A

s the executive arm of the NWU, the Institutional Management is responsible for implementing the strategies, plans, budgets, policies and rules approved by Council.

As a result of the geographical distribution of its campuses, the NWU has adopted a two-tier management model suited to its operations, which extend over three campuses and a number of learning sites in two provinces.

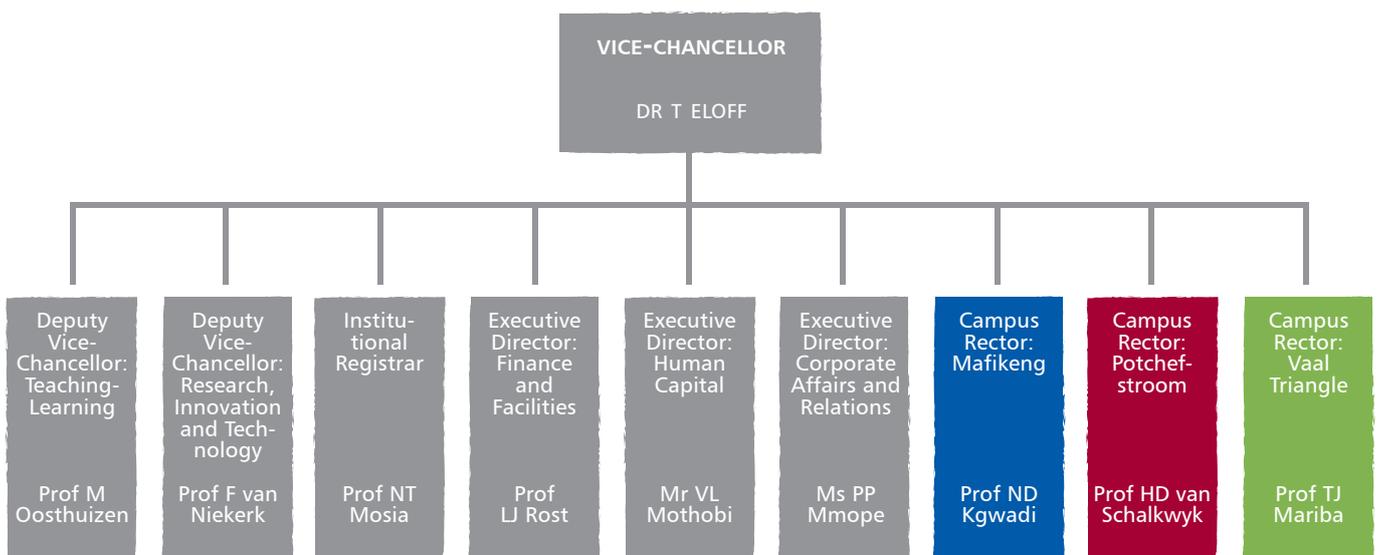
This model consists of a core institutional layer that ensures university-wide consistency in policies, systems and procedures, and the three campuses that operate as decentralised and coordinated business units.

VICE-CHANCELLOR: DR T ELOFF

BJuris (Econ), ThB, ThM and ThD (Potchefstroom University for Christian Higher Education), Honorary Doctorate (London South Bank University).



INSTITUTIONAL MANAGEMENT ORGANISATIONAL STRUCTURE





DEPUTY VICE-CHANCELLOR:
TEACHING-LEARNING:
PROF M OOSTHUIZEN
BA Law, B.Th, BA (Hons), Licentiate in Theology, M.Th. (University of Stellenbosch); D.Th. (University of South Africa); Certificate in Management and Decision-making in Higher Education Institutions (Open University, UK; University of Twente, the Netherlands).



DEPUTY VICE-CHANCELLOR:
RESEARCH, INNOVATION AND TECHNOLOGY:
PROF F VAN NIEKERK
BSc, MSc and DSc (Potchefstroom University for Christian Higher Education).



INSTITUTIONAL REGISTRAR:
PROF NT MOSIA
BA, HonsBA and University Education Diploma (University of the North), MA (Portland State University), PhD (University of Pretoria); MCSSA.



EXECUTIVE DIRECTOR:
FINANCE AND FACILITIES:
PROF IJ ROST
BCom, HonsBCom, MCom and CTA (Potchefstroom University for Christian Higher Education), Higher Diploma in Tax Law (University of the Witwatersrand), CA(SA).



EXECUTIVE DIRECTOR:
HUMAN CAPITAL:
MR VL MOTHOB
Certificate in Personnel Management Practices (SBL, UNISA), Certificate in Labour Relations (UNISA), BA Humanities (Rand Afrikaans University).



EXECUTIVE DIRECTOR:
CORPORATE AFFAIRS AND RELATIONS:
MS PP MMOPE
National Diploma and BTech (Technikon Pretoria); HonsBA (UNISA); PRP (PRISA); MA (North-West University).



CAMPUS RECTOR:
MAFIKENG:
PROF ND KGWADI
BSc (University of Bophuthatswana), MSc (Ball State University), MPhil (University of the North), PhD (Potchefstroom University for Christian Higher Education), Honorary Doctorate (Hanseu University, South Korea).



CAMPUS RECTOR:
POTCHEFSTROOM:
PROF HD VAN SCHALKWYK
BCom, HonsBCom, MCom and PhD (University of Pretoria).



CAMPUS RECTOR:
VAAL TRIANGLE:
PROF TJ MARIBA
MBChB (University of Natal), Certificate in Cardiology (British Council Fellowship in Cardiology), Diploma in Echo Cardiology (London), Diploma in Health Service Management (Oliver Tambo Fellowship Programme), FCP (SA) and FRCP (London).



“ I am still at school,
but I cannot wait to
make the NWU my
second home. I know
this is the place
where my dreams will
come true. ”
- Ándrea Jacobs

REPORT OF THE VICE-CHANCELLOR

Looking back at the year 2011, I am struck by the sheer range, volume and quality of what the university has undertaken and achieved, and also by the scale of the challenges that still lie ahead for us. Much remains to be done before the NWU will have realised the goals and ideals we have set to secure as long-term benefits for the country and its people. While this report touches briefly on challenges still to be met, the focus is on our activities during 2011.

ACHIEVEMENTS MEASURED IN TERMS OF THE PLANS, GOALS AND OBJECTIVES FOR 2011

Without understating various other priorities, there is no doubt that the university's most important goal is to continually increase the quality and outputs of the core academic business.

Teaching-learning outputs

The heart of the NWU's business is to deliver well-rounded graduates by delivering quality teaching-learning services. To measure the effectiveness of teaching-learning, the university uses measures, such as the growth in student enrolments over time, the undergraduate pass rate and the graduation rate.

In the seven-year period since 2004, student enrolment has increased by 41%, and the total number of students stood at 56 641 at the end of 2011.

Our undergraduate pass rate for the year was 85,2% for contact students and 85,3% for distance students, putting the NWU well ahead of the national average. With regard to the graduation rate of 26,6% for contact students and 29,9% for distance students, the NWU was in the top echelon of the country's universities.

Overall, the university awarded 15 093 degrees in 2011, which is 56,3% more than in 2004.

The NWU is especially proud of the fact that it has been possible to maintain the drop-out rate in terms of the first-time enter-

"The NWU is proud to be the second largest provider of open and distance learning programmes in South Africa."

ing student cohorts from 2005 to 2010 at an average of 12,5%, against the estimated national average of between 20% and 30%.

Improved research outputs

An important target is to increase the quality and extent of research and expand these efforts on all campuses. Specific targets set for the year were to raise the number of articles per staff member to 0,54 to increase the number of NRF-rated researchers to 12,5% of academic staff, and to grow the percentage of academic staff with PhDs to 52%.

We are most happy with the increase of article equivalents per academic staff member to 0,64 which is well in excess of the target of 0,54. In terms of NRF ratings, we started 2011 with 117 rated researchers and were able, despite the natural changes and losses due to retirement and other factors, to increase this number to 125.

However, this, at 10,4% of academic staff, did not reach the target, and further expansion of the pool of rated researchers will need to be a continued priority. The postdoctoral fellowship system is another key element of the university's strategy to stimulate research. For 2011, an initial target of 65 postdoctoral fellows was set, which was exceeded by 24, bringing the total to 89.

DR THEUNS ELOFF



REPORT OF THE VICE-CHANCELLOR (CONTINUED)

A further step on the way to improved research output was the extension of the research entities model with the inclusion of hosted entities, among which are the DST Hydrogen Infrastructure Centre of Competency (co-hosted by the CSIR), and the Metabolomics Platform.

Quality improvement process

The NWU is paying close attention to ensuring the sustained improvement of the quality control process. During 2011, we finalised and implemented the quality improvement plan flowing from our own gap register and the report of the HEQC quality audit panel in 2009. The university received a visit during 2011 from an HEQC team, led by Dr Mark Hay, the chief executive officer of the HEQC, to discuss feedback on the improvement

plan, which was submitted at the end of 2011, and to discuss further plans.

Expansion of campus niche areas

The university is fortunate to have three campuses that, in terms of geographic location, teaching and research priorities and relationship with the broader community, complement each other and expand the capabilities of the whole without competing against each other. All campuses have made significant progress towards better financial management of research activities.

To grow the campuses' research base further, we are busy identifying new research niche areas (the entry-level research entity in our research management model), as well as exploring the need for entity and infrastructure development. This will include addressing historical backlogs and imbalances. Although no new entities were approved during 2011, six applications (two from each campus) have been submitted and will be attended to during 2012.

Internationalisation

No modern university can operate in isolation and still maintain an adequate academic and research profile. The international academic community is becoming increasingly integrated and interdependent, and the NWU is part of this. Our objective is to provide a framework to offer academics an opportunity to position themselves internationally, and to set up effective support structures for international engagement.

Important milestones in 2011 were the establishment of the Internationalisation Office and the London Internationalisation Office, with its emphasis on the EU Framework 7 and Horizon 2020 programmes. Academic liaison and cooperative agreements with academic institutions on virtually all continents have been established and are being developed.

Expansion of distance programmes

The NWU is proud to be the second largest provider of open and distance learning programmes in South Africa and, through these, to be contributing to the academic profile of teachers in particular. The programmes require an extensive network of support, with 35 facilitation centres and 110 examination centres in South Africa and Namibia.

A total of 24 978 distance education students were enrolled during 2011, maintaining a graduation rate of 29,9%, which is appreciably higher than that of contact students. Over the past four years, we have achieved an average pass rate of 82,9%.

Implementation of the Higher Education Quality Framework (HEQF)

With the appointment of the Deputy Vice-Chancellor: Teaching-Learning, new impetus was given to the process of aligning the NWU's programmes and qualifications with the HEQF. This has also been a valuable opportunity to align programmes between the three campuses. A significant amount of work remains to be done, especially for qualifications that are classified as Category B in terms of the HEQF framework



and require further internal alignment. I am confident that this process can be completed during 2012 and that this will further enhance the quality management of the university's academic offerings.

MANAGERIAL ASPECTS, INCLUDING NEW SENIOR APPOINTMENTS

Optimisation of operational processes

Very good progress has been made with the implementation of the Quali Project, where we are cooperating with international partners on the development of a new student system. Quali is a growing community of universities, colleges, businesses and other organisations that have joined forces to develop and maintain open source software for higher education. The NWU has been able to implement several of the Quali-based programs and, by further developing these for the Quali Foundation, to generate third-stream income.

A related development is that we will have to investigate the long-term relevance and efficiency of the present Oracle financial system (which will have to be upgraded in 2013). This will include looking at the possibility of accommodating it within the Quali developments.

Senior appointments

The NWU has since its inception been able to attract highly qualified and experienced staff members.

On 1 June 2011, we welcomed Prof MJ (Martin) Oosthuizen as Deputy Vice-Chancellor: Teaching-Learning for a term of six years. Dr Ingrid Tufvesson joined us on the same date as Executive Advisor: Transformation and Diversity Management.

Facilities

We continue to expand and improve facilities on all three campuses to accommodate the growth in student numbers and the ever diversifying academic programme and qualifications mix. Some of the projects completed in 2011 were a Science Education Building for the Faculty of Agriculture, Science and Technology on the Mafikeng Campus, and the new engineering complex for the Faculty of Engineering on the Potchefstroom Campus.

The programme of using information and communications technology to support the core business was expanded during 2011 with the implementation of a Wi-Fi network on all three campuses. This network provides high-speed broadband networks into the national grid and already has coverage of more than 50%.

Benchmarking and auditing

In an environment of economic uncertainty for the higher education sector, I am pleased to report that the NWU remains financially stable and has once again received an unqualified financial audit report. Cementing this institution's reputation for being efficient and well managed, the NWU was placed first in the annual PricewaterhouseCoopers Higher Education Excellence Awards for Corporate Governance, presented in August 2011. This is the fifth time in a row that the university has won this award.



REPORT OF THE VICE-CHANCELLOR (CONTINUED)

ADEQUACY OF STAFFING LEVELS, PARTICULARLY IN CRITICAL AREAS

The NWU is fortunate in having a workforce that is not only adequate but also highly competent. In 2011, the staff establishment project was completed for all the academic components on all three campuses. The support component will be attended to in 2012.

The staff complement of the NWU in 2011 consisted of 6 917 people, of whom 3 610 were permanent employees and 3 757 temporary. Of the total staff complement, the academic component consisted of 3 058 employees. We are carefully studying and managing the needs of specific academic and support departments to ensure adequate staffing that promotes effective functioning and expansion.

EXTENT TO WHICH EQUITY TARGETS HAVE BEEN MET

The university is accelerating the pace of transformation in terms of access, alignment, equity, increased unity, quality, redress, resource allocation and student experience and success.

An important part of transformation is setting minimum diversity targets per campus. On the Mafikeng Campus, we are aiming for 90% black students compared to the present 99,1%, while on the Potchefstroom Campus, the target for black students is 30% compared to the present 23,76%. On the Vaal Triangle Campus, we are aiming for a mix of 75:25 between black and white students, compared to the present 69:31.

An important step on the way to realising our transformation goals has been the appointment of the Executive Advisor: Transformation and Diversity Management. This position was created at the recommendation of the Transformation Oversight Committee of Council. We believe that the Transformation and Diversity Office will be instrumental in bringing about real change within the university community.

The university continued the process of developing a Transformation Charter in collaboration with all relevant stakeholders during 2011. This, alongside the decision of Council to make transformation the first mission element in the Institutional Plan, emphasises the NWU's commitment to transformation.

We are passionate about building a culture of respect for human rights, and greatly value the work of the Human Rights Committee, which investigates possible human rights violations on the various campuses. The committee is chaired by an independent senior advocate and is functioning well. No major violations were reported in 2011.

QUALITY OF INFORMATION AVAILABLE TO MANAGEMENT

The awards and other forms of recognition that the NWU has received for corporate governance would not have been possible without a very sound system of management information. This delivers quality information based on effective and well-controlled procedures, backed by state-of-the-art information and communication technology.

STUDENT SERVICES AND EXTRA-CURRICULAR ACTIVITIES

Students are central to the NWU's operations. This is clear from the rich variety of support available to students. One of the most valuable forms of support is the system of Supplemental Instruction (SI), where senior students act as facilitators to assist students mostly in at-risk modules. During 2011, more than 32 000 SI sessions were offered on all three campuses and 46% of at-risk modules were covered. Studies conducted demonstrate the benefits of this project: the average module marks of students using SI was 58%, significantly higher than the 44% of those who do not.

Another critical form of support is the Career Centre, which was voted the third best of its kind in the country in a SA Graduate Recruitment Association survey.

Student extracurricular activities display an astonishing variety and greatly enhance the quality of the student experience. Some of the highlights of 2011 were the sterling performances of the Soccer Institute at the Mafikeng Campus, the NWU PUK Rugby Institute on the Potchefstroom Campus and the Cricket Club on the Vaal Triangle Campus. These were well matched in the cultural field, where the choir of the Mafikeng Campus earned a second place at the National Choir Festival and the Potchefstroom Campus symphony orchestra had their first full performance.

RELATIONSHIPS WITH THE COMMUNITY

As is the case with universities worldwide, the NWU uses the knowledge and expertise created through academic activities to generate income through commercialisation and enhance the quality of life of the communities we serve. In 2011 alone, the university ran or participated in more than 200 community projects. For the first time, staff involvement in community engagement was recognised and four Vice-Chancellor's awards for Excellence in Community Engagement were made.

In another important development in 2011, Council approved the NWU Community Engagement Strategy, which is aligned with the Institutional Plan.



The university is serious about combating HIV/Aids and has drafted an HIV/Aids strategic plan, including a Workplace HIV/Aids programme.

STATEMENT OF SELF-ASSESSMENT OF THE ACHIEVEMENT OF THE VICE-CHANCELLOR

All NWU activities in 2011 were based on the Institutional Plan, which is a three-year rolling plan that is annually submitted to the Department of Higher Education and Training. The Institutional Plan is based on five basic mission elements with goals, objectives and measurable targets. This plan constitutes the performance agreement between the Council and the vice-chancellor and, at the same time, is appropriately applied in the performance agreements of managers at all levels within the NWU.

As vice-chancellor, I have performed my responsibilities in terms of my performance agreement with the support of Council, to the evident satisfaction of the chairperson and deputy chairperson of Council.

CONCLUSION

The NWU is a complex institution that performs a myriad of functions that rely on the skills and commitment of a number of key stakeholders:

- Competent and dedicated academics, support staff and managers, as well as members of the NWU Council with strategic vision and integrity;
- thousands of alumni who represent the NWU with pride; and
- a support base from all walks of life and from all nine provinces.

What remains for me is to salute all of you, in our shared commitment to the university, with deep and sincere appreciation.



DR T ELOFF
VICE-CHANCELLOR

INSTITUTIONAL PLAN - PERFORMANCE AGAINST TARGETS

IP goal number	IP goal	Overarching detailed reporting	Performance targets met in summary
MISSION ELEMENT 1: Work towards increased unity as a value-driven multi-campus institution with diversified niche markets that transforms continually in terms of the positioning, academic profile, equity and redress in order to help meet the needs of Southern Africa.			
1.1	Position the NWU through effective branding as a diversified, multi-campus, value-driven, innovative and globally recognised institution that celebrates and encourages multi-culturalism, multilingualism and nation building.	For more information on effective branding, please see the report of the Executive Director: Corporate Affairs and Relations (p 93).	<p>The NWU is becoming more and more known for well-managed diversity, although some perceptions about lack of transformation persist. This is being addressed by minimum diversity targets and implementation of the ten transformation elements (p 46).</p> <p>The focused attention that Council gave to transformation in 2010 continued, leading to the appointment of Dr I Tufvesson as Executive Advisor: Transformation and Diversity Management in the office of the vice-chancellor. Her appointment was in line with the Transformation Oversight Committee's recommendation (p 11).</p> <p>The development of a Transformation Charter in collaboration with all relevant stakeholders continued during 2011 (p 11).</p> <p>Council furthermore agreed that the Institutional Plan 2012-2014 be changed to include transformation as the first mission element so as to place more emphasis on transformation objectives (p 12).</p>
1.2	Implement a framework for internationalisation while strengthening management and quality.	See the report of the Executive Director: Corporate Affairs and Relations (p 93).	New impetus gained with the development of the internationalisation framework (p 97). Internationalisation is gathering momentum (p 44).
1.3	Implement the respective campus niches and longer-term growth and development objectives in an equitable manner and redress historic imbalances by addressing (amongst others) resource backlogs, differences in the quality of teaching, research, effective management and financial resources throughout the institution.	<p>For more information on the campuses, please see the campus reports on pages 100, 106 and 116 respectively.</p> <p>The chairperson of Council report also contains more specific information on resource allocation for teaching-learning (p 30 and p 129).</p>	Constant progress has been established with campus niches while a few remaining backlogs and imbalances are being addressed. Mafikeng Campus is showing significant better financial management and research output (p 103).

IP goal number	IP goal	Overarching detailed reporting	Performance targets met in summary
1.4	Ensure that the NWU embraces a unique institutional culture based on the value system of the university, to help serve South Africa's educational, scientific and development needs.	For more information on the Code of Ethics, see the Council Report on Corporate Governance (p 15).	<p>A sense of unity is starting to be experienced across all business units. The management philosophy of accountability and transparency has been established. Yet other specific elements of one institutional culture have not been identified. The matter is ongoing as the IF could not assist due to lack of capacity (p 36).</p> <p>A prerequisite for the successful development of these Codes is thorough engagement of the various structures at the university. To this end, it was resolved that the Diversity Charter, developed by a task team of the Institutional Employment Equity and Skills Development Forum (IEESDF), should also be incorporated into the Code of Ethics as both embrace diversity and aim to establish a unifying ethos within the institutional culture (p 19).</p>
1.5	Develop an organisational climate of understanding, appreciation and tolerance of cultural practices, beliefs and ways of living among members of the university community, consistent with NWU values.	See the report of the Executive Director: Human Capital (p 87).	<p>Findings of the previous Climate and Culture Survey have been implemented and the bi-annual survey has been completed.</p> <p>From 7 to 9 October 2011, all the newly elected campus SRC members attended a leadership workshop, again facilitated by the African Leadership Group. The Executive Director: Human Capital, the vice-chancellor and the Special Advisor to the vice-chancellor, Mr Theo Venter, made presentations on what management expects of student leaders (p 90).</p>
1.6	Nurture and maintain a culture of human rights and respect for values, and ensure that all members of the diverse university community understand and appreciate the importance of human rights.		<p>The Human Rights Committee plays an important role in upholding respect for human rights at the NWU by investigating and advising on complaints about human rights violations and the committee is functioning well. No gross violations of human rights occurred (p 46).</p> <p>A successful joint conference on human rights was held in conjunction with the provincial office of the South African Human Rights Commission in the North West Province. In March, the student leadership attended the Human Rights Seminar organised by the NWU Human Rights Committee in collaboration with the North West Human Rights Commission (p 89).</p>

INSTITUTIONAL PLAN - PERFORMANCE AGAINST TARGETS (CONTINUED)

IP goal number	IP goal	Overarching detailed reporting	Performance targets met in summary
1.7	Actively engage and mobilise the NWU's primary stakeholders with the aim to establish and enhance viable, sustainable and mutually beneficial partnerships nationally and internationally.	See the report of the Executive Director: Corporate Affairs and Relations (p 93).	Stakeholder relationships were actively promoted through various means: 12 networking dinners for business leaders, 20 staff breakfasts, two donor and several government meetings (p 95).
1.8	Set realistic stretch targets for employment equity and reach these by growing internal capacity and recruiting the best staff available.	See the report of the Executive Director: Human Capital (p 87).	EE remains a challenge but there was slow progress. The "grow own timber" initiative was expanded during 2011 (p 88). NWU Employment Equity Plan (2012-2014) and the setting of specific numerical targets for the whole NWU enjoyed the highest priority (p 88).
1.9	Establish among staff and students a sense of belonging to one university, as well as being part of a specific campus, by encouraging and enabling staff and students to participate in cross-campus activities and initiatives and promoting social cohesion.	See the report of the Executive Director: Human Capital (p 87).	A number of cross-campus activities were held for staff and students, as well as an academic colloquium (p 89 and p 91).
1.10	Implementing the guiding principle that all NWU campuses should reflect a diverse student population, giving effect to the unity in diversity principle, and taking into account the way in which the functionally multilingual language policy is implemented by means of the anchor and support language principle.	See the campus overviews on pages 100, 106 and 116 respectively.	Ongoing process to realise minimum diversity targets. The TOC dealt with this as an anchor principle (p 17 and p 46).
MISSION ELEMENT 2:			
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.			
2.1	Improve the quality of teaching-learning on a continuous basis.	See the report of the Deputy Vice-Chancellor: Teaching-Learning (p 61). For the success and graduations rates please see the report of Senate (p 26).	Indications are that success rates and graduation rates will continue to be good. Measurement of drop-out rate shows at (only) 12,5%, with the national between 20-30% (p 43). To enhance the teaching-learning strategy, a pilot project commenced at the Faculty of Theology at the Potchefstroom Campus. It provides important perspectives on the use of laptops for making the learning management system and study material available to students electronically (p 65 and p 109).



IP goal number	IP goal	Overarching detailed reporting	Performance targets met in summary
2.2	Ensure effective academic programme management processes that result in a dynamic, integrated, responsive and relevant PQM in accordance with the needs of the country.	See the report of the Deputy Vice-Chancellor: Teaching-Learning (p 61).	ICAS approved 32 applications for new qualifications and programmes, and 77 applications for changes to existing programmes. The university approached the HEQF process as an opportunity to review its PQM and to revisit the state of internal cross-faculty and cross-campus programme alignment (p 62).
2.3	Monitor the implementation of academic alignment at all levels across all three campuses to ensure compliance and to increase quality.	See the report of the Deputy Vice-Chancellor: Teaching-Learning (p 61).	All the university's qualifications and programmes were grouped into 15 coherent clusters according to the first-order CESH categories. In terms of the HEQF alignment process, further attention needs to be paid to internal programme alignment (p 62).
2.4	Implement strategies to promote student preparedness to improve access in a flexible and responsible manner.	See the report of the Deputy Vice-Chancellor: Teaching-Learning (p 61).	The university has made a substantial investment in the development reading laboratories as a mechanism for improving students' comprehensive skills and language proficiency. Specific software was acquired to support second and third language learners in their quest to master the language of learning (p 63).
2.5	Implement diverse strategies to improve student success.	See the report of the Deputy Vice-Chancellor: Teaching-Learning (p 61).	<p>A project commenced to determine and analyse student drop-out and throughput rates, by means of cohort analysis. This information not only allows for a more effective academic planning process but provides an important tool to measure student progress on a more strategic level. This will continue in 2012 to enable a qualitative analysis of the underlying reasons for the drop out rate between the first and second year of study and to determine strategies for improving student success. This has become a regular part of quality assurance processes (p 63).</p> <p>The scale of SI implementation is apparent from the fact that 715 SI leaders presented SI sessions in 476 "at risk" modules in 15 faculties. Results have shown that students who regularly attend SI earn higher subject marks and drop out less than non-SI participants (p 62).</p> <p>An analysis of 76 modules conducted among the three campuses indicates that students who participated in SI achieved an average performance of 58% in their modules, compared to 44% amongst students who didn't participate in SI. Furthermore, 15% of the SI participants achieved an A symbol (non SI = 10%) and a further 10% achieved a B symbol (non-SI = 5%) (p 63).</p> <p>A total of 47 ITEA awards were made to staff in various award categories (p 64).</p> <p>ICNL was extended to include contract and part-time lecturers. 117 newly appointed lecturers attended phase 1 of ICNL (p 64).</p>

INSTITUTIONAL PLAN - PERFORMANCE AGAINST TARGETS (CONTINUED)

IP goal number	IP goal	Overarching detailed reporting	Performance targets met in summary
2.6	Conceptualise and implement integrated academic development and support.	See the report of the Deputy Vice-Chancellor: Teaching-Learning (p 61).	The NWU hosted its first institutional conference on the Scholarship of teaching-learning. The conference focused on challenges such as access, student success and teaching-learning technology (p 64).
2.7	Refine quality assurance processes and mechanisms across the NWU to ensure consistency of teaching-learning outcomes.	See the report of the Deputy Vice-Chancellor: Teaching-Learning (p 61). Also see the report of the institutional registrar (p 81).	A first evaluation of the aligned LLB programme was conducted. A process was started internally to evaluate the BEd Foundation programme on all three campuses. On the Potchefstroom Campus, EPEs were conducted on the bachelor's degree in Training and Development and the master's programme in Environmental Management (p 83). Several statutory body evaluations were conducted on the following programmes offered on the Potchefstroom Campus: BSc Planning by the SA Council for Planners; five engineering programmes by the ECSA; BSc Dietetics and BSc Nutrition, both by the Professional Board for Dietetics of the HPCSA and the BPharm programme by the SA Pharmacy Council (p 84). Six quality manuals for support services were developed and updated. Self-evaluations were conducted by Student Affairs in Mafikeng and Protection Services and the Library in Potchefstroom (p 84).
2.8	Complete the effective implementation of the relevant SAQA Critical Cross-Field Outcomes and their integration into programmes especially to inculcate in students the ability to engage with the philosophical foundations of their fields of study and the principles of good citizenship.	See the report of the Deputy Vice-Chancellor: Teaching-Learning (p 61).	This was implemented on all campuses (p 27).
2.9	Optimise the work of the Career Centre to promote the placement prospects of NWU graduates and to receive feedback on curriculum issues.	See the report of the Deputy Vice-Chancellor: Teaching-Learning (p 61).	The NWU career guide was distributed to students on all three campuses and attracted 26 advertisements. The Career Centre was voted the 3rd best career centre/service in the country by the companies that took part in the SA Graduate Recruitment Association survey (p 66).
2.10	Manage short courses on all campuses efficiently.	See the report of the Deputy Vice-Chancellor: Teaching-Learning (p 61).	ICAS approved 118 new applications for short courses. This is, however, a risk area and will be given focused attention in 2012 (p 62).



IP goal number	IP goal	Overarching detailed reporting	Performance targets met in summary
2.11	Within the overarching scope and framework for innovative learning, implement the open and distance learning model and continue with investigations into the optimal use of electronic media for teaching-learning purposes.	See the report of the Deputy Vice-Chancellor: Teaching-Learning (p 61).	<p>The NWU is the second largest provider of ODL programmes in SA. 28 971 distance learning students were enrolled at the NWU, and the university operated 39 learning centres across SA. An average pass rate of 83,5% was maintained for students enrolled in the distance education mode over the past four years (p 61).</p> <p>The new electronic workflow-based study material production system is now fully operational on all three campuses. The NWU's electronic learning platform (eFundi) continues to undergo development to enhance students' learning experience. 18 160 students made use of eFundi in 2011 (p 64).</p>
2.12	Continue to use the enrolment plan as steering mechanisms to address national needs in a balanced way across campuses in accordance with the targets set.	See the report of the Deputy Vice-Chancellor: Teaching-Learning (p 61).	<p>Total headcount enrolments rose to 56 641, an increase of 1,63% compared to 2010 (p 61).</p> <p>The relationship between enrolments in contact and distance programmes (56% and 44%) respectively, has moved slightly towards the contact students when compared to the 2010 numbers. The average module mark attained by first-years across all the NWU's 15 faculties was 53,4%, which is relatively healthy and compares favourably with the rest of the sector (p 61).</p>
<p>MISSION ELEMENT 3: 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>			
3.1	Create an enabling environment for research staff in order to develop into a university where research and teaching-learning are balanced.	See the report of the Deputy Vice-Chancellor: Research, Innovation and Technology (p 69).	<p>This is an ongoing matter.</p> <p>Time management was again instituted with good results.</p> <p>The Quali partnership enabled the NWU to introduce various Quali-based applications, such as the IT Profile, guest access system and Hemis academic time recording system (p 78).</p> <p>The target of 65 postdoctoral fellows was exceeded by 24 (p 43 and p 70).</p>

INSTITUTIONAL PLAN - PERFORMANCE AGAINST TARGETS (CONTINUED)

IP goal number	IP goal	Overarching detailed reporting	Performance targets met in summary
3.2	Improve the research profile of the NWU in terms of total research output, the qualification profile of staff, productivity and focused excellence in order to position the NWU among the top six universities in terms of total research and innovation output.	See the report of the Deputy Vice-Chancellor: Research, Innovation and Technology (p 69).	<p>The university started the academic year with 117 NRF-rated researchers and, in February 2011, submitted 31 rating applications to the NRF. Of the 14 applications for new ratings, 13 were accepted. The NRF also approved all 17 applications for re-evaluation (p 71).</p> <p>Owing to natural attrition among researchers, the NWU ended the year with 125 rated researchers (p 71).</p> <p>An annual research report was printed and distributed to stakeholders (p 85).</p> <p>Significant progress was made in appointing candidates in the NWU Research Chairs established by the NWU in 2010 (p 71).</p> <p>The NWU's subsidised publication output consists of accredited journal articles, books and conference proceedings. Total publications output for the year came to 773 units, which is an increase of 32% against the previous year's 586 units. While all three campuses performed significantly better than in 2011, this excellent growth is to a large extent attributable to the Mafeking Campus. From 58 publications in 2010, the campus produced an astonishing 165 publications in 2011. The total research output of the NWU increased to 1 483, a 12% growth from 2010. Of the journal articles published, 50,5% (329,5 units) appeared in Institute for Scientific Information (ISI) journals, compared to 53,8% in 2010 (p 69 and p 70).</p>
3.3	Develop research staff capacity.	See the report of the Deputy Vice-Chancellor: Research, Innovation and Technology (p 69).	<p>This is an ongoing matter.</p> <p>In 2011, the number of staff with PhDs was 619 (p 71).</p> <p>In 2011, the NRF again made a significant contribution towards supporting master's and doctoral students in the scarce skills category (p 70).</p> <p>Throughout the year, capacity-building workshops were conducted on topics such as research publication and supervision, funding opportunities, ethics and rating applications (p 71).</p>



IP goal number	IP goal	Overarching detailed reporting	Performance targets met in summary
3.4	Monitor the research entities model and expand the external marketing and communication of research.	See the report of the Deputy Vice-Chancellor: Research, Innovation and Technology (p 69).	<p>This is an ongoing matter.</p> <p>The NWU Research Support Commission conducted an in-depth evaluation of four research entities in 2011. In the case of two of the entities, the commission made commendations for the improvement of the quality of the work done (p 72).</p> <p>The research entity model has now been fully implemented at the NWU. This has resulted in a sharp research focus that has contributed to a steady increase in research outputs in all faculties (p 72).</p>
3.5	Find and establish an effective mechanism to measure and improve the throughput of postgraduate students.	See the report of the Deputy Vice-Chancellor: Research, Innovation and Technology (p 69).	This is an ongoing matter which was started in 2011 and will continue in 2012.
3.6	Refine quality assurance processes and mechanisms.	<p>See the report of the Deputy Vice-Chancellor: Research, Innovation and Technology (p 69).</p> <p>Also see the report of the institutional registrar on page 81 regarding quality management.</p>	<p>This is an ongoing matter.</p> <p>The NWU Research Support Commission conducted an in-depth evaluation of four research entities in 2011. In the case of two of the entities, the commission made commendations for the improvement of the quality of the work done (p 72).</p>
<p>MISSION ELEMENT 4: Expand the implementation of expertise, both commercially and community-directed, for the benefit of the province, the country, the Southern African region, the continent and ultimately the world.</p>			
4.1	Pursue relevant and dynamic implementation of expertise and commercialisation of research results.	See the report of the Deputy Vice-Chancellor: Research, Innovation and Technology (p 69).	<p>This is an ongoing matter.</p> <p>The NWU has a comprehensive patent portfolio that spans 47 countries and generates third stream income through licence agreements, royalties and income from product sales based on its own intellectual property (p 73).</p>

INSTITUTIONAL PLAN - PERFORMANCE AGAINST TARGETS (CONTINUED)

IP goal number	IP goal	Overarching detailed reporting	Performance targets met in summary
4.2	Expand community engagement expertise and activities of the NWU in a proactive way, so as to avail the expertise to communities in order to implement relevant community engagement projects.	See the report of the Deputy Vice-Chancellor: Research, Innovation and Technology (p 69).	<p>2011 saw an increasing number of community engagement projects and better coordination of the projects. The Community Trust is gaining momentum (p 76).</p> <p>30 new brochures showcasing NWU projects from all campuses were printed. The NWU included community engagement as a category in the annual research awards. Four Vice-Chancellor's Awards for Excellence in Community Engagement were awarded for the first time (p 77).</p> <p>Two FCCD meetings were held in 2011 to ensure wide participation and stakeholder engagement across all three campuses. A new strategy for community engagement was adopted that makes it clear that societal issues must be integrated into the core business strategies (p 76).</p>
4.3	Align innovation and social engagement activities with core activities in a holistic manner.		This matter will receive attention in 2012.
4.4	Refine quality assurance processes and mechanisms.		This is an ongoing matter.
4.5	Focus on business development.		<p>This is an ongoing matter.</p> <p>With the economic climate being what it is, the focus was rather placed on financial management. The VC hosted networking dinners across the country to forge strategic relationships, enter into business development partnerships and inform opinion leaders about the NWU's achievements and challenges (p 95).</p>
4.6	Develop, integrate and embed sustainability into strategy and standard operating procedures and reporting.	See the report of the Deputy Vice-Chancellor: Research, Innovation and Technology (p 69).	Five high-level sustainability initiatives were undertaken in 2011. The NWU Community Development Trust places emphasis on integrated, sustainable community development (the triple bottom line approach) and smart partnerships to ensure sustainable impact (p 76).
4.7	Finalise negotiations and agreements with the North-West Provincial Government for the establishment of a Science Park.		This project is on hold for the time being due to provincial changes in leadership.



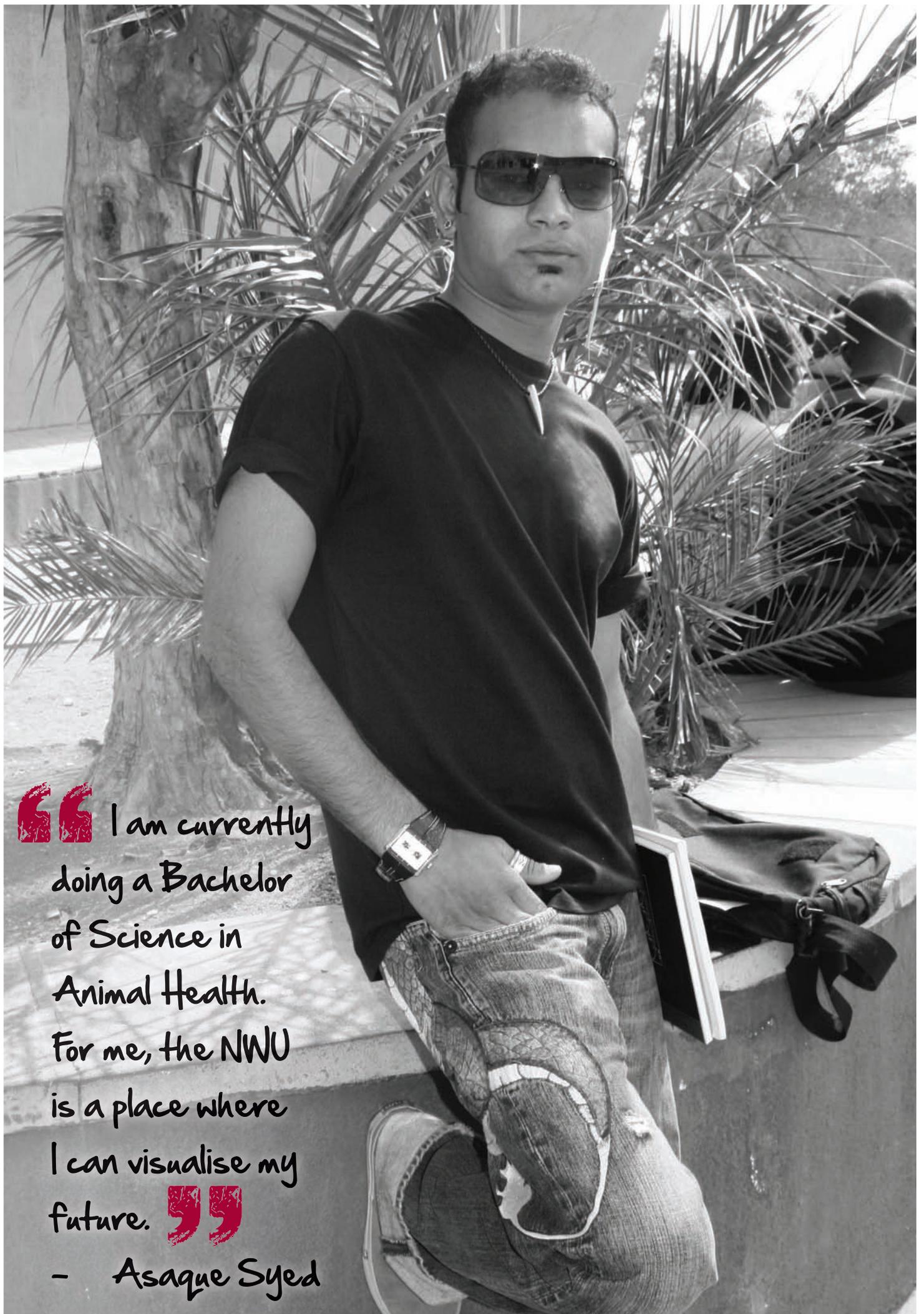
IP goal number	IP goal	Overarching detailed reporting	Performance targets met in summary
MISSION ELEMENT 5: Be an accountable, effective, well-managed, financially viable and innovative university, with a strong client focus to enhance and improve the quality of the core business.			
5.1	Coordinate the review and optimisation and implementation of policies, processes, procedures and systems that support the core business, recognising its integrated nature and the imperative of transformation programme planning.	See the report of the institutional registrar on page 81 and the Council Report on Corporate Governance (p 15).	This is an ongoing matter. Five new policies were approved and six reviewed and reapproved in 2011. A policy management programme was established to align and manage policies across all the business units of the NWU. Compliance to the NWU Statute is continuously monitored by the institutional registrar in conjunction with Institutional Governance and Secretariat Services (p 85).
5.2	Continuously evaluate the institutional policy on quality, and improve clear procedures and systems and monitor implementation thereof.	See the report of the institutional registrar (p 81).	This is an ongoing matter. During August 2011 the management team of the HEQC visited the NWU to provide verbal feedback on the Council-approved NWU improvement plan, which emanated from the Institutional Quality Audit Report (p 14). After the improvement plan had been partially implemented, Council approved a progress report in November 2011 and this was submitted to the HEQC. All initiatives in support of quality improvement are translated into well-planned actions followed by regular feedback to Institutional Management and annual feedback to the HEQC (p 14 and p 27).
5.3	Ensure effective and adequate support functions and business systems to promote the success of the core business by, inter alia, evaluating the centralisation versus decentralisation of support functions on a continuous basis.	See the report of the Deputy Vice-Chancellor: Research, Innovation and Technology (p 69). Also see the Report of the Executive Director: Human Capital on page 71 and the report of the institutional registrar (p 87).	This is an ongoing matter. The entire Institutional IT structure was revised and optimised to ensure alignment with current strategies and required services. This was the first major revision in more than a decade (p 79). Human Capital started on the road to restructuring and paved the way with an acceptable and workable first model for restructuring.
5.4	Ensure compliance with regard to corporate governance as included in the King III report and specifically with regard to the optimal application of IT resources.	See the Council Report on Corporate Governance (p 15). See the report of the Deputy Vice-Chancellor: Research, Innovation and Technology (p 69).	Corporate governance remains a high priority for the NWU as is evidenced by the PWC Higher Education Excellence Award (p 45). As part of a new strategy to improve IT governance, a high level IT Advisory Board was established to ensure alignment of IT strategies to institutional priorities. The IT department has developed a comprehensive three-year strategy which was approved by the IT Advisory Board (p 79).

INSTITUTIONAL PLAN - PERFORMANCE AGAINST TARGETS (CONTINUED)

IP goal number	IP goal	Overarching detailed reporting	Performance targets met in summary
5.5	Measure the university's performance by using appropriate quality benchmarks.	See the report of the vice-chancellor (p 43).	This is an ongoing matter. The staff establishment project was completed for all the academic components on all three campuses. The support component will be attended to in 2012 (p 46 and p 91).
5.6	Establish a professional client service culture across the institution by inculcating a service orientation among all staff.	See the report of the vice-chancellor (p 43).	This is an ongoing matter with high success in certain areas.
5.7	Maintain a strong focus on risk management.		A risk register was developed and is updated twice annually. Reporting on the risk register of the NWU is a standing item on the agenda of the IM. In addition regular reports are made to the Audit, Risk and Compliance Committee of Council (p 13).
5.8	Maintain excellent levels of financial planning to ensure continued financial viability and stability, operating efficiency and cost effectiveness, with a strong focus to maximise income in order to ensure growth of assets in support of the core business.	See the report of the Executive Director: Finance and Facilities (p 127).	A new software program, IDU Concept, was introduced as a budgeting and reporting tool. This has improved user-friendliness and made valuable management information available at different levels of the organisational structure (p 127).
5.9	Ensure financial viability and continue to improve efficiency (including right-sizing) across the Institution.	See the report of the Executive Director: Finance and Facilities (p 127).	The university again received an unqualified audit report and remains financially stable. Despite adverse economic circumstances, the NWU succeeded in maintaining a surplus from its operations. Costing of modules was done and is to be implemented with the staff establishment project in 2012 (p 127, p 128 and p 132).
5.10	Expand fundraising initiatives within the value framework of the NWU.	See the report of the Executive Director: Corporate Affairs and Relations (p 93).	The framework is being created. Activities are being better coordinated and are increasing (e.g. Velodrome). To obviate duplication and improve productivity a coordinating committee was constituted to synchronise all fundraising matters. All fundraising information is entered onto a central database so that prospective fundraisers can ensure a single point of contact with funders and sponsors (p 96).
5.11	Ensure that higher education at the NWU remains affordable and promotes access in a flexible and responsible manner by improving financial aid to academically deserving students in line with national guidelines.	See the report of Senate on page 26 for NSFAS allocations.	Tuition fee comparison was done and showed that the NWU fees were highly affordable and competitive. NSFAS funding at the NWU is well managed (p 30 and p 31).



IP goal number	IP goal	Overarching detailed reporting	Performance targets met in summary
5.12	Recruit and retain a dedicated staff corps of high quality.	See the report of the Executive Director: Human Capital (p 87).	<p>This is an ongoing matter.</p> <p>Close attention is being paid to the well-being of all staff. During 2011 there were 21 CCMA cases and a number of disciplinary cases (p 89 and p 91).</p>
5.13	Ensure a fulfilling work environment characterised by the engagement and well-being of staff members.	See the report of the Executive Director: Human Capital (p 87).	<p>This is an ongoing matter.</p> <p>Close attention is being paid to the well-being of all staff. A new initiative was the stress and burnout project. Workshops were presented on emotional intelligence, personal finances, coping efficiently and managing staff well-being (p 89).</p>
5.14	Optimise the integrated performance management system, with the appropriate development opportunities, recognition programmes and incentive programmes for staff at identified levels.	See the report of the vice-chancellor (p 43).	<p>This is an ongoing matter.</p> <p>The management bonus system was reviewed and the 20% excellent performers in any section (academic and support) were rewarded with excellence bonuses.</p>
5.15	Contribute in combating the HIV and Aids pandemic in a caring manner amongst staff and students and also in the community by participating in national and international research and by providing expert services.	See the report of the Executive Director: Human Capital (p 87).	<p>This is an ongoing matter.</p> <p>Programmes were run in conjunction with campus clinics. An HIV and Aids strategic plan was drafted, including a Workplace HIV and Aids programme. The director of HEAIDS visited the NWU to deliver a presentation for staff and students involved in HIV and Aids. Campus rectors confirmed the sustainability of the HEAIDS project (p 89).</p>
5.16	Maintain a sound and balanced student experience, including organised student life, sport and culture, taking into account the imperative of academic activity.	See the campus overviews on page 100, 106 and 116 respectively and the report of the Executive Director: Human Capital on p 87.	Organised student life is excellent on all three campuses, including cultural and sports activities. Better alignment and coordination were achieved on all campuses.
5.17	Continue to position sport as one of the core strengths of the student non-academic life.	See the campus overviews on page 100, 106 and 116 respectively.	Sports results and achievements were good on all three campuses. Better alignment and coordination was achieved on all three campuses.



“ I am currently
doing a Bachelor
of Science in
Animal Health.
For me, the NWU
is a place where
I can visualise my
future. ”
- Asaque Syed

REPORT OF THE DEPUTY VICE-CHANCELLOR: TEACHING-LEARNING

The new Deputy Vice-Chancellor: Teaching-Learning, Professor Martin Oosthuizen, took office at the start of June 2011, joining the university from the Nelson Mandela Metropolitan University.

The scope of teaching-learning at the NWU is described in Mission Element 2 of the NWU Institutional Plan. This element states that the university, through innovative and high-quality teaching-learning, develops, educates and empowers well-rounded graduates who are able to think laterally and critically in their service to the country and its people.

The teaching-learning portfolio contributes to the delivery of well-rounded graduates by taking responsibility for academic planning, the academic development and support of students and staff, careers development, and the development of innovative approaches to teaching and learning, including teaching and learning technology.

In 2011, the portfolio devoted considerable attention to programme alignment. The intention was to meet the requirements of the HEQF, promote the scholarship of teaching and learning, enable academic staff to develop their lecturing skills and empower students to improve their academic literacy skills and cope with challenging modules.

A particularly pleasing development is the growing collaboration between the Institutional and Campus Academic Development and Support units.

KEY STATISTICS ON STUDENT ENROLMENTS AND SUCCESS

Total headcount enrolments rose to 56 641, an increase of 1,63% compared to 2010. The relationship between enrolments in contact and distance programmes (56% and 44% respectively), has moved slightly towards the contact students when compared to the 2010 numbers.

“The undergraduate pass rate at the NWU was 85,2%, which is much higher than the national average.”

The following table provides a bird’s eye view on the performance related to academic key performance indicators in 2011:

	Contact	Distance
Undergraduate pass rate	85,2%	85,3%
Graduation rate	26,6%	29,9%
Number of diplomas and degrees awarded	7 627	7 466

OPEN AND DISTANCE LEARNING

The NWU is South-Africa’s second-largest provider of open and distance learning programmes. In the 2011 academic year, 24 978 distance learning students were enrolled at the university, which operated 39 learning centres across South Africa. Highly advanced interactive teaching technology is used to facilitate contact sessions at the learning centres, even in the most rural areas of Southern Africa.



PROF MARTIN OOSTHUIZEN

REPORT OF THE DEPUTY VICE-CHANCELLOR: TEACHING-LEARNING (CONTINUED)



While an average pass rate of 82,9% has been maintained for students enrolled in the distance education mode over the past four years, the average graduation rate for the same period is 29,9%.

The NWU continues to benchmark its distance offering with national and international best practices, ensuring that the open and distance programmes conform to best practice. The university's investment in this mode of delivery is testimony to the potential of open and distance learning as a viable and effective means to improve participation rates in the South African higher education sector and to alleviate the skills shortages in the economy.

In May 2011, the Potchefstroom Campus of the university hosted the annual meeting of the African Council on Distance Education.

CURRICULUM AND SHORT COURSE DEVELOPMENT

Programme development and approval

The Institutional Committee for Academic Standards (ICAS) approved 32 applications for new qualifications and programmes, 77 applications for changes to existing programmes, and 118 new short courses.

During 2011, the ICAS process was revised so as to clarify roles and responsibilities for the approval of qualifications and programmes, to ensure that proper consultation takes place between academic units, as well as between academic and support units, and as far as possible to streamline the process. In addition, a project was initiated for the development of a computerised system to improve document management and the flow of the programme approval process.

Programme alignment

Programme alignment gained fresh momentum during 2011. The university approached the HEQF process as an opportunity to review its PQM, and to revisit the state of internal cross-faculty and cross-campus programme alignment.

All the university's qualifications and programmes were grouped into 15 coherent clusters according to the first order categories of the Classification of Educational Subject Matter (as determined by the Department of Higher Education and Training), with a convener coordinating the alignment process within each cluster.

In terms of the HEQF alignment process, approximately half the university's qualifications were classified as category B qualifications. This indicates that further attention needs to be paid to internal programme alignment.

STUDENT ACADEMIC DEVELOPMENT

Supplemental Instruction

Supplemental Instruction (SI) is a non-remedial approach to learning enrichment that increases student retention and performance by means of regularly scheduled group study sessions where students work together to consolidate key concepts and develop effective study strategies.

SI sessions are facilitated by SI leaders, students who have previously and successfully completed the targeted module. Although it is largely used in first-year modules to support the first-year experience, SI has been shown to be equally effective in second-year and postgraduate subjects.

The scale of SI implementation at the university is apparent from the fact that 715 SI leaders presented SI sessions in 476 "at-risk" modules in all the university's faculties during 2011. "At-risk" modules are defined as those that have large classes, challenging content and an average pass rate of less than 50%.

The following table provides an overview of SI provision during 2011.



Summary of Supplemental Instruction activities in 2011

	Participating faculties	Modules	Number of SI leaders	Number of SI sessions	% of at-risk modules
Mafikeng	5	165	269	15 818	39%
Potchefstroom	8	151	252	9 179	31%
Vaal Triangle	2	160	182	7 493	67%
Off-campus SI support			12	156	
Total	15	476	715	32 646	46%

Results have shown that students who regularly attend SI earn higher subject marks and drop out less often than non-SI participants. The data also demonstrates higher re-enrolment and graduation rates.

Research conducted during 2011 bears this out. An analysis of 76 modules conducted among the three campuses indicates that students who participated in SI achieved an average performance of 58% in their modules, compared to 44% amongst students who did not participate in SI.

After five years of systematic implementation, the SI process was thoroughly re-designed during 2011. The SI policy was reviewed, extended guidelines for use by SI supervisors and leaders were developed, and administrative forms and processes were revised. The SI quality manual was also reformulated during 2011.

In a further highlight, three SI leaders (one from each campus) attended the SI leaders' Conference in Missouri, Kansas.

Extended programme provision

The HEQC Audit report, which was received in 2010, recommended that the provision of extended programmes should be expanded to the Vaal Triangle and Potchefstroom Campuses. Accordingly, the university successfully applied to the Depart-

ment of Higher Education and Training for funding for extended programmes at both campuses.

The review of teaching and learning that was conducted at the Potchefstroom Campus during 2011 recommended that further attention be paid to the possibilities for extended programme provision at the campus.

Other strategies to improve student success

The university has made a substantial investment in the development of reading laboratories as a mechanism for improving students' comprehension skills and language proficiency. The year 2011 was used to strengthen the support that the reading laboratories provide. Specifically, state-of-the-art software was acquired to support second and third language learners in their quest to master the language of learning.

2011 also saw the commencement of a project to determine and analyse student drop-out and throughput rates, by means of cohort analysis. This provides an important tool to measure student progress on a more strategic level.

In the following table, indications exist that the NWU has succeeded in managing its first-year drop-outs fairly well. These figures are in stark contrast to the national first-year drop-out rates estimated at more than 20%.

First-year drop outs (First-time entering students)

	2005	2006	2007	2008	2009	2010	2011	Average
Registered for 3-year degrees (UG)	14,37%	13,65%	14,5%	13,1%	13,3%	15,3%	13,5%	13,97%
Registered for 4-year degrees (UG)	12,8%	12,4%	10,1%	11,48%	10,33%	9,47%	10,4%	11%
NWU average (per year) for 4-year and 3-year degrees	13,59%	13,05%	12,28%	12,29%	11,83%	12,39%	11,96%	12,48%

The cohort analysis project will continue during 2012 to enable a qualitative analysis of the underlying reasons for the drop-out rate between the first and second year of study, and to determine strategies for improving student success.

REPORT OF THE DEPUTY VICE-CHANCELLOR: TEACHING-LEARNING (CONTINUED)

DEVELOPMENT OF ACADEMIC STAFF

During 2011, there were three main institutional academic staff development activities at the NWU. These were the standardisation of the Institutional Teaching Excellence Award on all campuses, the presentation of the Institutional Course for New Lecturers and advanced training in Supplemental Instruction for interested academics.

Institutional Teaching Excellence Award

The Institutional Teaching Excellence Award (ITEA) is a mechanism to acknowledge and encourage lecturers to develop their teaching skills. A total of 47 ITEA awards were made to staff: 18 on the Mafikeng Campus, 20 on the Potchefstroom Campus and 9 on the Vaal Triangle Campus (see table below). It is particularly pleasing to note the 18 awards made to staff from the Mafikeng campus, compared to nine awards in 2010.

Rapport Top Lecturer Faculty Awards

In 2011, for the second time, the university received a substantial sponsorship from Rapport newspaper to recognise inspirational lecturers, based on nominations from students. Fourteen lecturers received an award of R50 000 each.

Institutional Course for New Lecturers (ICNL)

The broad aims of the ICNL are to:

- Introduce new lecturers to best practices in higher education;
- Refresh experienced lecturers by sharing new trends in higher education; and
- Provide opportunities for academic staff from all campuses to share their experiences with each other.

In 2011, the ICNL was extended to include contract and part-time lecturers. A total of 119 newly appointed lecturers attend-

ed Phase 1 of the ICNL during 2011. Of these, 16 were from the Mafikeng Campus, 77 from the Potchefstroom Campus and 26 from the Vaal Triangle Campus.

Conference on the Scholarship of Teaching and Learning

In October 2011, the NWU hosted its first institutional conference on the Scholarship of Teaching and Learning.

The conference focused on challenges such as access, student success and teaching and learning technology. The conference will be presented annually and is a platform for creating further opportunities to promote the scholarship of teaching and learning at the university.

Assessors and moderators training for SAQA accreditation

In accordance with the recommendations of the HEQC Audit Report, SAQA-registered providers trained 78 lecturers as assessors in 2011. A further 70 lecturers were trained as moderators.

TEACHING AND LEARNING TECHNOLOGY

The new electronic work-flow based study material production system that was implemented in 2010 is now fully operational on all three campuses.

On the Potchefstroom and Vaal Triangle Campuses, study guides are available in 98,35% and 99,04% of modules, respectively. During the second half of 2011 the study material production system was implemented for the first time at the Mafikeng Campus, and data on the state of progress will be available in the annual report for 2012. In addition, the university's electronic learning platform, known as eFundu, continues to undergo development to enhance students' learning experience.

ITEA awards in 2011

Campus	Total number of ITEA awards per campus	Number of different categories of ITEA awards presented in 2011		
		A	B	C
Mafikeng Campus	18	10	8	-
Potchefstroom Campus	20	8	9	3
Vaal Triangle Campus	9	3	5	1
Total number of awards	47	21	22	4



A substantial number of students (18 160) made use of eFundi in 2011. The challenge, however, is to embed e-learning within the university's teaching and learning strategy.

To this effect, a pilot project commenced at the Faculty of Theology at the Potchefstroom Campus.

It provides important perspectives on the use of laptops for making the Learning Management System (LMS) and study material available to students electronically.

The following table gives an overview of the use of the eFundi LMS in 2011.

The use of the eFundi LMS on all three campuses

eFundi activities	Mafikeng	Potchefstroom	Vaal Triangle
Number of eFundi sites	356	1 561	532
Total number of active sites (seven or more students per site) during 2011	278	1 151	457
Total number of personnel using eFundi as LMS in 2011	119	385	97



REPORT OF THE DEPUTY VICE-CHANCELLOR: TEACHING-LEARNING (CONTINUED)

Classroom upgrading continued during 2011. A total of R250 000 was spent on each campus to equip a total of 246 classrooms with multimedia technology.

The university continues to work with international partners such as Virginia Tech and the American Public University on the development of e-portfolios, e-assessment, lecture capturing and learning analytics, as well as the further design of the SAKAI learning management system.

CAREER CENTRE

The Career Centre plays a vital role in promoting employability amongst NWU students through liaison with employers. A substantial investment is made in ensuring relevant curricula that will assist in delivering graduates who can plough back their skills into the developing economy in South Africa. The Career Centre was voted the third best Career Centre/Services in the country by the companies that took part in the South African Graduate Recruitment Association (SAGRA) survey of 2011.

Liaison with and services to employers

The services offered to employers include the Career Zone where employers can advertise vacancies, career fairs at which employers can promote employment opportunities, the career guide distributed to all students, and employer presentations.

Furthermore, the Career Centre made full use of the electronic student platform, eFundi, to advertise employer vacancies, employer presentations and any career-related events.

The use of the eFundi platform grew significantly during 2011. Through this platform, the following resources are at the disposal of job-seeking students: CV-writing tips, online application tips, links to websites for job seekers, information on what employers expect of job seekers and information on the job-search process.

An important milestone during 2011 was the first business workshop in which the faculties of Business Management and Economic Sciences from the three campuses, together with the office of the vice-chancellor, participated.





Held in November 2011, the main objective of the workshop was to give academics and employers the opportunity to learn from each other on how the existing links between the workplace and the university can be strengthened, and how curricula can be adjusted to address workplace needs. The workshop will be continued and expanded during 2012.

Services to and development of students

The position of the Career Consultant was filled for the first time in January 2011 to assist students in all aspects of the job search process including CV writing and interview skills. During 2011, the career consultant served a total of 887 students across the various campuses.

During 2011 a total of 3 257 NWU students took part in the Magnet Student Survey, which researches the career expectations of students, as well as the Magnet Professionals Survey, which canvasses the opinions of graduates on the best companies to work for.

In addition, in September 2011, work commenced on a tracer study on Graduate Attributes. The aim was to obtain a more accurate picture of NWU graduates and the way in which their attributes are perceived by employers.

The Careers Centre is analysing the 57 responses to the survey, so that it can provide the necessary feedback to all stakeholders involved.

The Career Centre also hosts a Facebook group with more than 450 active members, and a Career Centre Blog. Blog statistics for 2011 indicated a peak in October, indicating that this was the month in which prospective job seekers seriously embarked on job-hunting.

International benchmarking

To benchmark its services and programmes, the Career Centre regularly takes part in international conferences and visits in-

ternational careers centres. During 2011, staff from the Career Centre attended the biennial conference of the Association of Graduate Careers Advisory Services (AGCAS) and used the opportunity to visit career centres at some universities in the UK.

A visit was also made to the Quality Assurance Agency in Scotland, which has paid considerable attention to the development of graduate attributes for the 21st century.

CONCLUSION

The year was a demanding one as the university sought to address the numerous challenges and opportunities facing teaching and learning in a rapidly changing higher education environment.

It is pleasing to note that the NWU is embracing the needs of the knowledge society and economy through its engagement with technological innovation, its review of pedagogical approaches, and its commitment to the development of graduate attributes and employability skills.

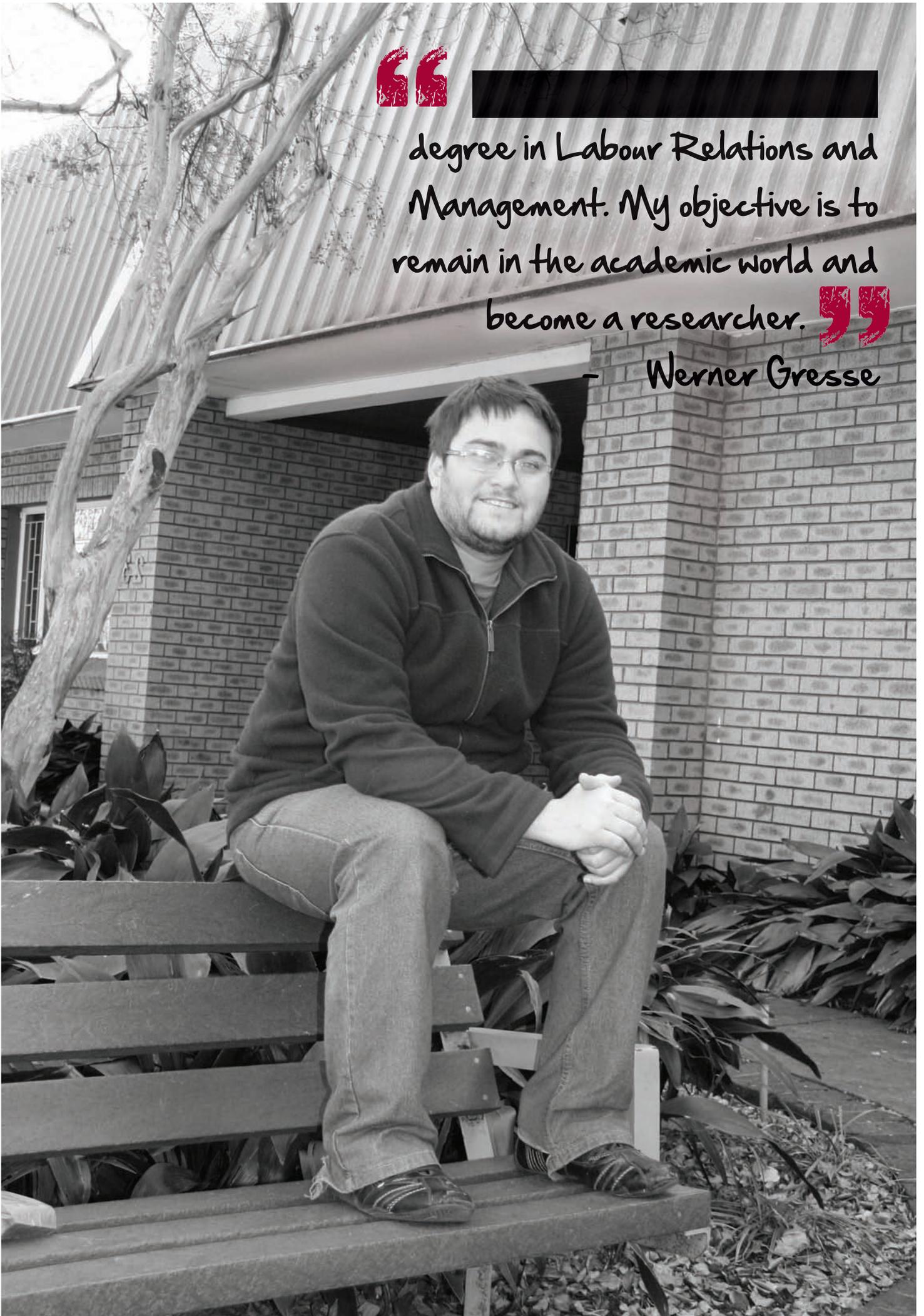
Furthermore, significant progress has been made in the work of programme alignment to ensure the consistency of academic standards and of the educational experience provided to our students. We look forward to building on this solid platform as we take further steps to meet our commitment of developing well-rounded graduates who are able to serve the country and its people in innovative and productive ways.

PROF MJ OOSTHUIZEN
DEPUTY VICE-CHANCELLOR: TEACHING-LEARNING

“

degree in Labour Relations and Management. My objective is to remain in the academic world and become a researcher.”

– Werner Gresse



REPORT OF THE DEPUTY VICE-CHANCELLOR: RESEARCH, INNOVATION AND TECHNOLOGY

Until the end of 2010 the portfolio included Research, Innovation and Community Engagement. From the beginning of 2011, Information and Communication Technology, Management Information Services and Internationalisation formed part of the portfolio.

During 2011, the NWU made significant progress toward achieving its research and innovation mission to develop and maintain high-quality, relevant and focused research, aligned with national priorities, supplying innovative solutions to challenges faced by the scholarly community, the country, the continent and the world.

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.

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

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 773 units, which is an increase of 32% against the previous year's 586 units.

While all three campuses performed significantly better than in 2011, this excellent growth is to a large extent attributable to the Mafeking Campus. From 58 publications in 2010, the campus produced an astonishing 165 publications in 2011.

Research output	2004	2005	2006	2007	2008	2009	2010	2011
Article equivalents	272	318	352	358	471	409	511	653
Conference proceedings	3	8	8	13	18	34	53	84
Books	0	0	2	5	13	5	22	36
Total article equivalents published	275	326	361	376	503	448	586	773
Master's degrees conferred	626	700	765	618	583	659	633	639
Research master's degrees	262	293	384	313	281	369	353	365
Doctoral degrees conferred	87	82	110	124	100	123	129	115
Doctoral degrees weighted	261	246	-	372	300	369	387	345
Total research output	798	865	1 074	1 061	1 083	1 190	1 318	1 483

"The total research output of the NWU increased from 1 318 in 2010 to 1 483 in 2011, representing a 12% growth."

PROF FRIK VAN NIEKERK

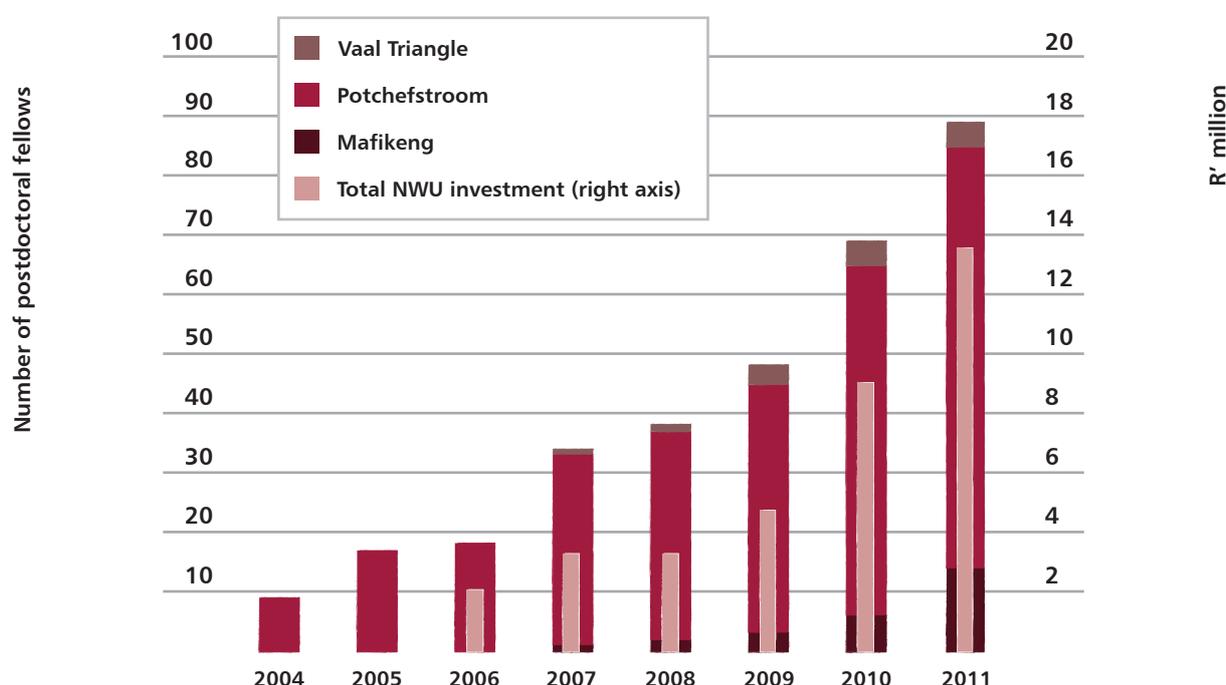


REPORT OF THE DEPUTY VICE-CHANCELLOR: RESEARCH, INNOVATION AND TECHNOLOGY (CONTINUED)

The total research output increased to 1 483, a 12% growth from 2010. Of the journal articles published, 50,5% (329,5 units) appeared in Institute for Scientific Information (ISI) journals, compared to 53,8% in 2010.

POSTDOCTORAL FELLOWS

The NWU strives to stimulate research activities at all levels. One useful mechanism for this is to appoint postdoctoral fellows. Since this category makes up a large proportion of the total researcher complement at other universities, the NWU has recently invested intensively in this activity. This is shown below:



Of the 89 postdoctoral fellows at the university in the 2011 academic year, five were supported through funding from the NRF. During the year, eight left the programme to take up permanent positions.

ANNUAL RESEARCH AWARDS

Acknowledging research and community service excellence is an important part of the university's efforts to create and sustain a dynamic research culture. On 8 October 2011, the NWU held its annual research awards dinner to pay tribute to its top-performing researchers. Among them were:

- The recipients of the S2A3 and ABSA Bronze medals for the best master's degrees submitted on the three campuses;
- Twenty-two researchers who achieved an NRF rating or re-rating;
- Five staff members recognised for their creative outputs, four for their inventiveness and innovation, and four for exceptional leadership and contributions to international organisations;

- Four groups acknowledged for their commitment to community engagement;
- The most productive junior and senior researcher and the most productive research entity, and
- The most-cited researcher at international level.

DEVELOPMENT OF RESEARCH CAPACITY

Research capacity-building refers to the investment in expanding the pool of NRF-rated researchers, providing financial support to master's and doctoral students in scarce skills areas and

strengthening the overall capabilities of researchers in a broad spectrum of research skills.

Financial Support: Master's and doctoral students

In 2011, the NRF again made a significant contribution towards supporting master's and doctoral students in the scarce skills category. The following amounts were used for this purpose:

	Value	Students
Master's	R4 800 000	80
PhD	R1 440 000	16
Total	R6 240 000	96

Workshops

Throughout the year, capacity-building workshops were conducted on topics such as research publication and supervision, funding opportunities, ethics and rating applications. Attended by a total of 450 staff members, the total cost of these workshops amounted to R441 312.

Equipment

R25 million of NWU funds were invested in expensive research equipment. The amount included R5 million for replacing ageing equipment.

NRF-rated researchers

The university started the academic year with 117 NRF-rated researchers and in February 2011, submitted 31 rating applications to the NRF. Of the 14 applications for new ratings, 13 were accepted. The NRF also approved all 17 applications for re-evaluation.

Owing to natural attrition among researchers, the NWU ended the year with 125 rated researchers.

The table below gives details of rated researchers per category at each NWU campus as at 31 December 2011. The table indicates the long term trend of NRF-rated researchers at the NWU.

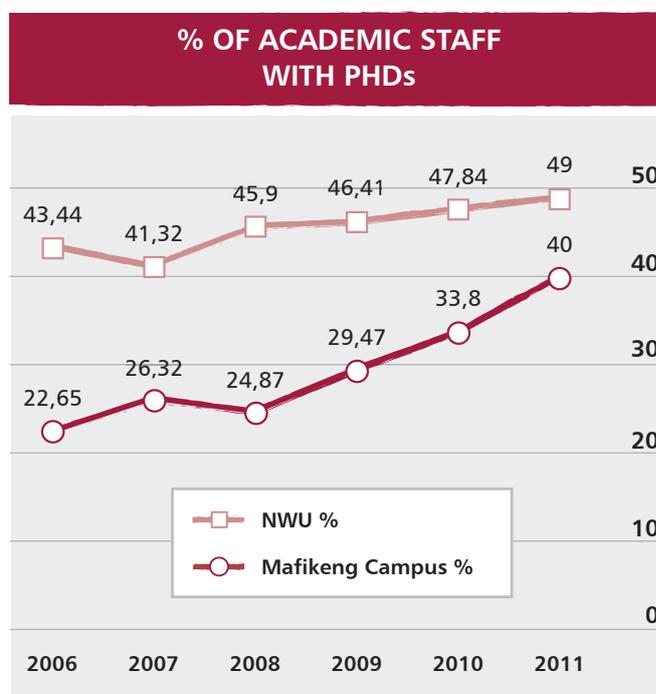
Campus	Category	2011
Mafikeng	B	1
	C	7
	L	0
	Y	1
Total		9
Potchefstroom	A	2
	B	14
	C	77
	L	1
	P	
	Y	15
Total		109
Vaal Triangle	B	1
	Y	1
	C	5
Total		7
NWU total		125

Research chairs

The NWU currently hosts two South African Research Chair initiative (SARChi) chairs, one in Nuclear Energy and one in Space Physics, as well as a Research Chair supported by the South African National Energy Research Institute (SANERI). When the NRF issued a call for 62 new chairs during the year, the NWU submitted 18 applications. Of these, two were granted.

Financial support: Staff members

Staff who are in the process of completing their PhDs received financial support totalling R1 500 000 in 2011. The following figure indicates the trend in the fraction of NWU academic staff with a PhD as highest Qualification.



REPORT OF THE DEPUTY VICE-CHANCELLOR: RESEARCH, INNOVATION AND TECHNOLOGY (CONTINUED)

THE RESEARCH ENTITY MODEL

The research entity model has now been fully implemented at the NWU. This has resulted in a steady increase in research outputs.

In 2011, two entities approved in 2010 were supported financially. No new entities were approved. A call for applications for new entities had elicited six applications (two from each campus). Four of these applications were sent out for external evaluation, which will be concluded in 2012.

The NWU Research Support Commission conducted an in-depth evaluation of four research entities in 2011. In the case of two of the entities, the commission made commendations for the improvement of the quality of the work done. It also recommended that the status of two research entities be upgraded from niche areas to focus areas: Physical Activity Sport and Recreation and Socio-economic Impact of Tourism, which was renamed Tourism Research in Economic Environs and Society (TREES).

The research entities at the end of 2011 are listed in the following table:

Title	Status	Campus
Centre of Excellence for Nutrition (CEN)	Centre of Excellence	Potchefstroom
Centre of Excellence for Space Research	Centre of Excellence	Potchefstroom
Unit for Energy Systems	Unit	Potchefstroom
Unit for Reformed Theology and the Development of the South African Society	Unit	Potchefstroom
Unit for Business Mathematics and Informatics	Unit	Potchefstroom
Unit for Languages and Literature in the South African Context	Unit	Potchefstroom
Unit for Environmental Sciences and Management	Unit	Potchefstroom
Unit for Development in the South African Constitutional State	Unit	Potchefstroom
Africa Unit for Transdisciplinary Health Research (AUTHer)	Unit	Potchefstroom
WorkWell: Research Unit for Economic and Management Sciences	Unit	Potchefstroom
Unit for Drug Research and Development	Unit	Potchefstroom
Chemical Resource Beneficiation	Focus Area	Potchefstroom
Social Transformation	Focus Area	Potchefstroom
Teaching-Learning Organisations	Focus Area	Potchefstroom
Hypertension in Africa Research Team (HART)	Focus Area	Potchefstroom
Understanding and Processing Language in Complex Settings (UPSET)	Focus Area	Vaal Triangle
Physical Activity Sport and Recreation	Focus Area	Potchefstroom
Tourism Research in Economic Environs and Society (TREES)	Focus Area	Potchefstroom
Population and Health	Niche Area	Mafikeng
Musical Arts in SA: Resources and Applications	Niche Area	Potchefstroom
Medicine Usage in SA (MUSA)	Niche Area	Potchefstroom
Food Security and Safety in the North-West Province	Niche Area	Mafikeng



The Research Entities model was extended to make provision for Hosted Entities, such as the DST Hydrogen Infrastructure Centre of Competency (co-hosted by the CSIR), the Metabonomics Platform, the National Pre-Clinical Drug Development Platform, the Indigenous Knowledge Systems Competency Centre (co-hosted by the Universities of Limpopo and Venda) and the dti Centre for Advanced Manufacturing.

RESEARCH FUNDING

The following table summarises the NRF funding received by the NWU for research. The amount is lower due to, amongst others, the phasing out of the niche area programme. The NWU received significantly more funds from the NRF for bursaries for postgraduate students.

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	R30 119 319	R3 863 175	R33 982 494	R30 964 366

The NWU is still one of the top earners in the Technology and Human Resources for Industry Programme (THRIP) of the National Research Foundation.

A good THRIP performance is indicative of an understanding of triple helix relationships where higher education institutions, the private sector and the public sector form sustainable, innovative collaborations.

It is important to note that all THRIP money received from the NRF also presupposes a contribution from industry as indicated below.

TECHNOLOGY TRANSFER AND INNOVATION SUPPORT OFFICE

The Technology Transfer and Innovation Support Office continued to provide commercialisation leadership and support to the campuses. This took the form of technology transfer support, assistance with the protection of Intellectual Property, guidance with funding applications for projects and research chairs, the management of existing licensing agreements and the renegotiation of unsuccessful licensing agreements, among other activities.

Year	Awarded	Adjusted	Released	Industry contribution
2009	R26 485 875	-R2 717 711	R23 768 163	R31 184 305
2010	R26 855 536	-R5 899 139	R20 956 396	R39 606 350
2011	R8 266 409	R28 313 648	R36 540 057	R40 663 349

REPORT OF THE DEPUTY VICE-CHANCELLOR: RESEARCH, INNOVATION AND TECHNOLOGY (CONTINUED)

Management of Intellectual Property Rights

Policy

Council approved the NWU Intellectual Property Rights policy on 6 June 2011.

The statutory compliance reports in terms of the RSA Intellectual Property Act of 2008 were presented to the National Intellectual Property Management Organisation (NIPMO) in September 2011.

The NWU, along with a few other major universities, collaborates actively with NIPMO on the interpretation of the Act and the Regulations, and the practical implementation of these.

Patent prosecution costs

Measures to curb patent prosecution costs were implemented in 2011. These include a discount that was negotiated with the patent attorneys for RSA patent prosecution costs, teleconferencing, which is being used to save travel costs and time, and meetings that were scheduled with the patent attorneys at the NWU to consult on a range of patents in one session.

A procedure was also implemented with the patent attorneys to process batch approvals of patents to be renewed or maintained, leading to lower cost. These measures led to substantial savings.

Patent disclosures are scrutinised to prevent the registration of patents with insufficient commercial value. Existing patents were evaluated, which led to the termination of 13 patents.

New inventions

NWU inventors made only three disclosures during the year, resulting in one provisional application for the year 2011. The low rate is due to the increased pressure on researchers to do research and to publish, as well as the teaching load.

Commercialisation activities

Contract support

The Technology Transfer and Innovation Support Office experienced a 50% increase in the number of Intellectual Property Rights-related agreements requiring input and support in 2011.

Commercialisation of patents

The office is engaged in commercialising 19 of the 40 active patents in the NWU's patent portfolio. During the year, the focus was on the following patents:

- Ignition system.
- Hardware random number generator.
- MyLab mini-laboratory.
- Pheroids.
- Low-noise amplifier.
- Ozone generator.
- Various pharmaceuticals.
- Predictive poleslip protection system.

Training and development

Seminars/work sessions on IPR management, commercialisation and entrepreneurship were held on all three campuses, one dealing specifically with Intellectual Property Rights.

Patent portfolio

The NWU has a comprehensive patent portfolio that spans 47 countries and generates third-stream income through licence agreements, royalties and income from product sales based on its own Intellectual Property.

The following tables indicate the main developments in patent filings and registrations, patent support, income generated and spin-off companies created or terminated.

Disclosures, filings and registrations:	2004 - 2008	2009	2010	2011
Disclosures	21	11	11	3
SA final granted	19	5	1	3
Total number of RSA-patented inventions	30	35	36	39
Number of co-owned patents included in RSA	0	0	4	4
Total number of first international patented inventions	0	14	15	16
Number of countries in portfolio	47	47	47	47
Models registered (this year/total)	2/2	0/2	0/2	0/2
Plant breeders rights (this year/total)	0/3	0/3	0/3	0/3

Note that one invention could be registered in many countries. It is reported here as only one. The NWU has nine (9) USA-registered patents to date and nine USA patents pending.



Patent support

The National Intellectual Property Management Office (NIPMO) supports the NWU by contributing up to 50% of the cost of patenting and paying awards incentives to individual inventors.

Support is received for final RSA-granted filings in the previous year.

Year received	2004 - 2008	2009	2010	2011
Amount awarded to NWU	R3 739 135	R1 233 269	R1 247 855	R1 438 505
Number of individuals	3	2	16	pending
Total awarded to individuals	R617 000	R40 000	R160 000	pending

Licensing, royalties and product sales

	2004 - 2008	2009	2010	2011
New licence agreements	13	1	0	1
Agreements terminated	4	0	0	1
Total active agreements	12	14	14	14
Total royalty income (excl. product sales)	R5 681 0880	R1 593 006	R2 144 448	R977 228
Royalties distributed to inventors	R671 616	R31 026	R66 548	R16 337
Gross income from product sales based on own IP	R13 375 625	R1 026 251	R1 530 243	R978 061

Spin-off companies (independent, associated and subsidiaries)

	2004 - 2008	2009	2010	2011
New spin-off companies	7	1	0	0
Total technology spin-offs since 1999	15	16	16	16
Technology spin-off companies still active	12	13	13	13
New investments in companies (including spin-offs)	4	0	0	0
Number of exits/divestments	3	1	1	0
NWU subsidiaries and associated companies at the end of the year	6	5	4	4

REPORT OF THE DEPUTY VICE-CHANCELLOR: RESEARCH, INNOVATION AND TECHNOLOGY (CONTINUED)

COMMUNITY ENGAGEMENT AND SUSTAINABILITY

Strategy and policy

The task of the community engagement office includes developing strategic plans and policies at the institutional level to direct and inform the campuses' plans. In September 2011, the NWU adopted a new community engagement policy, requiring societal issues to be integrated into the core business strategies.

The policy also places emphasis on trans-disciplinary development projects that are sustainable and have measurable impact.

A new strategic initiative is the incorporation of King III reporting processes for all NWU activities. This includes reporting on and monitoring progress and impact in community engagement and sustainable development of all associated communities of the NWU.

NETWORKS

International-Talloires Network

The NWU is a member of the Talloires Network, which is a global alliance of higher education institutions that are deeply committed to strengthening the civic roles and social responsibilities of universities and colleges around the world. The vice-chancellor and the community engagement director attended the network's international conference in Madrid, Spain, from 14 to 16 June 2011.

South African Higher Education Community Engagement Forum (SAHECEF)

The NWU participates actively in the work of SAHECEF. Its community engagement director, Mrs B Bouwman, is an appointed SAHECEF board member and a member of the executive steering

committee, and served on the body's conference committee for 2011. Prof Annamarie Kruger is the convenor for the working group on research in community engagement.

Forum for Continuous Community Development (FCCD)

Since its establishment in 2008, the NWU Forum for Continuous Community Development has been a core part of the NWU's community engagement infrastructure. This forum aims to build capacity among non-governmental organisations (NGOs), especially in legal and regulatory compliance, financial reporting, strategy development and fundraising, among others. Forum members include community development practitioners and benefactors of the university, non-governmental organisations, academics and local government representatives.

NWU COMMUNITY DEVELOPMENT TRUST

The strategy and purpose of the NWU Community Development Trust is to access CSI funding from corporate donors. To this end, the trust places emphasis on integrated, sustainable community development (the triple bottom-line approach) and smart partnerships to ensure sustainable impact. Depending on the needs of the corporate donor and community, stakeholders, NWU personnel and students participate in project planning and implementation.

Sponsorship inflow amounting to R608 063 was recorded for the year ending 2011. The sponsors were the Department of Science and Technology and Dr Kenneth Kaunda District Municipality. The funds were used for a needs assessment for the North-West Province and the district, the testing of a development toolkit and the roll-out of the Dr K Kaunda Resource Centre project and business plan development.

Other donor funding was transferred directly to NWU cost centres. Examples of projects funded in this way were Musikane (sponsored by the Rupert Music Foundation) and the Crocodile research project (sponsored by the Rupert Nature Conservation Trust).

The NWU's Internal Audit division completed a successful due diligence on the Mosaic project, an HIV/Aids orphan care and development programme. Mosaic is a public benefit organisation that has strong links with the NWU and has taken meaningful steps to ensure its sustainability. The Mosaic programme currently has 10 houses, a training centre, three businesses and a day care centre for 130 children, of whom 90 are HIV positive.

NEW PARTNERSHIPS

Based on the NWU's partnership philosophy, the community engagement office has been exploring various partnerships:

- Memoranda of understanding for community development projects are being signed with industry players such as Impala Platinum, Anglo Gold Ashanti, the Dr Kenneth Kaunda Resource Centre and Next-S.



- An MOU was signed with the Africa Foundation to collaborate on agricultural development through the Total Coal project in Witbank. This project currently entails vegetable and crop production.
- Interest in the Dr Kenneth Kaunda Resource Centre concept is gaining momentum and potential investment in the building of the centre is nearing realisation. A general public participation workshop was held on 24 November 2011 on the role of the NWU and the resource centre.
- An MOU was signed with the Department of Social Welfare, Women, Children and People with Disabilities for training and collaboration in social development.

Other community engagement activities and sustainability initiatives of 2011 include:

- The NWU participated in workshops on the development of a diploma and degree in Community Development at the request of the Department of Social Welfare, Women, Children and People with Disabilities.
- The community engagement office assisted a group from Matwlang, an agrarian community near Hesses in developing the land they received through land restitution by holding several workshops on conflict resolution, planning and training.
- The NWU participated in the launch of the Tlokwe Recycling Forum and several consultative meetings with the Mafikeng domestic waste collection project.

At the annual research awards, four Vice-Chancellor's Awards for Excellence in Community Engagement were awarded:

- **The School for Continuing Teacher Education**, represented by Prof Willie van Vollenhoven, was recognised for the supplemental training and mentoring of educators.
- **Prof LJ Mienie** was acknowledged for his work in the diagnosis and treatment of congenital metabolic defects.
- **Mrs Marilize Minné** was recognised for the Cancer in the workplace project.
- **The Potchefstroom Campus Law Clinic**, represented by Mr Schalk Meyer, received an award for providing legal aid services and capacity building.

National Lottery Distribution Trust Fund (NLDTF)
R3,197 million in Lotto funding was allocated for arts and culture projects such as a radio station on the Vaal Triangle Campus, studio equipment and soundproofing on the Potchefstroom Campus and an outdoor arena with stage on the Mafikeng Campus.

A total of R15 million in Lotto funding was allocated for sports and recreation projects, including the construction of a Velodrome – the first and only one in Africa – on the Potchefstroom Campus.

INTERNATIONALISATION

From 2011 internationalisation forms part of the portfolio of the DVC: Research, Innovation and Technology.



The Internationalisation Office as well as the London Internationalisation Office, with special emphasis on EU Framework 7 and Horizon 2020 programmes, have been established.

During 2011 a director for internationalisation was appointed on the Potchefstroom Campus. Following the development of the Internationalisation Framework and internal discussions, the director was seconded to the Institutional Office.

Internationalisation framework and procedures

To increase its international profile and reach, an institutional internationalisation framework was developed to serve as a viable context for action and development on each of the three campuses of the NWU. A number of procedures were developed in consultation with campuses, to formalise and facilitate activities and processes related to internationalisation.

Targets relevant for the NWU internationalisation drive are being developed with campuses.

COLLABORATION

During the 2011 academic year, the portfolio was involved in various collaboration arrangements with international partners.

Linnaeus University, Sweden

An agreement of academic cooperation and exchange was signed in June 2011.

Visit to the United Kingdom

To explore the possibility for strategic partnerships with selected UK universities and to strengthen existing relationships with business partners such as county cricket clubs.

French Embassy PhD bursaries

The French Embassy in South Africa made PhD bursaries available for South African students to visit France for three-month study periods.

University of Newcastle, Australia

The Potchefstroom Campus's Faculty of Educational Sciences accepted an invitation to form part of the Consortium on Early Childhood Development and Education for Teacher Development and Research, an initiative of the University of Newcastle in association with the University of Fort Hare.

REPORT OF THE DEPUTY VICE-CHANCELLOR: RESEARCH, INNOVATION AND TECHNOLOGY (CONTINUED)

15th International Education Association of South Africa (EASA) Conference

Three NWU staff members attended this conference, organised by the Durban University of Technology. The conference was highly relevant to the NWU, which seeks to grow its international profile.

Intra-ACP academic mobility project

An NWU representative visited Addis Ababa in Ethiopia to attend the inauguration of the intra-Africa, Caribbean and Pacific (ACP) academic mobility scheme. This scheme promotes study, teaching and research cooperation among higher education institutions in the three regions. The European Union has made € 9 million available for this project.

To date, three projects have successfully applied for funding, with one directly involving the NWU. Entitled Strengthening African Higher Education through Academic Mobility, this project brings together eight African higher education institutions as project partners.

Beijing Foreign Studies University (BFSU)

A seven-person NWU delegation paid a diplomatic visit to the BFSU, which is one of the leading institutions of higher learning in China. The focus of the visit was on Languages and Business and Management Sciences. A wide range of opportunities for collaboration were explored during the visit.

Invitation to join Development Research Uptake in Sub-Saharan Africa (DRUSSA)

The NWU accepted an invitation from DRUSSA to join the organisation. DRUSSA aims to assist universities with a strong research track record to ensure that their research informs policy and practice in their home countries.

INFORMATION AND COMMUNICATION TECHNOLOGY

From 2011 Information and Communication Technology (ICT), as well as Management Information Services (MIS), form part of the portfolio of the DVC: Research, Innovation, Technology.

With regard to management information, an MIS data warehouse and tools for reporting and analyses have been further developed to provide extensive management information to line managers.

A number of significant ICT improvements, expected to have long-term benefits for the NWU IT community, were implemented during 2011 and are visible across a broad spectrum of domains.

In total, 58 ICT projects were completed in 2011. These delivered improvements for all three campuses, demonstrating the positive effect of the standardisation and integration of systems and infrastructure at the NWU.

PROJECT HIGHLIGHTS OF 2011

Systems and processes

Excellent progress can be reported for our participation in the Kuali Student Project, an international community source consortium that is developing an administrative software suite for its members. Progress was so good that it realised a significant income from the Kuali Foundation to the NWU to provide local system development capacity.

The Kuali partnership enabled the NWU to introduce various Kuali-based applications, such as the IT Profile, guest access system and Hemis academic time recording system.

Other significant ICT systems and process improvements included:

- Providing a new virtual private network for all staff.
- Introducing a new budgeting system.
- Implementing a new, institution-wide anti-virus system, resulting in better IT security and cost savings.
- Implementing the Study Guide Production Management system for the Mafikeng Campus. This system is now in place at all three campuses.
- Implementing the new space management system to manage physical space in university buildings.

Infrastructure expansion and renewal

The telecommunications and IT infrastructure of the university has been substantially improved, with more bandwidth and network coverage available than ever before to students and staff:

- A new Wi-Fi network has been implemented at all three campuses, achieving coverage of at least 50%.
- High-speed broadband connections have been provided between Potchefstroom and Johannesburg, and between Potchefstroom and the Vaal Triangle Campus.
 - On the Mafikeng Campus, R 2,3 million was invested in the upgrading of student computer rooms.
 - A large number of residence rooms were added to the network. As a result, the number of networked rooms rose from 692 to 1 880.
 - The data centre infrastructure at the Vaal Triangle Campus was upgraded and a new computer room with 80 new personal computers was opened.

Services and collaboration

The NWU participated in the national Student Laptop Initiative in collaboration with PURCO and other universities, enabling students and staff to buy laptops at lower prices.

A anti-piracy campaign was launched to inform students about the dangers of unwanted and illegal practices. This type of campaign will be repeated for each new intake of students, as required.



User support, training and empowerment

A new support model for end-user devices was implemented. This is expected to facilitate the use of diverse devices like mobile phones and personal computers. A new IT registration system for easy registration of guest users was implemented.

Governance, management and structural optimisation

As part of a new strategy to improve IT governance, a high-level IT Advisory Board was established to ensure alignment of IT strategies to institutional priorities.

Management Information Systems and the Potchefstroom Campus IT were incorporated into the ICT.

Furthermore, the entire institutional IT structure was revised and optimised to ensure alignment with current strategies and required services.

External collaboration

The NWU has played a significant role in external collaboration, nationally as well as internationally. This includes involvement with:

- The Association of SA University Directors of Information Technology.
- The TENET and Rural Campus Connection Project, sponsored by the Department of Higher Education and Training.
- OpenCollab, a software development company previously known as Psybergate Cape Town. The NWU purchased the majority share to establish a South African community source support capability for institutions using Quali or Sakai.

THE NEW ICT STRATEGIC PLAN FOR 2012-2014

A new ITC (Information Technology Central) strategic plan was developed, aimed at positioning ICT as strategic differentiator. The goal is to provide abundance of ICT connectivity, bandwidth and quality ICT services to staff and students through a combination of demand-pull and technology-push strategies.

The three-year strategy consists of 10 broad but integrated strategies that will be followed to establish a state-of-the-art ICT environment on par with international standards and ahead of most other SA universities. The strategies are:

- Enable mobile and social computing by embracing international trends among students using Facebook, Twitter and other social platforms. This will be possible through ubiquitous network access, including Wifi network on all three campuses.

- Implement a new support model to allow more freedom of access by various non-standard computing devices and diverse software platforms, with greater reliance on self-support by users.
- Create an atmosphere of abundance by removing the constraints on internet accessibility and capacity, as well as improving the disk storage capacity.
- Establish improved governance mechanisms, such as the IT Advisory Board, to ensure alignment and to advise IT on priorities of projects.
- Increase IT participation in inter-university collaboration initiatives such as Sakai, Quali, Alfresco and PURCO collaborations. This will enable the NWU to negotiate better prices and be part of leading-edge IT development.
- Improve delivery, support and customer service by exploring new delivery models and services so as to remove obsolete components, free up scarce resources for new developments, offer users more choices and increase the amount of bandwidth available.

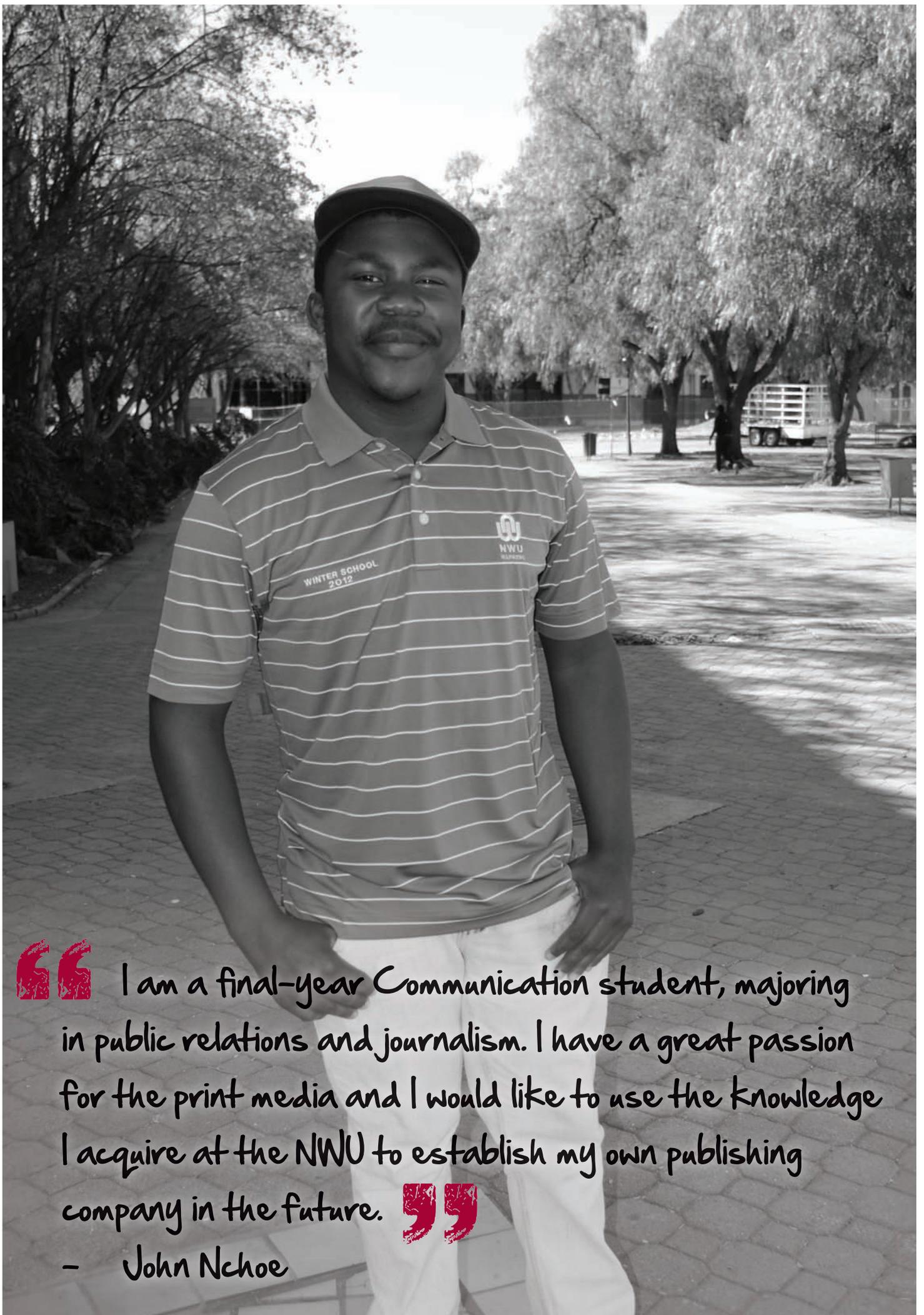
CONCLUSION

During 2011 the NWU took major strides to strengthen further its research and innovation capabilities in line with its longer term objective of developing into an institution where teaching-learning and research-innovation are balanced. The Community Engagement portfolio was further strengthened to support core business.

The foundation was laid for an NWU internationalisation strategy that would accelerate the NWU visibility and involvement at international level. The ITC and MIS divisions were re-organised and a new strategy was developed that is expected to accelerate the use of information technology and management information as strategic differentiator.

Most heartening is the perceived increase in dedication to research, innovation and community engagement among the academic and support staff of the NWU.

PROF F VAN NIEKERK
DEPUTY VICE-CHANCELLOR: RESEARCH, INNOVATION AND TECHNOLOGY



I am a final-year Communication student, majoring in public relations and journalism. I have a great passion for the print media and I would like to use the knowledge I acquire at the NWU to establish my own publishing company in the future.



- John Nchoe

REPORT OF THE INSTITUTIONAL REGISTRAR

The NWU is recognised as a leader in good governance in the higher education landscape of South Africa. The office of the institutional registrar contributes to this by assisting Council and management with governance matters.

The portfolio was accorded a great honour in August 2011 when Prof NT Mosia was appointed as administrator of the Tshwane University of Technology for an initial period of six months. Mr FJ du Preez, the director in the office of the vice-chancellor, was appointed as acting institutional registrar for the period and took the helm of the portfolio from September 2011.

ENSURING LEGAL AND REGULATORY RESPONSIVENESS

The NWU has a particular interest in globalisation trends in higher education and Legal Services is a key link in ensuring that the university reaps the benefits of being part of the global arena.

In the year under review, Legal Services assisted various schools and faculties in negotiating and concluding cooperation agreements with foreign universities. Among them were the Mackenzie Presbyterian University in São Paulo, Brazil, the Universidad de la Laguna (Canary Islands) and the University of Eastern Finland.

The department also assisted schools and faculties to conclude research agreements with other foreign institutions and agencies. Just one example is the Project Grant Agreement between the Centre of Excellence for Nutrition in the Faculty of Health Sciences and the Global Alliance for Improved Nutrition, a foundation based in Geneva, Switzerland.

Legal Services' contract register indicates that the university is currently involved in more than 76 cooperation agreements with foreign entities worldwide.

Student affairs

At the beginning of the 2011 academic year, management received complaints about unacceptable practices during the

“The NWU has proved to be a good leader in governance in the higher education landscape of South Africa.”

orientation programme for first-year students. In view of the university's commitment to constitutional values, the assistance of Legal Services was enlisted and a thorough investigation into the cause and effects of the incidents was conducted.

Based on the report written on the investigation, management in collaboration with Legal Services took remedial and proactive steps that included:

- Making student leaders and house committees in particular aware of the provisions of the Bill of Rights and their responsibility to ensure that basic human rights are not violated;
- Enabling student leaders to understand the workings of the Professional and Public Liability Insurance of the NWU so that they know what to do in certain high-risk instances.

Legal Services succeeded in averting an imminent crisis pertaining to the Student Representative Council elections on two of the campuses. The main reason for the crisis was that the relevant procedural rules had been in disarray and caused dissension and disputes. Legal Services assisted in revising and approving the rules, allowing the elections to take place without disruption.



PROF N THEMBA MOSIA

REPORT OF THE INSTITUTIONAL REGISTRAR (CONTINUED)

Velodrome and BMX cycling track

Excellent progress has been made with the proposed establishment and construction of the international 250-metre indoor wooden cycling track, known as a Velodrome, initiated by the director of Legal Services.

Owing to its scale and complexity, this multi-million rand project calls for high-level legal inputs. The Velodrome will be the first and only facility of its kind in Africa and thus has local, regional, national and international significance.

A Memorandum of Understanding and Cooperation has already been signed between the university and the International Cycling Federation (ICU), ensuring that athletes from all over the world will have access to the facilities linked to the project.

Other legal matters

- Negotiating with the CEO of SuperSport Football Club for the release of a Mafikeng Campus Soccer Institute player to SuperSport.
- Assisting the manager of the Cachet Park Business Centre with all legal aspects of conducting the business of this major venture.
- Cooperating with the Institutional Coordinator for Occupational Health and Safety to ensure that the relevant statutory registers are complete for auditing purposes.
- Liaising with the external auditors on contingent liabilities and other queries of a legal nature for external audit reports. This is important in view of the replacement of Generally Accepted Audit Practice (GAAP) with International Financial Reporting Standards (IFRS). As a result, the queries from the university's external auditors have become more specific and must be dealt with in more detail than before.
- Assisting the Mafikeng Campus in procuring a Class Broadcasting Service Licence from the Independent Communications Authority of South Africa (CASA).
- Concluding a multimedia outsourcing project to unlock the value of media rights within university sport.

RELIABLE CORPORATE RECORDS

In 2011, the Records Management department continued to implement a records management programme to enhance the quality, reliability and accuracy of the NWU's corporate records.

Record management milestones of the year included:

- Presenting the credit-bearing records management training workshop "The nuts and bolts of records management" to Poussierre D'Etoiles Professional Conference Organisers and also to the Development Bank of South Africa.
- Providing formal records management training for 123 NWU staff members and presenting information sessions

on the basic usage of the file plan to staff on the campuses and at the Institutional Office.

- Incorporating records management into the Institutional Course for New Lecturers (ICNL), introducing the basic records management principles for teaching-learning.
- Ensuring safe and secure physical storage of records by commencing a storage area survey and assistance project.
- Testing and implementing the electronic records management platform of the NWU (INSINQ SHARE).
- Celebrating Records Management awareness month in August 2011 with a seminar on the Promotion of Access to Information Act as highlight.
- Owing to the NWU's leadership in records management, representatives were invited to speak about record management at events hosted by the University of Johannesburg and the Cape Peninsula University of Technology.

ENHANCING SERVICE DELIVERY TO STUDENTS

After completing a successful pilot project for web registrations in 2011, Student Administrative Systems made a web registration function available to all students, regardless of their qualifications or academic record. In other words, web registrations should be available to undergraduate and postgraduate students, including those repeating modules.

New staff discount forms were developed and implemented and the rules and conditions for NWU staff discounts were clarified and made available.

Development commenced on web applications for prospective NWU students. Prospective students at the Potchefstroom Campus were able to apply online in 2011. This will be extended to the Mafikeng and Vaal Triangle Campuses.

The department is busy finalising improvements to the admission system to calculate automatically applicants' APS scores and test each applicant against the admission requirements.

ARCHIVES AND MUSEUMS

The number of enquiries has doubled since 2009, and the record number of visitors and researchers is evidence of this. In 2011:

- 600 enquiries were answered and 753 museum visitors received.
- 220 students in social sciences attended a lecture on primary sources.
- 44 staff members attended the information sessions during the Archive Awareness Week in August.
- 988 photographs were scanned for researchers and among others television programmes such as KykNet Kwêla, e.tv, and SABC 3. TV productions were made of Mr FW de Klerk,



Dr Theuns Eloff, well-known author Mr André P Brink, pianist Christa Steyn and the Alabama student musical revue group. Photographs were also provided for various anniversary publications, the planning of reunions and the redecoration of the Potchefstroom Campus Alumni Clubhouse.

- Archive portfolios of 26 residences were successfully received and appraised.

Highlights of the year were:

- The sorting of 150 linear metres of archives, representing an exceptional achievement.
- The acquisition of 7 289 photographs, 3 368 of which were categorised.
- The sorting and categorisation of the content of 466 existing CDs and DVDs; as a result, 32 gigabytes of duplicate memory could be eliminated.
- The upgrading of the security system to new technology and installation of 92 linear metres of mobile shelves in the photo library.

Archive facilities were established at the Vaal Triangle Campus and a number of minutes have already been collected. In addition, the facilities on the Mafikeng Campus were extended and a great number of records collected.

QUALITY

As from 2011, the Institutional Quality Office has been repositioned as part of the Institutional Registrar's portfolio.

The role of the Institutional Quality Office is to provide support for quality-related initiatives spelt out as strategic goals in the Institutional Plan.

To ensure synergy between the Quality Office and campus managements, a Quality Forum was established.

During August 2011 the management team of the Higher Education Quality Committee (HEQC) provided verbal feedback on the Council-approved NWU improvement plan, which emanated from the Institutional Quality Audit Report.

After the improvement plan had been partially implemented, Council approved a progress report in November 2011 and this was then submitted to the HEQC. In addition, the so-called gaps project that emanated from the audit preparations received attention.

The Quality Office conducted the first aligned internal evaluation of the aligned LLB programme. Both the Potchefstroom and Mafikeng Campuses collaborated in this venture. A process was also started to evaluate internally the BEd Foundation programme in a coordinated way on all three campuses.



REPORT OF THE INSTITUTIONAL REGISTRAR (CONTINUED)

On the Potchefstroom Campus, external programme evaluations were conducted on the Bachelor's degree in Training and Development and the master's programme in Environmental Management. A follow-up visit was conducted for the master's programme in Forensic Social Work.

Statutory body evaluations were also conducted of the following programmes offered on the Potchefstroom Campus. These include Regional Planning, Engineering, Dietetics and Nutrition, and Pharmacy.

On the Vaal Triangle Campus, an external subject-in-programme evaluation was conducted for Sociology. Two follow-up subject-in-programme evaluation visits were conducted for History and Sesotho.

On the Mafikeng Campus, follow-up evaluations received attention. Follow-up visits were conducted for Animal Health, Development Studies and Chemistry.

Quality assurance work related to the support units in the university progressed well:

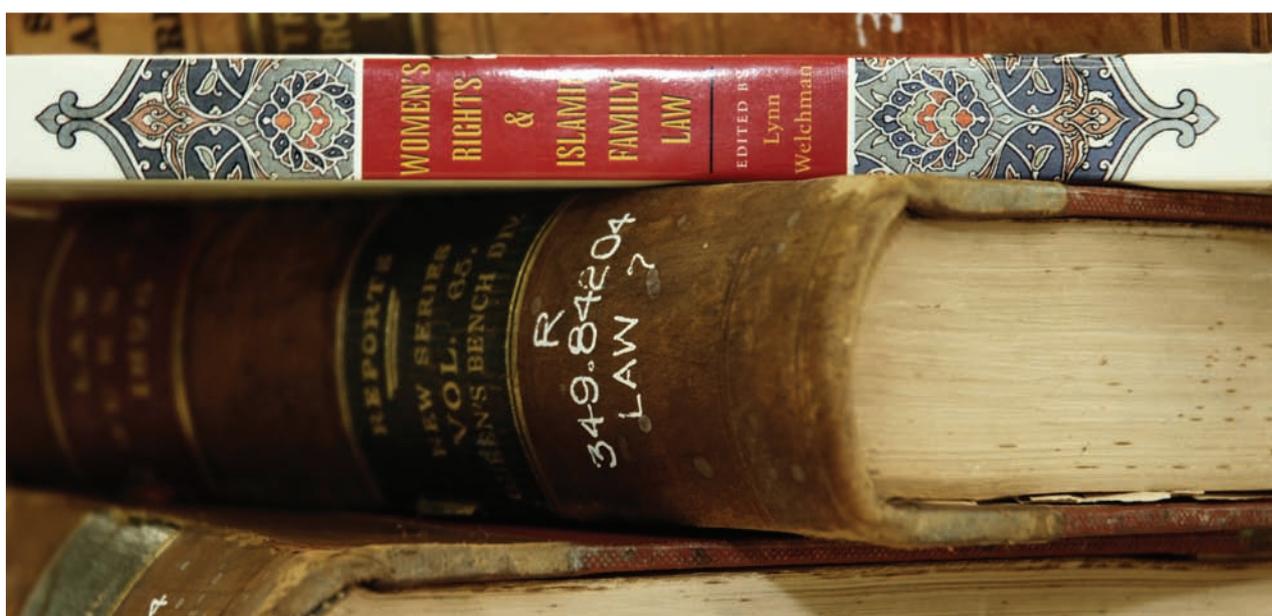
- Six quality manuals were redeveloped and updated (two from the Mafikeng Campus and four from the Potchefstroom Campus).
- Self-evaluations were conducted by Student Affairs in Mafikeng and Protection Services and the Library in Potchefstroom.
- These self-evaluations were followed by comprehensive peer evaluations, resulting in detailed peer evaluation reports with commendations and recommendations.

PROVIDING PROFESSIONAL GOVERNANCE AND SECRETARIAT SERVICES

Institutional Governance and Secretariat Services ensures that the activities and processes of the Council, Senate, Institutional Forum and Institutional Management comply with the statutory requirements.

Among the highlights of the year were:

- The annual Council workshop on the NWU's role and responsibilities in community engagement, sustainable socio-economic development, corporate social investment and integrated reporting. Council's engagement on this topic ultimately led to the approval of a Community Engagement Strategy for the NWU in September 2011.
- A successful induction session for newly designated Council members.
- The Secretariat supported the vice-chancellor and Council in implementing the approved processes and consulting the prescribed statutory structures during the appointment of a Deputy Vice-Chancellor: Teaching-Learning.
- The department assisted Council and Senate in calling for nominations for honorary awards. These nominations as well as two nominations for honorary doctorates were considered and approved.
- The Secretariat assisted the university's governance structures with the required processes and co-ordinated elections to fill vacancies in Council and its committees, as well as those in Senate and the Institutional Forum.



ADMINISTERING INSTITUTIONAL FUNCTIONS AND RESPONSIBILITIES

This department was instrumental in preparing the NWU's entry for the 2011 PricewaterhouseCoopers Excellence in Corporate Governance Awards, which the university won.

Another important task was the coordination of the university's Annual Report for the 2011 academic year.

In 2011 the content of the Annual Report was restructured in such a way that the DoHET could more readily access information of importance. Each section contained the appropriate reference from the Regulations on Annual Reporting.

Accordingly, a version that complies with the legislative requirements was delivered to the Department of Higher Education and Training on 30 June 2010.

In 2011, the department Records Management and Administration dealt with the following policies as part of the new policy management programme:

- Five new policies/rules were approved.
- Six policies were reviewed and reapproved.
- Two policies were referred back by Council.
- Two policies were edited to correct technical mistakes.
- One policy was referred back to the policy owner before submission to Institutional Management.
- Two policies were submitted to Institutional Management for approval.

The NWU currently has 48 Council-approved policies.

Other ways in which the department contributed to the smooth functioning of the NWU during 2011 were:

- ensuring that the 2012 institutional calendar was completed and approved by Council by June 2011;
- administering ex officio Commissioners of Oaths through 74 commissioners rendering services across the university; and
- dealing with 34 requests in terms of the Promotion of Access to Information Act, a significant increase compared to seven in 2010.

CONCLUSION

A characteristic of the higher education landscape, locally and internationally, is constant legal, regulatory and governance change. The NWU, with its deep repositories of legal, administrative and management expertise, is well positioned to adapt swiftly and effectively to such change, ensuring stability and continuity in a fluid environment.

The institutional registrar is proud to have contributed to the NWU's leadership in higher education administration and governance, and is committed to ensuring that the university remains a role model in the tertiary education sector.



PROF NT MOSIA
INSTITUTIONAL REGISTRAR



““ While I develop my career at the NWU, I am also helping to write the success story of this exceptional place. ””

- Lerato Tsagae

REPORT OF THE EXECUTIVE DIRECTOR: HUMAN CAPITAL

The Directorate Human Capital, being the focal point of all human capital management policies and processes at the NWU, is organised to execute five main functions:

- Human Capital Operations, which ensures that the NWU executes all administrative and legal processes prescribed for proper management of the staff complement;
- Human Capital Development, which supports the NWU in nurturing the potential of its people by creating growth opportunities for all staff;
- Organisation Development, which strives to maintain the integrity of the formal structures and processes for managing the university's human capital, as well as to improve these;
- Employee Relations, which nurtures an institutional culture where human rights are respected, diversity is harnessed constructively and transformation of the staff profile is ongoing, and
- Student Affairs and Sport, which ensures that the Institutional Student Representative Council (ISRC) participates in the governance structures of the NWU. The unit also promotes social cohesion among students by encouraging participation in sport and cultural activities.

EMPLOYEE STATISTICS

Staff complement of the NWU

NWU employees	2010	2011
Permanent	3 021	3 160
Temporary	3 804	3 757
Total	6 825	6 917

“Growth opportunities are being made available to staff at all levels and close attention is being paid to their well-being, ensuring that they have the skills to cope with the stresses of working in a high-performance learning organisation.”

MR VICTOR MOTHOB I

Employment categories

Category	2010	2011
Teaching/research professional	3 013*	3 058
Executive/administrative/management professional	107	104
Specialised/support professional	518	490
Technical	294	280
Non-professional administration	2 409	2 535
Crafts/trades	42	31
Service	442	419
Total	6 825	6 917

* Total includes temporary and permanent staff



REPORT OF THE EXECUTIVE DIRECTOR: HUMAN CAPITAL (CONTINUED)

Gender profile

Gender	2009	2010	2011	2009	2010	2011
Female	3 416	3 816	3 902	56%	56%	56%
Male	2 692	3 009	3 015	44%	44%	44%
Total	6 108	6 825	6 917	100%	100%	100%

Demographic composition

Race	2010	2010	2011	2011
African	2 200	32%	2 350	34%
Coloured	174	3%	211	3%
Indian	72	1%	72	1%
White	4 377	64%	4 283	62%
Unknown	2	0%	1	0%
Total	6 825	100%	6 917	100%

DIVERSITY MANAGEMENT

The university is establishing a culture where diversity is regarded as an asset and there is genuine respect for the rights and dignity of all. With this in mind, the Faculty of Education at the Potchefstroom Campus and the Faculty of Humanities at the Vaal Triangle Campus continued to sensitise their staff and students on the concept of diversity management. The Executive Director: Transformation and Diversity Management also facilitated various discussions in this regard.

Diversity was also emphasised in the human rights workshop held on 18 March 2011, attended by both staff and students.

EQUITY MANAGEMENT

The Institutional Employment Equity and Skills Development Forum (IEESDF) had a challenging year with the revision of the NWU Employment Equity Plan (2012-2014) and the setting of specific numerical targets for the whole NWU enjoying the highest priority.

During this process new trends in the Higher Education sector, best practice, as well as increased participation from Workplace EESDFs were focused on.

Regular reporting to Institutional Management as well as Council committees with regard to progress on the diversification of the workforce took place, with the emphasis placed on the setting of specific numerical targets as an ongoing process.

With regard to implementation, monitoring and reporting of employment equity, the establishment of an Employment Equity Dashboard as well as Management Information tool was initiated. This should be finalised during 2012.

Regarding employees with disabilities, focus was placed on the inclusion of targets for people with disabilities, the evaluation of infrastructure and general environment, as well as plans for sensitisation programmes regarding disabilities. A general survey was launched to update data on employees with disabilities and record difficulties experienced by people with disabilities.



HUMAN RIGHTS MANAGEMENT

The Human Rights Committee plays an important role in upholding respect for human rights at the NWU by investigating and advising on complaints about human rights violations.

The committee recommended the reappointment of Advocate Solly Sithole, SC, as its chairperson for 2012.

A successful joint conference on human rights was held in conjunction with the Provincial Office of the South African Human Rights Commission in the North West Province. Another one is planned for March 2012.

HOLISTIC VIEW OF HEALTH AND WELLNESS

The NWU's Institutional Health and Wellness Coordinating Committee ensures that health, wellness and safety services are properly coordinated across the university and duplication between the different spheres reduced.

During 2011, the committee:

- provided inputs for a memorandum of understanding on primary health care between the North West Province Department of Health and the NWU;
- drafted a primary health care policy;
- prepared a revised strategy to ensure coordination of services across the organisation;
- reviewed the HIV Policy;
- developed strategic plans for health, wellness and safety services, and
- compiled guidelines on the accommodation and support of pregnant students.

HEAIDS PROJECT

NWU representatives attended two meetings of Higher Education HIV/AIDS programme (HEAIDS) to provide feedback on the HEAIDS Phase II, which was a HIV prevalence study, and to give an update on the commencement of Phase III.

The director of HEAIDS met with the vice-chancellor and delivered a presentation for staff and students involved with HIV and Aids. Campus rectors confirmed the sustainability of the HEAIDS project and the campuses' HIV and Aids programme.

The primary health care nurse of the Vaal Triangle Campus and the Mafikeng HIV coordinator attended the HEAIDS SAHARA conference held in Port Elizabeth.

HIV AND AIDS MANAGEMENT

HIV and Aids programmes are run in conjunction with the campus clinics which are all accredited as primary health care clinics.

Both the Mafikeng and Potchefstroom Campuses have signed a memorandum of understanding with the North West Provincial Department of Health, covering primary health care services, including HIV and Aids. The Vaal Triangle Campus is in the process of negotiating a similar agreement with the Gauteng Provincial Department of Health.

The portfolio has developed a draft HIV strategic plan for campuses to implement.

Ongoing HIV and Aids activities on the campuses include awareness campaigns, peer educators workshops, condom promotion and distribution, HIV counselling and testing, primary health care and psychosocial services for people living with HIV and Aids, nutrition support and chronic disease management.

EMPLOYEE WELLBEING

The NWU has a well-structured Employee Health and Wellness (EHW) programme that takes into account the psychosocial, emotional and physical well-being of staff.

Through the programme, employees have access to three types of services: health and wellness services, work-life balance services and educational services.

Projects and events were well attended during the year. A total of 6 489 people (staff and their spouses) had contact with Employee Health and Wellness in 2011, consisting of:

- 722 from the Institutional Office;
- 1 680 from the Mafikeng Campus;
- 3 419 from the Potchefstroom Campus; and
- 668 from the Vaal Triangle Campus.

Other programmes include health and wellness, work-life balance and educational projects undertaken during the year, as well as an Inter-campus Social Day held on the Mafikeng Campus.

Another programme, the Employee Assistance Programme (EAP) assists employees who have both work-related and personal problems that affect their attendance and/or job performance.

REPORT OF THE EXECUTIVE DIRECTOR: HUMAN CAPITAL (CONTINUED)

TRAINING AND SKILLS DEVELOPMENT

A total of 2 469 staff members attended training interventions for 2011.

For skills development, the NWU received R1 912 000 from ETPD SETA for discretionary grants. The beneficiaries included 50 students, 30 academic staff members and 18 interns. These grants were distributed across all three campuses.

In addition, the one-year junior management training was completed in November 2011.

LEADERSHIP ACADEMY

The first three-year cycle of the NWU Leadership Academy programme was concluded in 2011.

Over the three years:

- All university managers from the level of director and higher were exposed to competency-clusters.
- A series of compulsory and elective one-day workshops focused on reinforcing leadership and management skills deemed as critical success factors for effective management.
- Elective mini-workshops focused on the acquisition and strengthening of practical skills for dealing with specific management problems in the workplace.
- A battery of assessments included self-assessments, reports and feedback, knowledge appraisals and 360-degree multi-rater assessments.
- Individual feedback interviews were held to determine the outcomes of the developmental interventions, as well as further developmental needs.

From all the feedback received, it is clear that this unique programme has delivered positive results. From a total of 111 evaluations, 61% of participating managers indicated a significant or even major improvement in their management effectiveness.

By the end of 2011 a total of 76 managers had completed the three-year programme, and will receive certificates as accredited through the NWU quality assurance process.

INSTITUTIONAL STUDENT REPRESENTATIVE COUNCIL ACTIVITIES

The members of the ISRC and all three campus SRCs for 2010/2011 attended a leadership training workshop in Parys, facilitated by Mr Eric Mafuna from the African Leadership Group.

The student leadership also attended the Human Rights Seminar organised by the NWU Human Rights Committee, and took part in a workshop for potential leaders.

All campuses held successful SRC elections during August/September for 2011/2012. The Institutional Senate approved the Campus SRC's House Rules and the new ISRC was inaugurated on 9 September, with Mr Tadashi Sabelele of the Vaal Triangle Campus as the new ISRC chairperson.

Five ISRC members attended the South African Union of Students' Conference, and all the newly elected campus SRC members attended a leadership workshop, again facilitated by the African Leadership Group.

During 2011, the ISRC held five scheduled and two special meetings. ISRC members serving in the Council, Senate and



other institutional committees gave input as part of their role in cooperative governance.

STUDENT SPORT AND CULTURE

Students from all campuses attended the annual Inter Campus Sports Day on 12 March 2011 at the Potchefstroom Campus. On 21 September 2011, students also attended the first Cultural Day celebrations for both students and staff, held at the Vaal Triangle Campus.

HUMAN CAPITAL OPERATIONS

Labour Relations

A Personnel Behavioural Code was compiled and approved by Institutional Management. The code contains all labour relations procedures, such as grievances and disciplinary matters.

A Sexual Harassment Ombudsperson will be identified to assess complaints of sexual harassment from both students and staff. During 2011, there were 21 Commission for Conciliation, Mediation and Arbitration (CCMA) cases and 12 Labour Court cases, while 65 disciplinary cases were attended to.



Human capital administration

Human capital practitioners are functioning on all three campuses and at the Institutional Office. The staff establishment project was completed for all academic components on all three campuses. The support component will be finalised in 2012.

All human capital operational processes were mapped and manuals with flow charts compiled for all core processes. This will ensure better service to human capital clients.

CONCLUSION

Slowly but surely, the NWU is building a cohesive corporate culture that embodies the organisation's four core values of integrity, commitment, accountability and respect.

The Human Capital portfolio is contributing to this by implementing programmes that sensitise staff and students to the opportunities and challenges of operating in a multi-campus environment. Growth opportunities are being made available to staff at all levels and close attention is being paid to their well-being, ensuring that staff has the skills to cope with the stresses of working in a high-performance learning organisation.

The portfolio is also ensuring that the university builds a competent, unified leadership able to take the institution into the future with confidence.

MR VL MOTHOB
EXECUTIVE DIRECTOR: HUMAN CAPITAL



I am a third-year Communication student and my dream is to become a political journalist. I want to be on the scene when a political figure makes a contentious statement so that I can communicate this to the world before he or she can deny it.



- Kirsti Visser



REPORT OF THE EXECUTIVE DIRECTOR: CORPORATE AFFAIRS AND RELATIONS

Corporate Affairs and Relations began the year with two additional functions, namely convocation and alumni, and institutional advancement. This development presented an exciting opportunity to expand the focus on building and strengthening mutually beneficial partnerships between the NWU and key stakeholder groups.

The development of the university's brand positioning, stakeholder engagement and crisis communication management strategies took prominence in 2011, over and above the role of maintaining a cohesive brand identity and facilitating effective communication.

STRATEGIC BRAND POSITIONING

Having finalised the brand roll-out, which essentially focused on corporate identity elements, the department could give attention to more strategic matters.

Firstly, a Stakeholder Reputation Perception audit was conducted through a Johannesburg-based research agency and consultancy, De Facto. The audit revealed useful information that highlighted the need to refine the university's brand positioning, differentiate the university in the marketplace and articulate its brand essence in a clear, cohesive and consistent manner.

Secondly, an agency, McCann Worldgroup, was appointed to assist in revisiting the brand positioning strategy and communications plans. This team was selected through a participative and transparent pitching process.

The scope of work for McCann was established, and a contract drawn up to include an internal brand awareness campaign for 2012.

"Corporate Affairs and Relations made good progress in developing the university's brand positioning, so as to clearly and consistently articulate the NWU's unique brand essence."

MS PHUMZILE MMOPE

Other highlights of the year included the new NWU anthem, "Bless us oh Lord", and an addition to the Ceremonial Regalia in the form of a PhD gown and honorary PhD gear.

A promotional DVD giving an overview of the NWU was produced, branded promotional items such as banners and corporate gifts were ordered and the corporate gift catalogue was continually updated as new stock arrived.

EXTERNAL COMMUNICATION

To position the NWU among key external stakeholders, an advertising campaign was conducted and implemented throughout the year in various publications. The theme portrayed in this campaign, as well as during special events, was "Striving for balanced excellence".

Media monitoring showed that favourable coverage of the NWU significantly outweighed unfavourable coverage during 2011. A total of 7 730 media items were analysed. This figure is more than double that for 2010 and had a total advertising equivalent value of R 170 222129.

Of the 7 730 items analysed, 5 037 appeared in the print media, 1 054 in broadcast media and 1 639 in the online media.



REPORT OF THE EXECUTIVE DIRECTOR: CORPORATE AFFAIRS AND RELATIONS (CONTINUED)



In total there were 7 182 balanced items and 538 positive ones, while the unfavourable coverage resulted from only 10 articles.

To ensure that all external stakeholders have easy access to news from all four business units of the university, one platform has been created on the university's website. Known as "Today @NWU", it assembles the latest news of the four business units onto one news page.

As part of the internal risk assessment and risk abatement strategy, a communication plan was developed and approved by Council.

The first and foremost goal of the crisis communication plan is to protect the integrity and reputation of the NWU in any crisis. This crisis communication plan was designed to be used in conjunction with the normal decision-making hierarchy of the university, as well as the NWU's disaster management plans and other operational crisis response plans of other units.

One of the major external communication highlights during 2011 was the NWU continued sponsorship of the National Press Club's Journalist of the Year competition. The sponsorship was expanded in 2011 to include an Editor of the Year award.

Corporate publications were used throughout 2011 to establish the university's brand and strengthen its key strategic messages. The flagship print publications were:

- The 2010 annual report, with the theme "Striving for balanced excellence", which was submitted to the Department of Education on 30 June 2011. Subsequently, a glossy version for stakeholders was published in English and Afrikaans, with executive summaries in Afrikaans, English, Setswana and Sesotho.
- Pocket Statistics, a fold-out brochure containing a summary of management information.
- Two editions of the alumni publication *NWU & U*, which were distributed to all convocation members and to the alumni offices of the three campuses.
- The popular z-fold brochure that senior management and academics use as a marketing tool, containing information about the Institutional Office and the three campuses.
- The research annual report, in which Corporate Affairs and Relations played a major role for the first time.

In another first, the annual report, corporate profile and alumni publication were made available digitally in 2011. This made these publications more accessible to a wider range of stakeholders and is helping to minimise the university's carbon



footprint. The department is exploring the possibility of using digital distribution for other publications in 2012.

INTERNAL COMMUNICATION

Internal communication was again a priority in 2011 as a result of the continuing process of streamlining and aligning activities between the Institutional Office and the three campuses. Based on the feedback from an external Communication Consultant, the department identified certain gaps in the internal communication channels. Although many of these have already been addressed, Corporate Affairs and Relations is ensuring that internal communication is constantly adapted to achieve the desired outcomes.

The main channels of internal communication used at the institutional office during the year were:

- The internal staff newsletter Eish!, seven editions of which were published and distributed.
- Electronic media such as the twice-weekly @NWU electronic notice for staff, the vice-chancellor's monthly newsletter, video streaming messages from the vice-chancellor and urgent and crisis communication bulletins.
- An institutional management newsletter, which was established to assist managers in communicating important decisions after each institutional management meeting.

As a marketing tool for staff, especially academics and senior managers who interact with their peers outside the university, the NWU corporate profile was published in English and Afrikaans. A one-page summary in Setswana was included, as was a fold-out page with higher education information.

The NWU's internal staff newsletter, Eish!, did well at the South African Publication Forum's award ceremony where it was a finalist in the best internal newsletter category, and a second runner-up in the category for best publication with a smaller budget.

In another competition, this time organised by Marketing, Advancement & Communication in Higher Education (MACE), the Eish! received an award for the best internal newsletter, with a score of 89%.

WEB REDEVELOPMENT AND ELECTRONIC COMMUNICATION

During 2011, the department finalised the second phase of the web redevelopment, affecting all academic faculties and sup-

port departments, as well as student-specific pages. A virtual tour of all three campuses can now be viewed on the website.

As part of the web redevelopment project, the NWU website was migrated to a new content management system known as Drupal. This followed a process of identifying stakeholder needs for the NWU website and a content management system that would enable the NWU publishers to meet these needs. Unfortunately, during the migration of content, a number of fundamental inherited challenges regarding the NWU website came to the fore.

Outside specialists in website development, VCom Solutions, conducted a situational analysis. From this analysis, it became clear that the challenges included issues such as the current web publishing model, content structure and navigation, a lack of an editorial policy, issues with translation and the quality control process. These issues will be addressed as far as possible during 2012.

STAKEHOLDER RELATIONS

The NWU continued establishing and building sound relationships with various stakeholders. In total, 12 networking dinners were held across the country, including two with the NWU Board of Donors. The dinners, hosted by Dr Theuns Eloff, the vice-chancellor, were opportunities to forge strategic relationships, enter into business development partnerships and inform opinion-leaders about the NWU's achievements and challenges. Networking dinners were held for local business people in Mafikeng, Potchefstroom and Vanderbijlpark.

Dr Eloff also held 20 breakfast meetings with members of staff on the Mafikeng, Potchefstroom and Vaal Triangle Campuses, as well as the Institutional Office.

The Institutional Management identified the need to develop a stakeholder profile of the NWU as a strategic priority for effective stakeholder engagement and relationship management. An audit was conducted, enabling the department to successfully identify what messages need to be communicated to the primary stakeholders. However, the lack of sufficient and accurate data made it difficult to facilitate contact and engagement with the relevant stakeholders.

Corporate Affairs and Relations addressed the shortcomings by firstly identifying the owners who manage all the different stakeholder groups. Once identified, these owners will take responsibility for compiling and maintaining the stakeholder database.

REPORT OF THE EXECUTIVE DIRECTOR: CORPORATE AFFAIRS AND RELATIONS (CONTINUED)



The process to identify a suitable database management system, and develop a maintenance programme to ensure that all stakeholder information in the database is frequently updated, started during 2011 and will continue in 2012. It will focus on students, staff, alumni/convocation, donors, employers/ business sector and research and academic organisations associated with the NWU.

INSTITUTIONAL ADVANCEMENT AND ALUMNI

The Institutional Advancement and Alumni Office of the NWU was partially established in the course of 2011. The purpose of the office is to further public understanding and recognition of the NWU and its important mission as a leading teaching-learning and research university, and to attract financial and political support for the institution.

In 2011, a coordinating committee was constituted to synchronise all fundraising and alumni matters.

All fundraising information is entered onto a central database so that prospective fundraisers can ensure a single point of contact with funders and sponsors.

In other significant fundraising developments of 2011:

- Corporate and CSI funders pledged more than R4 million to the university for projects proposed by NWU academics.
- The institutional advancement office organised visits to approximately 100 corporate entities, as relationship building underpins fundraising.
- The endowment fund attracted strong support for the Meal-a-Day project for financially needy students.
- Fundraising for capital projects focused on the proposed Velodrome and BMX track, which is the single biggest project that the university has ever undertaken. It is expected that 2012 will see the fruition of these fundraising efforts. The total cost of the Velodrome will be in excess of R100 million.

CONVOCATION AND ALUMNI MATTERS

The NWU Convocation Triennial General Meeting was held in Isando, Johannesburg, on 6 August 2011 and chaired by Mr Bennie Howard, the outgoing president of the convocation.



The meeting approved the constitution of the convocation and a new president (Adv Jan Henning) and vice-president (Dr Sammy Thekiso) were elected.

Other elected members of the executive committee of the convocation are Dr Brenda Sekatane, Adv Johan Kruger, Mr Thabang Tikane, Ms Heleen Coetzee, Dr Dirk Hermann and Prof Marius Stander.

The convocation is represented by four members in Council. Ms H Coetzee, the newly designated member of Council from the ranks of the convocation, was appointed as a lecturer at the Potchefstroom Campus as from 1 January 2011. Due to her employment at the NWU, Ms Coetzee was no longer eligible to serve as an external member of Council in this category.

Adv Johan Kruger, who was already a member of the convocation executive committee, was elected as the new member to Council.

OTHER ASPECTS

External communications

The NWU international office in the United Kingdom continued developing the strategic positioning and branding of the NWU through regular meetings with key decision makers and influencers in the UK and its contact network.

In May 2011, the London office hosted a visit by the rector of the Vaal Triangle Campus, Prof Thanyani Mariba and Prof Herman van der Merwe, the dean of Economic Sciences and Information Technology, who met with UK universities and thought leaders in higher education.

Stakeholder relations abroad

The NWU's Charitable Trust in the UK continues to play an important part in further promoting stakeholder relationships, particularly among UK government representatives, South African representatives in the UK and UK universities, funds and business people.

The current board of trustees was strengthened through the recruitment of two influential trustees, the former vice-chancellor of the Open University and the former vice-chancellor of London South Bank University.

The London office continues to invest in developing strong relationships with the South African High Commission in London and the UK office of the International Marketing Council of South Africa.

Internationalisation

Internationalisation has gained new impetus with the development in 2011 of the Internationalisation Framework. The London office has arranged a visit for the NWU's vice-chancellor and Deputy Vice-Chancellor: Research, Technology and Innovation to visit leading European universities.

Their visit will enhance the university's international brand building and position it to attract European universities as partners.

CONCLUSION

While integrating the new responsibilities of coordinating convocation and alumni activities, as well as coordinating fundraising efforts into its operations, Corporate Affairs and Relations made good progress in developing the university's brand positioning so as to clearly, cohesively and consistently articulate the NWU's unique brand essence.

Another crucial milestone was the development of a crisis communication plan. For the first time, the NWU has a communications crisis plan that will enable the university to contain any reputational damage.

The year ahead presents several challenges and many more opportunities. The chief challenge will be to address satisfactorily the web development problems being experienced. The greatest opportunities lie in strengthening engagement with key stakeholder groups and raising brand awareness among staff and students. The NWU brand has the potential to be among the most recognised and respected in the South African higher education landscape.

MS PP MMOPE
EXECUTIVE DIRECTOR: CORPORATE AFFAIRS AND RELATIONS

VOICE

A
PLACE
WHERE
IMAGINATION
HAS
NO
BOUNDARIES
AND

DREAMS

ARE
BORN

...

THE FUTURE

CAMPUS OVERVIEW

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**THIS IS THE PLACE
WHERE 'WHAT IF' BECOMES 'WHAT IS',
WHERE 'IF' BECOMES 'WHEN',
AND 'COULD' BECOMES 'CAN'**

MAFIKENG CAMPUS OVERVIEW

ACHIEVEMENTS IN TERMS OF THE CAMPUS PLAN OBJECTIVES

The following achievements around the campus plan were realised in 2011:

- The number of NRF-rated staff members increased to 11.
- The number of units of published articles in accredited journals was 150,58, conference proceedings 9,28 and books/chapters 5,3.
- The number of postdoctoral fellows increased to 14.
- The second research niche area was established in Food Safety and Security.

The campus received a radio broadcasting licence in April 2011 and has a radio station that is now fully operational as NWU FM 105.5.

“The campus is proud of the steps taken in 2011 to secure the success of students, grow the capabilities of our staff and contribute to the communities we serve.”



PROF DAN KGWADI

CAMPUS HIGHLIGHTS

- Prof Eno Ebenso from the School of Physics in the Faculty of Agriculture, Science and Technology won the award as the Most Internationally Cited Researcher at the annual NWU research awards ceremony.
- The campus conferred an honorary Doctorate of Philosophy in Law on Mr Justice P Langa, the retired Chief Justice of South Africa.
- Two members of the academic staff became full professors, namely Prof O Oladele of the Faculty of Agriculture, Science and Technology (FAST), and Prof B Mbenga of the Faculty of Human and Social Sciences (HSS). Four other staff members were promoted to Associate Professor, namely Dr G Mukuddem-Peterson (Commerce and Administration), Dr T Ruhiiga (FAST), Dr M Kibet (HSS) and Dr S Khunou (Law).
- The Centre for Applied Radiation, Science and Technology (CARST) received a Certificate of Registration to Practice from the National Nuclear Regulator in December 2011, allowing it to handle radioactive material for research purposes.
- International collaboration was a strong theme of the year:
 - The Department of Nursing Science hosted three students from John Hopkins University in the United States for 10 weeks on an exchange programme.
 - Prof V Tshivhase of CARST visited the University of Ghana and Ghana Atomic Energy Commission to meet his research collaborators.
 - Visiting scholars from McMaster University in Canada conducted a two-day Problem Based Learning (PBL) colloquium, followed by a four-day PBL workshop.
 - A team of 12 campus academics and academic support staff attended the PBL Summer Institute at McMaster University, with funding from Atlantic Philanthropies.
 - Dr G Wyatt from the University of California visited Nursing for a collaborative project on trauma related to gender-based violence.
 - Agricultural Economics and Extension hosted Prof Ikegami Koichi from Japan's Kinki University Faculty of Agriculture.
 - Chemistry hosted scholars from the University of Arizona on a fact-finding mission into the implications of nanotechnology in social development.

INTRODUCTION

The year was a productive one for the Mafikeng Campus, with learning-teaching activities proceeding smoothly and steady gains being made in research. This included increases in the number of researchers with NRF ratings and in the number of postdoctoral students.

Overall, student numbers grew with 7,68% to 9 211 with 2158 first-year students commencing their studies in 2011. Much time and effort went into creating a supportive environment for these students making the transition from school to university. An exciting new development during the year was the launch of a pilot mentoring programme for first-year extended programme students in two faculties.

Student life was vibrant and varied, with student leaders serving as positive role models and fulfilling their leadership roles with commitment and enthusiasm.

Student enrolments 2011

Undergraduate	7 742
Occasional students	7
Honours	509
Postgraduate diploma/certificate	248
Master's	545
Doctoral	160
Total	9 211

Composition of undergraduate students in 2011

First years	Contact	2 016
	Distance	142
Seniors	Contact	4 216
	Distance	1 375

Diplomas and degrees conferred in 2011

Certificates and diplomas	736
Bachelor's degrees	915
Honours degrees	317
Master's degrees (including MBA)	103
Doctorates	10
Total	2 081

Graduation ceremonies were held on 4 - 6 May and on 13 - 14 October 2011.

TEACHING-LEARNING ACTIVITIES

Supplemental Instruction (SI) is an academic assistance programme that provides small group study sessions for students enrolled in at-risk modules.

During the year, 269 trained facilitators provided weekly SI sessions in 165 modules for all five faculties on the Mafikeng Campus.

Encouraging teaching excellence

In 2011, the campus had 18 successful candidates who completed the Institutional Teaching Excellence Award (ITEA) process in various faculties. This is the highest number of participants to successfully complete the ITEA process in the past three years.

Impact of eFundi on teaching-learning

Use of the eFundi Learning Management System increased significantly in 2011, resulting in:

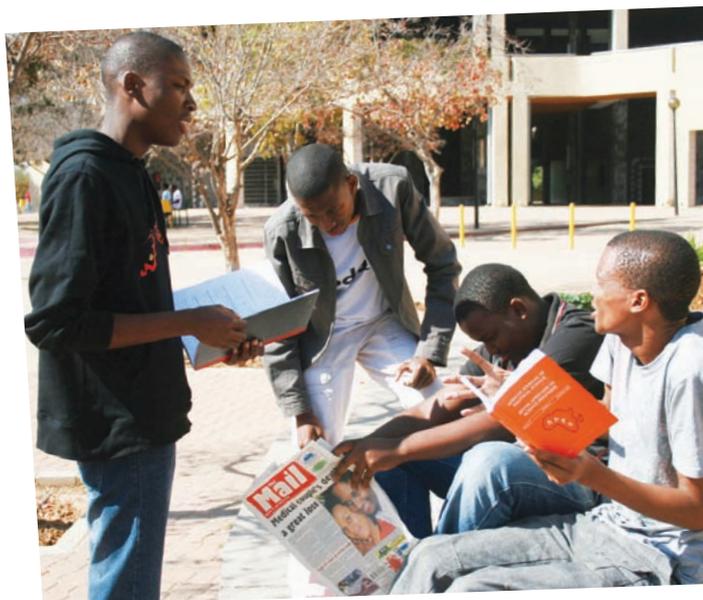
- Timely access to quality learning materials,
- The availability of a statistical tool enabling lecturers to track student participation,
- Better communication between lecturers and students through the announcement tools,
- Through the use of the assessment tools, quick and effective assessment of students in large classes.

Mentoring programme

To ensure a smooth adjustment from high school to university, the campus piloted a mentoring programme in two faculties, namely FAST and Commerce and Administration, among first-year extended programme students.

New programmes approved

The Institutional Committee on Academic Standards (ICAS) approved seven new programmes in the Faculty of Commerce and Administration and two in the Faculty of Agriculture, Science and Technology (FAST).



MAFIKENG CAMPUS OVERVIEW (CONTINUED)



PROF MOGEGE MOSIMEGE
*Vice-Rector:
Academic, Teaching-Learning
and Research*



PROF SEVID MASHEGO
*Vice-Rector:
Quality and Planning*



MR ROBERT KETTLES
Campus Registrar



PROF MASHUDU MASELESELE
*Dean:
Faculty of Agriculture, Science
and Technology*



PROF SONIA SWANEPOEL
*Dean:
Faculty of Commerce and
Administration*



PROF DAWID GERICKE
*Dean:
Faculty of Education*



PROF PETRUS BOTHA
*Dean:
Faculty of Human and Social Sciences*



PROF MELVIN MBAO
*Dean:
Faculty of Law*



DR SAM THEKISO
*Dean:
Student Affairs*



MR ETIENNE MOSTERT

*Director:
Finance*



MR KOOS DEGENAAR

*Director:
Marketing and Communication*



MR LESTER MPOLOKENG

*Executive Manager:
Office of the rector*

Drop-out rates

Qualification duration	2005	2006	2007	2008	2009	2010	2011
3 years	15,77%	18,63%	19,95%	15,35%	15,90%	17,61%	16,03%
4 years	13,50%	19,84%	11,36%	10,80%	9,28%	9,00%	12,91%

RESEARCH ACTIVITIES

The campus achieved the highest number of NRF ratings to date during the year. By the end of 2011, there were 11 rated staff members, compared to 6 in the previous year.

Prof S Materechera, Prof H Sewlall, Prof A Oduaran and Dr O Babalola received new ratings or were re-rated in 2011.

Research output

Faculties	Accredited Journals	Conference Proceedings	Books/ Chapters
Faculty of Agriculture, Science and Technology	112,4	2,6	0,34
Faculty of Commerce and Administration	12,43	5,17	4,23
Faculty of Education	3,75	0,42	-
Faculty of Human and Social Sciences	12	0,67	-
Faculty of Law	7	-	0,47
Other	3	0,42	0,26
Total	150,58	9,28	5,3

A new development in 2011 that is expected to stimulate research among master's and doctoral students in all five faculties is the requirement that they must have submitted an article for publication in an accredited journal before they graduate.

MAFIKENG CAMPUS OVERVIEW (CONTINUED)

Research funding

The School of Agriculture received a grant of R3 million from the Water Research Commission, which was one of the largest grants received on the campus to date.

Certain faculties, notably Commerce and Administration, allocated seed funding for research purposes to staff members with doctoral degrees.

Research support

The Academic Development Centre (ADC) supported post-graduate research students through research workshops and individual and group consultations.

In 2011, workshops were conducted on all aspects of research, including proposal writing, literature searches, research ethics, research design methodology, questionnaire design, report writing and theoretical frameworks.

Faculties, including FAST, arranged various capacity-building events, such as seminars and workshops.

IMPLEMENTATION OF EXPERTISE

The Mafikeng Campus is particularly active in assisting communities to address challenges ranging from food security to school backlogs in science and lack of access to legal representation.

The School of Agricultural Sciences has started research on family portable gardens in the community of Dihatswane to address food security problems associated with water shortages. A second food security project was implemented in the Lonely Park community. This project has introduced a breed of African chickens into 12 families, and monitors the chicken's survival rates and reproduction.

At the request of the Mpumalanga Provincial Department of Education, three staff members in the School of Mathematical and Physical Sciences conducted winter school classes in science for three Mpumalanga schools.

Through the Community Law Centre, the Faculty of Law provided legal aid to hundreds of indigent people. This included 348 criminal cases, 603 civil cases and 127 visits to paralegal advice centres.

MARKETING AND RECRUITMENT ACTIVITIES

The three campus marketers visited 43 schools and attended 12 career fairs together with faculty representatives. A database of potential students was compiled and the marketers followed up with them via SMS.

The recruiters also addressed grade 10 and 11 students about subject choices and requirements for admission to the university.

An extensive effort was made with the recruitment of minority groups. Most of these students visited the campus and were taken on a campus tour.

The Ikateleng project, funded by Central North West Corporation, was again a success. Some 800 students participated in the winter school and 344 indicated that they would apply for admission in 2012.

STUDENT AFFAIRS

Sports activities and achievements

Sport teams and individuals on the Mafikeng Campus attained several achievements at the University Sport South Africa (USSA) 2011.

The Body Building team obtained an overall first position and received gold, silver and bronze medals for individuals performances.

The women's Softball team obtained third position, with seven players selected for the USSA National team.

In the Boxing Championships the campus received two gold and two silver medals and a student from campus was selected to be in the provincial USSA team.



At the USSA Table Tennis Championships, a student was selected for the provincial squad.

Another student has been selected to the National Wheelchair Basketball Team for the Paralympic Qualifiers in Guadalajara, Mexico in March 2012.

Soccer Institute

The team participated in the USSA Club Championships and was awarded the title of "team of the tournament".

Seven players from the Institute are playing at various professional leagues, including SuperSport United, FC Cape Town, Blackburn Rovers, Sivutsa United, FC AK and Liverpool FC.

Cultural activities and achievements

The Cultural Office showcased the campus's artistic and cultural heritage by supporting presentations and performances of modern and traditional dance, singing and instrumental music, poetry and drama. This took the form of a fresh talent show, indigenous games, movie nights and a cultural show.

The choir participated at the Sedibeng Choral Festival and the National Choir Festival, earning third and second position respectively. The Royal Sensationalists dance group competed at the HP Got Talent show, achieving second place.

CAMPUS STUDENTS' REPRESENTATIVE COUNCIL (CSRC) ACTIVITIES

During the 2011 orientation period, the CSRC worked closely with various role players on campus to ensure an informative and entertaining first-year experience. This included games, peer talks and movie nights.

The gender office of the CSRC hosted an Imbizo for women to encourage female students to be assertive in their personal decisions.

On Nelson Mandela Day, the CSRC and student volunteers from the university residences visited residents living in RDP houses in Extension 39 in Mmabatho for their 60 minutes of service.

Through the CSRC gender and welfare office, a gay and lesbian pride march was hosted in collaboration with the community in and around Mafikeng in September.

STUDENT WELLNESS AND COUNSELLING

The campus is committed to playing an active role in mitigating the impact of HIV and Aids on staff and students, and on

society as a whole. To this end, the HIV and Aids office staged a full programme of awareness activities such as condom week, a peer educators workshop, a Rector's health talk for parents, School Aids week and related campaigns on blood and body health.

A common theme of these campaigns and events was to encourage people to know their HIV status. Peer educators added their voices to Aids awareness by encouraging school learners to delay becoming sexually active.

DEVELOPMENTS ON CAMPUS

- Prof S Mashego retired as Vice-Rector: Quality and Planning and was appointed as Director: Special Projects.
- Dr E Manyedi was appointed to take full responsibility for quality assurance matters on the campus.
- Mr J Satheke retired as dean of students at the end of the year and Dr S Thekiso has been appointed as the acting dean of students.
- Mr P Manzana was appointed as the radio station manager.
- Mr J Monnakgotla was appointed as the manager of the Soccer Institute and Mr A Makalalane as head coach.

CONCLUSION

Since the merger in 2004, the Mafikeng Campus has been taking a series of small steps that, in the long run, combine to create a clear sense of forward movement.

Steady progress rather than quantum leaps has been made with all three pillars of our core business, and this is just as it should be.

The campus strives for constant improvement in teaching-learning, research and implementation of expertise, and is proud of the further steps taken in 2011 to secure the success of students, grow the capabilities of our staff and contribute to the communities we serve.



PROF ND KGWADI
CAMPUS RECTOR: MAFIKENG

POTCHEFSTROOM CAMPUS OVERVIEW

ACHIEVEMENTS IN TERMS OF THE CAMPUS PLAN OBJECTIVES

The campus achieved most of the goals outlined in the Campus Plan in 2011. One of the major achievements was the identification of specific niche and growth areas.

As a result of this process, the campus redefined its mission, which is to become a research-directed campus where teaching-learning and research are mutually reinforcing. In this regard, various areas were identified as centres of excellence, units, and niches. In addition to these, the following other areas were identified as niches or possible growth areas for research:

- Ancient text studies
- Chemistry, mathematics and physics education
- Data communications and networks
- Educational technology for effective teaching, learning and facilitation
- Human metabonomics
- Materials and manufacturing
- Nursing
- Reading literacy
- Socio-economic impact of tourism
- Visual culture

Two of the campus' strategic projects, namely the Centre for Governance and the Centre for Water Studies, came into being this year.

INTRODUCTION

Based on the all-round performance of the Potchefstroom Campus in 2011, it is clear that the campus is well on its way towards becoming a research-directed campus where teaching-learning and research are mutually reinforcing.

Moving closer to the target of having more than 15% of all academic staff members rated by the National Research Foundation (NRF) by 2013, the campus ended 2011 with 114 rated researchers. Furthermore, the campus hosted 66 postdoctoral fellows from 17 countries, which significantly expanded research capacity. Another achievement in building more research capacity was the increase from 53,5% (2010) to 54,5% (2011) in academic staff with doctoral degrees.

The total research outputs were 433,27 units for accredited journals, 59,11 units for conference proceedings and 29,02 for books/chapters.

The Potchefstroom Campus is proud of its talented and innovative staff. Apart from numerous accolades that individual staff members received, progress was made in establishing or maintaining collaborative research competency centres and platforms.

On the teaching and learning level, great strides have been made towards establishing a technology-based teaching-learning strategy.

Student enrolments 2011

Undergraduate	29 467
Occasional students	110
Honours	8 238
Postgraduate diploma/certificate	1 381
Master's	2 002
Doctoral	696
Total	41 894

"During 2011, the campus hosted 66 postdoctoral fellows from 17 different countries."

PROF HERMAN VAN SCHALKWYK

CAMPUS OVERVIEW

Composition of undergraduate students in 2011

First years	Contact	3 613
	Distance	395
Seniors	Contact	9 963
	Distance	15 606

Diplomas and degrees conferred in 2011

Certificates and diplomas	6 158
Bachelor's degrees	2 773
Honours degrees	2 256
Master's degrees (including MBA)	515
Doctorates	90
Total	11 792

In 2011, graduation ceremonies were held in Potchefstroom in February/March, May, July, September and November/December.

In addition, graduation ceremonies were held in July and again in December in Durban, White River, Polokwane, George and East London. One ceremony took place in Upington, one in Kimberley, one in Namibia, and one at the Cedar College.

Graduates per faculty in 2011

Faculty of Arts	301
Faculty of Natural Sciences	543
Faculty of Theology	161
Faculty of Education Sciences	7 423
Faculty of Law	293
Faculty of Economic and Management Sciences	1 463
Faculty of Engineering	289
Faculty of Health Sciences	1 319
Total	11 792

CAMPUS HIGHLIGHTS

- A first-year course in Sign Language was offered for the first time.
- A seasoned linguist and Director of the School of Languages, Prof Wannie Carstens, was elected as the new chairman of the SA Academy for Science and Art.
- A Zoology professor co-authored the first Afrikaans book on frogs to appear in print. Prof Louis du Preez worked with Vincent Carruthers to translate the publication, *Paddas en Paddajolyt*, a user-friendly and practical introduction for nature lovers.
- An ultra-modern Engineering complex was completed at a cost of R106 million, making it the largest project the campus has tackled to date.
- Construction of the first Velodrome of its kind in Africa on the Potchefstroom Campus is already at an advanced stage of planning.
- Four alumni of the campus were elected to the new Executive Committee of the NWU Convocation. They are Adv Jan Henning (SC), who was appointed president of the convocation, Adv Johan Kruger, Dr Dirk Hermann and Mrs Heleen Coetzee.
- More than 200 master's and PhD students enrolled after the campus' Faculty of Health Sciences opened a new Centre for Child, Youth and Family Studies (CCYF) in Wellington in the Western Cape.
- One of the country's most prominent researchers in the field of nutrition, Prof Esté Vorster, was nominated secretary-general of the Academy of Science of South Africa (ASSAf).
- Prof Hester Klopper of the School of Nursing Science was chosen President-elect of Sigma Theta Tau International (STTI) for the 2011-2013 term at the 41st Biennial Convention of STTI, Grapevine, Texas, USA.
- The campus donated a Pierneef painting from 1949, thought to be worth about R5 million, to the Voortrekker Monument in Pretoria.
- The campus made history by becoming South Africa's first recipient of a medical simulation dummy, used to train medical and pharmaceutical students.
- The campus received a sought-after medal of honour from the South African Teacher's Union (SATU) for its valuable contribution to teaching education.
- The Centre for Text Technology (CTeX^T) collaborated with Google™ in convening focus groups to evaluate the first Afrikaans version of YouTube.
- The Director of the School of Accounting Sciences, Prof Susan Visser, was named one of the country's most influential women in education and training. The award was from the business magazine CEO (Celebrating Excellence in Organisations). A colleague of Prof Visser's in the School of Human Resource Sciences, Prof Cara Jonker, took second place in the category Education and Training: Academics.
- The first rugby team became the 2011 National Club Champions after beating the University of Johannesburg 19-4 in Stellenbosch.
- The Graphic Design Subject Group was named one of the top advertising schools in South Africa by Fin Week.
- The North West Parks and Tourism Board named the High Performance Institute as the North West Province's foremost tourist attraction for 2011.
- The NWU PUK Choir, under the baton of retiring choirmaster Prof Awie van Wyk, won an International Christmas Choir Festival and Competition in Prague, capital of the Czech Republic.
- The opening of the ultra-modern simulation pharmacy and Unit for Training in Primary Health Care has elevated the training of pharmacists in South Africa to an entirely new level.

POTCHEFSTROOM CAMPUS OVERVIEW (CONTINUED)



PROF MARIËTTE LOWES
*Vice-Rector:
Teaching-Learning*



PROF AMANDA LOURENS
*Vice-Rector:
Research and Planning*



MS DOROTHY AUGUST
Campus Registrar



PROF JAN SWANEPOEL
*Dean:
Faculty of Arts*



PROF KOBUS PIENAAR
*Dean:
Faculty of Natural Sciences*



PROF FIKA VAN RENSBURG
*Dean:
Faculty of Theology*



PROF ROBERT BALFOUR
*Dean:
Faculty of Education and Sciences*



PROF ELSABÉ LOOTS
*Dean:
Faculty of Economic and
Management Sciences*



PROF FRANCOIS VENTER
*Dean:
Faculty of Law*



PROF JAN DE KOCK
*Acting Dean:
 Faculty of Engineering*



PROF MARLENE VILJOEN
*Dean:
 Faculty of Health Sciences*



PROF HENDRÉ REYNECKE
Dean of Students



MR BOBO VAN DER WESTHUIZEN
*Chief Director:
 Finance and Facilities*



MR THEO CLOETE
*Director:
 Marketing and Communication*

TEACHING-LEARNING ACTIVITIES

The status of teaching and learning on the Potchefstroom Campus was investigated and the report on the investigation was used to devise a strategic plan for teaching and learning.

The purpose was to develop an adapted strategic plan for teaching-learning that will be complementary to the new research-directed mission of the campus.

The focus was also to investigate the use of electronic media, new technology and social media for the improvement of the teaching-learning strategy and also the impact thereof on teaching-learning.

A Teaching-Learning Technology working group was established and various projects were rolled out and reported on. First-year students at the Faculty of Theology received laptop computers equipped with all their study material, as well as study guides in electronic format. The working group reported on the success of the Theology project in achieving its objectives, namely to assist the learning process by means of electronic support.

A project was also launched to determine whether student learning could be enhanced by providing students with PC tablets such as the iPad or note books.

Students' perceptions about the use of ICT were gauged in two separate projects. Faculties also investigated the use of ICT in the learning process with application to their specific environments.

Enrolment planning

All faculties were involved in updating the enrolment plan, which specifies how many first-year students can be admitted to each programme and faculty. Altogether, 4 008 students were successfully registered.

In a number of instances, faculties took steps to increase throughput in undergraduate programmes, while increasing the number of students in postgraduate programmes. In the Faculty of Natural Sciences, these steps included increasing the admission requirements, holding refresher courses in mathematics, fully utilising the Supplemental Instruction programme and working in close cooperation with the Faculty of Education Science.

In 2011, the Faculty of Education Science used selection tests for the first time. Of the 1 000 students who wrote the test, 740 were admitted.

The Education student intake from the Royal Bafokeng was increased and expanded to include the senior and intermediate phases. Some of the programmes were offered in Setswana at request of the Royal Bafokeng.

POTCHEFSTROOM CAMPUS OVERVIEW (CONTINUED)

In the School for Continuing Teacher Education, the intake has stabilised at 25 000 and students are admitted strictly according to the admission criteria and recognition of prior learning.

Admission criteria in the Faculty of Economic and Management Sciences were raised in collaboration with the Vaal Triangle and Mafikeng Campuses to include a higher APS count and better performance in Mathematics. The Faculty of Law also introduced a selection process for first-time entrants, along with an increased APS count.

In the Faculty of Health Sciences, the School of Pharmacy refined the selection test for first-year students. A total of 202 first-year students were registered in an effort to respond to the national need to deliver more qualified pharmacists.

The Centre for Child, Youth and Family studies was established and 200 postgraduate students were registered in the Faculty of Health Sciences. The centre is situated in Wellington and offers master's and doctoral degrees in Social Work, Theology and Education Science.

Student counselling and selection

The number of selection tests and external test venues was increased. Testing was made available at Bredasdorp, Uitenhage, Port Elizabeth and in the East London region. The number of students who wrote the tests at external centres rose to 539, an increase of 45%. For the first time, applicants for the BEd programme also underwent selection testing.

Student and staff support

Students in all eight faculties participated in the Supplemental Instruction (SI) process. 252 facilitators took part in 9 179 SI sessions in 151 modules.

A total of 31 academic staff members participated in the Institutional Teaching Excellence Awards (ITEA) in 2011. Of these candidates, 27 completed the process.

Programme alignment process

Aligned programmes have been implemented since 2010 and this process received close attention in 2011. Faculties have established intercampus working committees to monitor progress.

In the case of the BEd and PGCE (Postgraduate Certificate in Education) programmes, which are offered on all three campuses, standing committees were established to coordinate implementation.

In the Faculty of Economic and Management Sciences, the implementation of programmes was further refined and a Directors' Forum was established to manage the alignment. In some programmes, 100% alignment was reported while in others additional efforts will be made to ensure at least 80% alignment.

The Faculties of Law on the Potchefstroom and Mafikeng Campuses made progress in developing a new LLB programme.

The alignment of the BCur programme in Nursing has been on hold for the past two years due to the development of a set of new regulations by the statutory body for the profession.

The aligned programmes in the faculties of Education on all three campuses are well managed and a committee has been established to regularly revise study guides and handle management issues related to the aligned programmes.

In 2011, the faculties implemented various recommendations made in external and internal evaluations conducted in the previous year.

Quality assurance

Quality assurance received attention in most faculties either through a formal external programme evaluation or an internal programme evaluation. The Faculties of Law on the Potchefstroom and Mafikeng campuses were the first to complete a combined internal programme evaluation of the aligned LLB programme.

The BTD in the Faculty of Education Science and the master's degree in Environmental Management were externally evaluated, and the programme in Dietetics internally and externally. Favourable reports were received in all cases.

The South African Council for the Planning Profession evaluated and accredited the B Artium et Scientiae (Town and Regional Planning). The South African Pharmacy Council evaluated the BPharm programme, which was accredited.

The Engineering Council of South Africa (ECSA) evaluated the engineering programmes and provisionally accredited four of the five programmes.

The campus intends to introduce eight new qualifications in Engineering and the build environment in a phased manner over the next few years. Extensive planning and preparations for programme design and formal applications were made in 2011 so that Phase 1 can start in 2013. Phase 1 is aimed at introducing the BEng (Mechatronics) and the BEng (Electromechanical Engineering) degrees.

The professional body of the Reformed Church of SA recommended some changes to the BTh in Bible Languages, Hons BTh, MDiv and the section of the MTh offered through course work.

Consumer Sciences took additional measures to ensure quality, and especially relevance, by appointing an Advisory Interest Group.

Drop-out rates

Qualification duration	2005	2006	2007	2008	2009	2010	2011
3 years	11,41%	9,56%	12,09%	12,48%	12,31%	12,63%	11,07%
4 years	12,23%	10,47%	9,00%	11,96%	12,80%	11,40%	8,62%

RESEARCH ACTIVITIES

Research and postgraduate training

During 2011, the Potchefstroom Campus refined the campus mission, which is to become a research-directed campus where teaching-learning and research are mutually reinforcing.

Specific initiatives were launched to further promote the expansion and culture of research on the campus.

Strategic funds were made available to researchers for extended research leave and a task group was constituted to compile a commercialisation framework that would create an enabling environment for commercialisation on campus. A second task group was established to promote internationalisation on campus and to strengthen the International Office.

The campus expanded the research discussion series and four sessions with invited speakers (national and international) were very well attended.

The campus submitted 16 applications for research chairs to the Department of Science and Technology/NRF and two were successful. Seven of the eight new research professors were appointed in their respective faculties.

NRF THRIP awards to the value of R28,5 million were awarded to the campus in 2011, which is R1,8 million more than in the previous year.

Another achievement was reaching the target of 15% for academic staff with NRF ratings. Furthermore, the age profile of rated researchers has changed – 40% are now younger than 50 while 17% are young researchers with Y and P ratings.

Other research and innovation highlights for the campus included:

- Growth in the postdoctoral fellowship programme, with the campus hosting 66 postdoctoral fellows from 17 countries;
- The submission of three patent applications and a total of 64 inventions on campus. During 2011, three patents were granted internationally and two nationally.

Research output

The throughput of master's and doctoral students improved, thanks to a strong focus on improving processes and monitoring the progress of students. During 2011, 54% of the academic staff possessed a doctoral degree as their highest qualification.

IMPLEMENTATION OF EXPERTISE

The Potchefstroom Campus believes that the pursuit of knowledge and innovation only has real meaning if it ultimately benefits people. To this end, we strive to link academic disciplines and research projects to community needs, including the need to address environmental problems.

It is important to make a distinction between community engagement and commercialised activities. Specifically, community engagement refers to not-for-profit activities while commercialised services are charged for on a fee-paying or project basis.

Community engagement

The campus developed a framework for implementing community engagement. It contains proposals for the implementation of institutional strategies and policies, and structures to manage the various activities such as

Research output

Faculties	Accredited Journals	Conference Proceedings	Books/ Chapters
Faculty of Arts	62,86	2,67	1,54
Faculty of Economic and Management Sciences	60,54	16,26	0,7
Faculty of Education Sciences	29,7	3,1	0,72
Faculty of Engineering	20,4	24,32	-
Faculty of Health Sciences	98,89	0,34	4,23
Faculty of Law	17,07	1	9,44
Faculty of Natural Sciences	77,21	11,42	7,73
Faculty of Theology	66,13	-	4,66
Other	0,34	-	-
Total	433,27	59,11	29,02

POTCHEFSTROOM CAMPUS OVERVIEW

(CONTINUED)

volunteerism, service learning, work-integrated learning and research in the community.

Voluntary community engagement activities are driven by the Student Rag Community Service (SRCS), which had approximately 300 projects. A grant to the value of R350 000 was received from Telkom and managed by students.

The Vodacom Foundation donated R400 000 to SRCS projects. Hundreds of pre-school learners and communities in Potchefstroom and surrounding areas benefit from this donation.

The Faculty of Education Science and the Faculty of Health Sciences focused on service learning and work-integrated learning where service to the community is a structured component of the curriculum.

The Faculty of Theology launched a project to introduce primary school children to Latin.

The research entity AUTHeR managed a number of community-based research projects such as the FLAGH "Holding Hands" project, financially supported by Nedbank, South African Breweries and Sanlam.

Short courses

In 2011, the Faculty of Education Science, the Faculty of Arts and the Business School in the Faculty of Economic and Management Sciences actively offered several short courses, thereby sharing knowledge and expertise with industry and communities.

In addition, almost all the faculties were engaged in community outreach programmes:

- Staff from Statistical Services helped train subject advisors of the North West Provincial Department of Education.
- Small-scale chemistry workshops, attended by 228 teachers, were presented in North West Province and Free State towns.
- Staff in the Faculty of Natural Sciences assisted in presenting the Science Week, which 2 000 scholars attended.
- The Faculty of Education Science conducted various projects, such as a "Partnerships for Hope" initiative as an outreach to the provincial Department of Education. Others included an HIV and Aids awareness programme known as "God's answer to AIDS", an "Education for sustainable living" project focusing on good environmental practices at schools, and in-service training of teachers for the delivery of programmes in English in schools.

MARKETING AND RECRUITMENT ACTIVITIES

Marketing and student recruitment

A new fund-raising office has been opened in Johannesburg and more than R8 million in income (paid or pledged) was generated.

The Ikateleng project, which is managed by the Marketing and Communication Department and externally funded, is presented to grade 12 learners. Of the 313 learners participating in 2011, 71% (223) passed with matric exemption. Collectively, the group obtained 177 distinctions.

Alignment of student recruitment and alumni

The process of aligning student recruitment across the three NWU campuses was successfully implemented. This entailed a common database, uniform templates for presentations, research on school classifications in the market and a more streamlined process for referring applications between the campuses.

The student experience

Several research projects were launched to determine students' experiences. This includes research on why first-year students had chosen the campus and how they experienced the reception and introduction programme.

Reputation management

The department established a new section, namely Reputation Management which includes Strategic Communication. This has led to a doubling in publicity and a more effective internal communication strategy.

STUDENT AFFAIRS

Student Affairs is responsible for planning and executing the non-academic part of student life, which includes sport, cultural activities, residence life, financial assistance, and Rag. They also presented the Reception and Introduction Programme for first-year students.

Sport activities and achievements

The Potchefstroom Campus is well known for its strong performance in the sports arena and for the quality of its sports facilities.

These facilities include the High Performance Institute for Sport (HPI), which hosted an estimated 1 500 international athletes in 2011, and the Sports Village, which hosted the Pampas, the Vodacom Cup-winning team from Argentina. In 2011, the campus also hosted the Davis Cup International Tennis Tournament twice.

A strategic sports plan was developed to strengthen the positioning of the campus in the field of sport.

Sport highlights:

- The first rugby team won the 2011 National Champions in Stellenbosch.
- The first rugby team beat the University of the Free State for the seventh consecutive time.



- Three players of the NWU PUK Rugby Institute were in the South African u-20 team and travelled to Santiago del Estero in northern Argentina for a training camp.
- For the 12th time, the campus karate team won the University Sport South Africa's (USSA) karate tournament.
- At the campus' Sports Acknowledgement Function, the most trophies in history were presented for exceptional sport performances. The Sports Woman of the Year is Africa's foremost javelin thrower.
- Another athlete smashed one of the oldest South African athletics records in the triple jump.

Arts and cultural activities and achievements

Symphony orchestra

The campus symphony orchestra presented their first full performance in the Conservatory Hall.

Choir performances

The campus choir successfully presented their annual choir festival, MUSICA, held a concert tour in July, recorded a programme of Christmas music for SABC 2 and released a new CD of Christmas music.

The year ended on a high note on 3 December when the choir was the overall winner of the Prague International Christmas Choir Festival and Competition.

Participation at Aardklop 2011

A large number of NWU projects participated in the Clover Aardklop National Arts Festival. Highlights included the Aardklop Lang Tafel production, the concerts of the Boulevard Harmonists, the special Christmas music programme of the choir and numerous art exhibitions at the campus gallery.

The Institute for Arts Management and Development (Artéma)

Artéma has made a sizeable contribution to the development of management and organisational skills in the arts.

During 2011, the institute developed a strategic arts plan aimed at positioning arts as one of the core strengths of the non-academic student life.

CAMPUS STUDENTS' REPRESENTATIVE COUNCIL (CSRC) ACTIVITIES

During 2011, the Campus Students' Representative Council worked hard to improve the quality of student life and activities. The following projects warrant special mention:

- The drive to raise awareness of human rights issues;
- Efforts to cultivate a culture of respect and tolerance towards all cultures; and
- The creation of an additional portfolio for students from minority groups to cater for the needs of minority groups in hostels.

POTCHEFSTROOM CAMPUS OVERVIEW (CONTINUED)



Extensive training in human rights was also provided to the entire student leadership. The new SRC for 2011/2012 was announced, with 10 of the 15 SRC members being women, including the new chairperson.

STUDENT WELLNESS AND COUNSELLING

Student counselling services

The student counselling service again helped students make sound study and career choices, and assisted with admission requirements and special admissions. It also provided psychological counselling and assisted students with disabilities, while the peer help programme, known as SOS, supported students with a wide variety of problems.

Health Care Centre

The Campus Health Care Centre, which provides a one-stop service to students and some staff, is managed by a medical doctor and has qualified medical personnel, a social worker and a full-time psychologist. A 24-hour emergency number is also in place.

Financial Support Services (bursaries and loans)

The Financial Aid office on the Potchefstroom Campus administered 17 873 bursaries to the value of R211 223 103 in 2011.

This is a substantial increase in the value of bursaries administered in the previous year (17 290 bursaries to the value of R169 171 595 in 2010).



DEVELOPMENTS ON CAMPUS

Various new appointments were made.

- A new dean for the Faculty of Education Sciences was appointed. Prof Robert Balfour assumed office on 1 January 2011.
- A postdoctoral research fellow of the Faculty of Theology, Prof Aldred Genade, was appointed school director for the new management unit in the Faculty of Theology.
- The dean of the Faculty of Engineering, Prof Johan Fick, resigned as dean. The appointment of a new dean is in process. Prof Jan de Kock was appointed acting dean.
- The dean of students, Prof Hendré Reyneke, retired and Prof Rikus Fick was appointed as the new dean of students.
- Prof Pierre Mostert was appointed the new director of the School of Business Management in the Faculty of Economic and Management Sciences.
- Prof Nicholas Allen was appointed Director: International Liaison (and subsequently seconded to the Institutional Office).
- Prof Awie van Wyk, conductor and leader of the choir, retired after 37 years' service.
- Dr Tom Larney, the director of Library Services, retired at the end of 2011. Ms Elsa Esterhuizen was appointed and she will assume office on 1 January 2012.

CONCLUSION

In many respects 2011 was a period loaded with "new" developments, excitement and numerous highlights. The catalyst was the decision of the Potchefstroom Campus, as supported and underscored by the Institutional and Campus Senate, to reposition itself as a research-directed campus.

The Potchefstroom Campus is on its way towards being a relevant, internationally renowned campus that not only

renders research of quality but also improves the quality of life of the community and preserves the integrity of the environment.

This can only be achieved by taking small steps in the right direction and with this in mind, specific targets have been set and strategic projects identified. These strategic projects have already influenced the discussions and thinking of staff and students. As a result, a positive climate exists, in which the campus is contributing to the NWU as a whole.

In order to excel even further, the campus must create more international networks, develop staff in specific areas and further extend its physical infrastructure. Our gaze is now looking outward and upwards, focusing on larger goals such as being relevant and responsive to the provincial and national development agenda.

A firm foundation has been laid to achieve the Potchefstroom dream, and a very positive climate for further achievements has been created. It is a privilege to lead such a committed team and I am convinced 2012 will bring even better results.

As a strong believer in the value and importance of tertiary education in South Africa, it is a privilege for me to serve in this capacity for this great institution.

PROF HD VAN SCHALKWYK
CAMPUS RECTOR: POTCHEFSTROOM

VAAAL TRIANGLE CAMPUS OVERVIEW

ACHIEVEMENTS IN TERMS OF THE CAMPUS PLAN OBJECTIVES

Good progress was made towards achieving the short and long-term targets set in the campus plan. The throughput rate was increased and the drop-out rate reduced, while research outputs increased and research capacity was strengthened.

The campus will continue to expand the PQM, especially in Science, Engineering, Technology, Management and Business. To meet the national need for educators and social workers, the campus will create an enabling environment for those schools to deliver well-rounded graduates to the market in the minimum required period.

The quality of teaching-learning will be improved and the search for alternative methods of teaching and learning will

continue. The objective for 2012 is to maintain the undergraduate pass rate of 83%. Special attention will be given to the pass rate of postgraduate students.

As a responsible corporate citizen the campus plans to launch a programme to save electricity across its operations.

The student recruitment department intends to reach out to 5 500 students in 2012 through career exhibitions and mini-career exhibitions across the country. Marketing and Communication will also hold mini-open days to conduct targeted recruitment in Accounting, Economics and Business Mathematics.

By the end of next year, the campus expects to have processed 6 000 applications. This selection process would give the campus the leverage to maintain its low drop-out rate of 15% and reach the strategic target of 1 830 first-time entrants in 2013.

“The campus boasts not only the NWU’s Most Productive Junior Researcher, but also the overall winner of the Institutional Teaching Excellence Award for 2011.”



CAMPUS HIGHLIGHTS

- Student numbers increased to 5 536, a 6,2% increase from 2010.
- A peer mentoring programme for first-year students was piloted in one of the residences. Altogether 90% of first-year students participated in the project and attained a success rate of 84% in the June examination.
- The teaching-learning target for 2011 was to improve the overall pass rate to 82%. A pass rate of 82,7% was achieved.
- For the second year running, the campus received a Diamond Arrow Award from Professional Management Review (PMR) as the best-managed higher education institution in the Vaal Triangle area.
- More than 10 000 names have been included in the campus alumni database. In 2011 the Alumni Office focused on postgraduate members.
- The first-ever student newspaper, Student 24/7, was successfully launched, with the editorial team made up solely of students.
- On 31 May 2011 the Deputy Minister for Higher Education, Prof HB Mkhize, was the keynote speaker at the official opening of the building for the School of Education Sciences and the training centre for technical teachers.
- R21 million was spent on capital expansion and improvement projects. The additions to the capital assets consist of the new student centre, the building for the radio station, new offices for the Campus Students' Representative Council and an office block adjacent to the new Education building.

PROF THANYANI MARIBA

INTRODUCTION

During the past year, the campus has maintained a constant rate of growth and improvement in all aspects of its activities. The number of students increased to 5 536, which is a 6,2% increase compared to 2010.

A significant trend considering the national drive to encourage enrolments in Science, Engineering, Technology, Business and Management, was that these registrations increased from 43% to 50% of the total headcount.

For the first time in many decades a wheelchair-bound first-year student was admitted. Although there were challenges around access to buildings, the necessary support systems were activated.

Student enrolments 2011

Undergraduate	4 702
Occasional students	38
Honours	375
Postgraduate diploma/certificate	91
Master's	227
Doctoral	103
Total	5 536

Composition of undergraduate students in 2011

First years	Contact	1 383
	Distance	1
Seniors	Contact	3 007
	Distance	349

Diplomas and degrees conferred in 2011

Certificates and diplomas	397
Bachelor's degrees	561
Honours degrees	227
Master's degrees (including MBA)	21
Doctorates	15
Total	1 221



In 2011, the Vaal Triangle Campus conferred 1 221 diplomas and degrees, compared to 1 121 in 2010. The second group of Advanced Certificate in Education (ACE) students who attended further education training, in collaboration with the Gauteng Department of Education, received their certificates at a graduation ceremony in October.

Graduation ceremonies were held on 10 to 13 May 2011 and on 13 and 14 October 2011.

Graduates per faculty in 2011

Faculty of Humanities	831
Faculty of Economic Sciences and Information Technology	390
Total	1 221

VAAL TRIANGLE CAMPUS OVERVIEW (CONTINUED)



PROF LINDA DU PLESSIS
*Vice-Rector:
Academic, Quality and Planning*



MS ELBIE STEYN
Campus Registrar



PROF TINIE THERON
*Dean:
Faculty of Humanities*



PROF HERMAN VAN DER MERWE
*Dean:
Faculty of Economic Sciences and
Information Technology*



DR JOHN MALOMA
*Director:
Marketing and Communication*



VACANT
*Chief Director:
Finance and Facilities*

TEACHING-LEARNING ACTIVITIES

One of the strategic objectives for 2011 was to improve the pass rate to 82%. The actual pass rate of 82,7% is proof that the concerted efforts delivered dividends.

The following measures were implemented to improve the pass rate and reduce the drop-out rate (see statistics on next page):

- Supplemental instruction (SI) is a powerful way to provide support to students and by the end of 2011, SI was available in 160 modules and 182 SI leaders were serving as facilitators. Students who attend SI performed on average 5% to 6% better than those who did not attend SI.
- The coverage of the eFundi Learning Management System was extended, enabling more lecturers, support departments and students to benefit. The number of eFundi sites increased to 565 in 2011, an increase of 4% on the previous year. According to a survey conducted during the year, the participants reported very positive user experiences.
- A peer mentoring programme for first-year students was piloted in Longfellow residence, which has a higher percentage of first-year students than the other residences. 23 senior students with excellent academic records were appointed as mentors. Owing to the success of pilot and the above-average academic performance of these first-year participants, an academic peer mentoring programme for first-year students will be introduced in all residences in 2012.
- During 2011, the campus library provided intensive information literacy training to students and encouraged them to use e-learning strategies, tools, resources and services. An indication of the success of this drive was the 40%

increase in the number of database searches by NWU library users.

After the HEQC Audit report, the library received R1,3 million from the strategic fund to extend and update the library collection material. This amount, together with the 2011 budget, was used to replace outdated reference works and acquire material for the new academic programmes in Positive Psychology and Law, being introduced in 2012.

- During 2011, 11 lecturers (compared to nine in the previous year) participated in the Institutional Teaching Excellence Award (ITEA) process and all of them received awards. The overall campus winner was Ms Stef Esterhuizen, from the School of Education Sciences. Two lecturers received awards for inspirational teaching, namely Mr Johan Strauss from the School of Education Sciences and Ms Daleen Gerber from the School of Information Technology.
- The Programme and Qualifications Mix (PQM) was expanded and from 2012, the campus will offer BA Law and BCom Law degrees. Consent was also obtained to offer a BEd in Technical Teacher Training. The first students in a new master's programme in Applied Positive Psychology will be registered in 2012.
- Two postgraduate students in the School of Economic Sciences were placed in the Top 20 of the postgraduate category of the Nedbank/Old Mutual National Budget Speech competition.
- In other teaching-learning milestones, the campus held its first teaching-learning conference, made good strides in taking ownership of the campus study guide production process and finalised the appointment, roles and responsibilities of subject chairs.



RESEARCH ACTIVITIES

2011 will be remembered for the following research highlights:

- Prof Linda Theron, an education psychologist, delivered her inaugural address with the title: 'Vulnerable but invincible? Ecosystemic pathways to South African youths' resilience'. She is also the most productive senior researcher at the campus and, at the beginning of 2011, received an NRF rating as an established researcher (C2).
- The campus ended the year with 10 NRF-rated researchers, compared to seven in the previous year.
- At the Institutional Research Awards, Dr Jaco Gericke was recognised as the most productive junior researcher on the campus and at the university as a whole. The ABSA Bronze Medal was awarded to a master's student of Prof Bertus van Rooy, Miss E Terblanche. She was the campus winner as well as the overall NWU winner.

Drop-out rates

Qualification duration	2005	2006	2007	2008	2009	2010	2011
3 years	20,11%	16,90%	16,27%	13,14%	13,94%	16,98%	14,89%
4 years	20,80%	15,60%	17,09%	14,08%	9,62%	11,95%	13,13%

Research output

Faculties	Accredited Journals	Conference Proceedings	Books/ Chapters
Faculty of Humanities	49,39	0,92	0,78
Faculty of Economic Sciences and Information Technology	16,9	14,87	-
Total	66,29	15,79	0,78

VAAL TRIANGLE CAMPUS OVERVIEW (CONTINUED)

International collaboration

Campus researchers collaborated extensively with their international peers in 2011. Prof Etienne Barnard, research professor at the Faculty of Economic Sciences and Information Technology, was involved in an international research project on the creation and use of speech recognition and text-to-speech technology.

Another international research project was Read-me-to-Resilience, funded by the South Africa- Netherlands Research Programme on Alternatives in Development (SANPAD), with Prof Linda Theron as the grant-holder.

Southern African Pathways to Resilience is a subprogramme of OPTENTIA (enabling optimal expression of individual, social and institutional potential) and includes the project 'Pathways to resilience'. This is a multi-country, cutting-edge project under the auspices of Prof Michael Ungar from the Resilience Research Centre and research professor at Dalhousie University in Canada.

Other highlights of the campus' international research activities included the following:

- Prof Rens van de Schoot from Utrecht University in the Netherlands presented a workshop in advanced statistical analyses and Mplus software from 14 to 17 February 2011. A total of 30 social scientists from various higher education and research institutions in South Africa attended the workshop.
- The campus hosted the South African Positive Social Sciences symposium from 13 to 15 April. About 150 delegates attended the symposium, which attracted several international experts.
- The Serious Games Institute was launched on 2 November 2011. This is a joint venture between Coventry University in the United Kingdom and the campus' Faculty of Economic Sciences and Information Technology. By using special simulation games, people are trained in subject fields such as socio-economics, regional planning, and risk management.

Expanding research capacity

The pool of knowledge and skills in the OPTENTIA research programme was substantially increased through the appointment of five extraordinary professors, namely:

- Prof Hans de Witte of the Department of Psychology of the Katholieke Universiteit, Leuven in the Netherlands.
- Prof Sesh Paruk, currently Executive Manager: Human Resources in the Parliament of South Africa.
- Prof Michael Steger, assistant professor in the Counselling Psychology and Applied Social Psychology programmes at Colorado State University. His research is about the foundations and benefits of living a meaningful life.
- Prof Rens van de Schoot, an assistant professor at the Department of Methods and Statistics at Utrecht University in the Netherlands.
- Prof Ruut Veenhoven, emeritus professor of social conditions for human happiness at Erasmus University, Rotterdam in the Netherlands.

The campus has submitted an application for the establishment of OPTENTIA as a research focus area.

The UPSET focus area conducts research in the areas of language practice, applied linguistics and descriptive linguistics, with an underlying focus on the processes involved in language perception and production within a multilingual context. Its research is supported by a state of the art eye-tracking laboratory.

The research on applied and descriptive linguistics makes use of extensive corpora of written and spoken language, many of which were expanded during the course of 2011. Eye-tracking research on subtitles, translation and reading gained further momentum.

IMPLEMENTATION OF EXPERTISE AND COMMUNITY ENGAGEMENT

The campus intensified its strategic drive to transfer expert knowledge to individuals and groups outside the university through community engagement and commercialised activities.

Individual staff members, academic schools and departments collaborated with other institutions, funders, government departments and private enterprises, thereby sharing and exchanging knowledge and skills:

- A memorandum of understanding, involving the socio-economic development of the Vaal region, was concluded with the Metsimaholo Local Municipality and another one, involving research and short courses, was signed with the Molefi Oliphant Institute of Leadership.
- The OPTENTIA research programme concluded a research collaboration agreement with the University of Namibia.



Various staff members serve on the following boards, advisory bodies and management committees:

- Dr Karin van der Merwe was elected chairperson of the management committee of FAMSA in the Vaal Triangle region.
- Prof Linda Theron serves on the Executive Committee of the Psychological Association of South Africa and the chairperson of the Education Association of South Africa.
- Prof Ian Rothmann and Prof Marius Stander are members of the editorial board of the South African Journal of Industrial Psychology.
- Prof Jan-Louis Kruger received an invitation to become co-editor of the scientific journal *Perspectives: Studies in Translatology*.
- Prof Susan Coetzee-Van Rooy served as chairperson of the South African Association for Language Teaching.
- Prof Bertus Van Rooy served as convenor of the NRF-rating panel. He was also appointed to a task team by the Executive Evaluation Committee (EEC) of the NRF.
- Prof Herman van der Merwe, dean of the Faculty of Economic Sciences and Information Technology, serves on the management committee of the Vanderbijlpark Chamber of Business, is chairperson of the SABS committee on eLearning in Education and Training, secretary of the International Association of Mobile Learning and serves on the advisory board of Online Education and eLearning Africa and the editorial board of the British *Journal for Educational Technology*.

Several researchers were recognised for their contributions to their field:

- Prof Jan-Louis Kruger received a travelling grant for his involvement with the Lund training academy in Sweden.



- Prof LC Theron co-edited the internationally published research-based book, *Picturing research: Drawings as visual methodology* (Theron, Mitchell, Smith, & Stuart).
- Prof Bertus van Rooy received a three-year research grant to the value of R535 000, under the NRF competitive funding for rated researchers programme.
- Two flagship community engagement projects on the campus broadened their impact on the communities they serve. The Ikateleng supplementary education initiative offered Grade 10, 11 and 12 learners supplementary module instruction. Of the 140 Grade 12 learners who participated, 88 passed the senior certificate with university entrance and 30 passed with entrance to diploma studies. The Siyakulisa Early Childhood Development Programme reached 70 pre-school teachers from pre-schools in the surrounding townships.

Marketing and recruitment activities

The Department of Marketing and Communication plays a key role in supporting student recruitment, managing alumni activities and promoting the image of the campus. During 2011, the department welcomed a new director, Dr John Maloma, who led the following marketing and recruitment activities:

- The student recruitment strategy was revised to extend recruitment beyond a geographical area of 80 kilometres.
- The campus reached more than 2 000 prospective students and their parents through school visits, career expos and a campus open day.
- The department applied for a broadcasting licence for the newly built campus radio station and took care of technical compliance.
- The campus choir, The Voices of the River, which resides within the department, attended the Schola Cantorum workshop presented by Prof Kare Hanken from Norway in 2011.
- The electronic communication unit worked towards extending the campus' electronic communication reach to include social media such as Twitter and Facebook.

The Alumni Office hosted a reunion for 400 registered post-graduate members of the alumni fraternity. Plans were made to appoint a dedicated alumni coordinator and establish an alumni advisory board in 2012.

STUDENT AFFAIRS

Student Affairs is responsible for planning and executing the non-academic part of student life.

The opening of the new student centre substantially contributed to the improvement of the student life.

Students undertook numerous community engagement activities during 2011. To celebrate Mandela Day, students and staff donated much-needed items to Child Welfare.

The campus student newspaper, 24/7, was launched. The monthly newspaper is published in electronic format only,

VAAL TRIANGLE CAMPUS OVERVIEW (CONTINUED)



which contributes towards environmental sustainability by reducing paper consumption. The editorial team consists exclusively of students, under the auspices of the corporate communication unit.

Sports activities and achievements

In 2011, the Sport Department sought to increase the number of sports codes, especially for women, encourage more students to play sport and improve the sports facilities.

The campus made progress across a number of sports codes:

■ Hockey

Two women's teams and one male team participated in the Southern Gauteng hockey league. The first women's team ended first in the third league and will be promoted to the second league in 2012.

For the first time the NWU Vaal women's hockey team participated in the USSA games, winning six out of eight games and ending fourth in the B division.

■ Netball

Participation in netball increased to such an extent that the campus could enter teams in the North-West Senior league, the local Vaal Triangle league and the local Action Netball League. A team also participated in the USSA Games during July, where they took third position in pool B.

Several players represented the Vaal Triangle at the national senior provincial competition.

■ Rugby

The NWU Vaal rugby club entered five teams in the Falcons super league and for the first time participated in the USSA rugby competition. The team was placed in the D division but was promoted to the C division after winning the first game. There they ended fourth, receiving a trophy in recognition of their performance.

In December, the team won the plate final of the USSA Sevens Tournament.

■ Cricket

• Women's cricket

This was the first season a women's team participated in the Gauteng senior women's league. The team won the league and two players were elected to represent the senior Gauteng women's cricket team.

• Men's cricket

The club entered one team each in the North West Premier league, the Sedibeng local league and the Gauteng Sunday 1 league. In December, a campus team participated in the USSA tournament, where they ended among the top eight universities in South Africa and a team member was chosen as player of the tournament and selected for the SA student side.

Other members of the club were selected for provincial teams, with five players participating in an international series in India as members of the Gauteng rural team.

■ Bodybuilding

At the IFBB novice championships, the team won a gold medal, three silver and four bronze medals. Two bodybuilders qualified for the national IFBB championship. The team was also the overall winner in a student competition hosted by the Tshwane University of Technology.

Three team members were chosen to represent Sedibeng at the IFBB National novice competition and, at the USSA competition, the team won the overall team competition and is currently the top university bodybuilding team in SA.

■ Soccer

The men's team participated in the SAB and USSA Gauteng leagues, finishing in third position in the SAB league. Four players were selected to represent the SAFA Sedibeng side in a national u-23 tournament.

The women's soccer team succeeded in maintaining their Sasol league status and will not have to qualify for the 2011/12 season.



■ **Dance sport**

The dance team represented the campus at the national USSA week in Bloemfontein, where three couples qualified for the finals, one couple for the semi-finals and two couples for the quarter finals. The team also took part in the national club competition in Bloemfontein, where one couple qualified for the semi-finals.

■ **Chess**

A chess club was established on the campus and the team participated in local competitions in Sedibeng. For the first time a team was also entered in the USSA tournament.

Inter residence league 2011

The residence league structure on the campus had a facelift in 2011. The new league consists of a series of matches, in several codes, played simultaneously.

The following sports codes were included in the new residence league structure: men’s soccer, women’s soccer, netball, basketball, chess, sevens rugby and marathon.

Sports facilities

Funded from a Lotto grant, the gymnasium was upgraded, two new netball courts were built and the existing netball court was converted to a basketball court.

CAMPUS STUDENTS’ REPRESENTATIVE COUNCIL (CSRC)

The CSRC participated in all the management structures, including the campus management team, the Campus Senate, Institutional Senate, Council and the Institutional Student Representative Council.

During August 2011, the new CSRC was elected without incident, with the student community accepting the results. The student leadership, including the house committees, attended orientation and training during October 2011.

STUDENT WELLNESS AND COUNSELLING

The Student Support Services committee continued to ensure that all student support services on the campus were properly coordinated. A very important aspect is the focus on students with disabilities.

The Department of Student Support Services offered career counselling, psychotherapy and advice on study methods to students and prospective students. Academic development, CV writing and interview workshops were also presented.

A wellness day for students, health days, two blood donation days and workshops on women’s health, male health and sub-

stance abuse were organised. Primary health care services and HIV/Aids pre- and post-counselling and testing services were rendered continually.

Various outreach events were arranged by the peer helper group, Ch@s, for instance visits to the Ikageng Shelter for the Homeless and the Groenpunt and Leeuwkop prisons.

The Career Centre

The Career Centre organised a career fair where 15 employers were represented. The centre assists with career-related enquiries about bursaries, career searches, applications and cover letters, interview preparation, vacation work, applications for graduate internships and CV preparation.

CONCLUSION

Overall, the Vaal Triangle Campus is well positioned in all of its operations and as such is purposefully poised to move forward on complex agendas with deepening inquiry and a sense of increased strategic intent.

During the course of 2011 the campus contributed proactively towards the development of an innovative academic landscape in which quality teaching and learning activities took place and in which research was conducted with confidence and esteem. This contributed to the overall NWU performance in this regard.

The strong growth in student numbers is a clear indication that the campus is emerging as a university campus of choice. The campus’ unique blend of diverse students and research contributes to our efforts to become a balanced teaching-learning and research campus, contributing to the NWU’s mission.

It is clear that the campus is evolving from traditional learning to innovative learning approaches and research that has relevance and impact not only in our immediate region but also nationally and internationally.

The coming academic year will provide many opportunities for the campus and its staff to excel by fostering more international cooperative networks, investing in sustained infrastructure development and practising visionary leadership and good governance.

PROF TJ MARIBA
CAMPUS RECTOR: VAAL TRIANGLE

UNITY BEST

**NWU
IS A
PLACE
WHERE**

ANYTHING

**IS
POSSIBLE**

UNITY BEST

UNITY DREAMS

FINANCIAL OVERVIEW

Report of the Executive Director: Finance and Facilities	127
Report of the chairperson of the Finance Committee and Executive Director: Finance and Facilities	132
North-West University consolidated statement of financial position as at 31 December 2011	140
North-West University consolidated statement of comprehensive income for the year ended 31 December 2011	141

**IN ITS DIVERSITY,
OUR UNITY FLOURISHES**



I am studying Chemical Engineering and specialise in mineral processing. The NWU will enable me to work in an environment one day in which I can improve processes to make products cheaper for the consumer.



- Willem Prinsloo



REPORT OF THE EXECUTIVE DIRECTOR: FINANCE AND FACILITIES

The two main responsibilities of Finance and Facilities are financial management and physical infrastructure and planning.

Financial management entails providing financial support to the core business operations in a way that enables them to achieve the strategic priorities set in the Institutional Plan, while securing the NWU's continued financial viability, stability and growth. This is achieved by optimising income, operating efficiency, cost effectiveness and asset growth and, at the same time, maintaining a sound financial management and reporting system, excellent levels of financial planning and appropriate financial policies and procedures and risk abatement strategies.

Day-to-day financial management functions include managing the money market department, providing tax services, managing the NWU's own shopping centre, Cachet Park, managing procurement and providing guidance and direction to Internal Audit, which reports to the chairman of the Audit, Risk and Compliance Committee.

The responsibility for physical infrastructure and planning includes planning and construction of new buildings and macro maintenance programmes, and overseeing the occupational health and safety function of the university.

FINANCIAL MANAGEMENT

While this portfolio focuses on compliance-driven financial management, care is taken to create a balance between compliance and ease of use for internal clients and those handling financial administration at lower levels at the NWU. This ensures that effective financial discipline and control measures are implemented university-wide, with positive results. The NWU has received unqualified audit reports since the merger in 2004,

“Despite the challenging economic conditions of the past few years, including 2011, the NWU has maintained its excellent financial track record.”

which has in turn contributed to the university receiving the PriceWaterhouseCoopers Higher Education Excellence Award for Corporate Governance for five consecutive years, from 2007 to 2011.

The institution strives for interactive management involvement during the budget process with the result that different levels of management were involved in the preparation of the 2012 budget.

A new software program, namely IDU-concept, was introduced as a budgeting and reporting tool. This has improved user-friendliness and made valuable management information available at different levels of the organisational structure. Positive feedback from all role players confirms that IDU has met expectations by improving accountability at all management levels and assisting in monthly cash flow management.

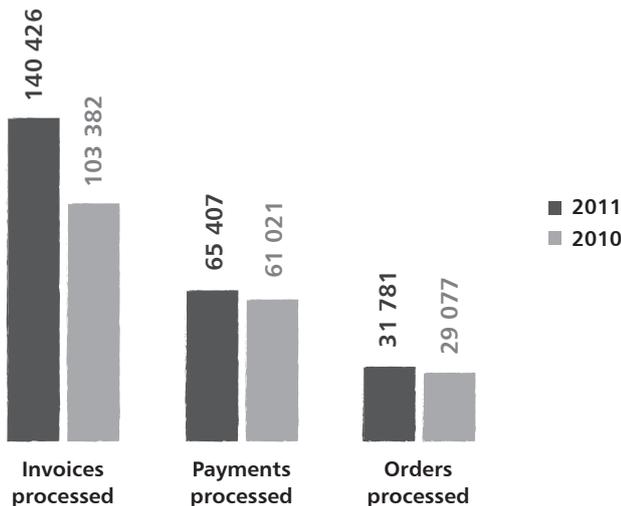
The strategic procurement management objective of the university is to optimise the use of financial resources through a procurement process that is fair, equitable, transparent and cost-effective, while also supporting economic transformation. The NWU has a centralised procurement management structure that provides control and coordination without inhibiting evaluation, recommendation and authorisation powers in respect of procurement needs on a decentralised divisional level.

PROF JOHAN ROST

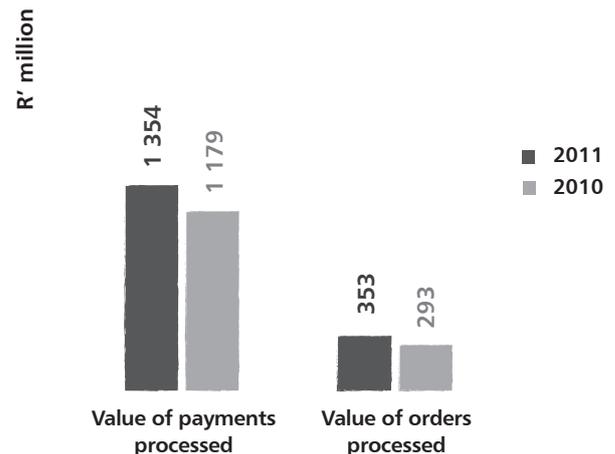


REPORT OF THE EXECUTIVE DIRECTOR: FINANCE AND FACILITIES (CONTINUED)

EXTENT OF PAYMENT TRANSACTIONS PROCESSED (NUMBER)



EXTENT OF PAYMENT TRANSACTIONS PROCESSED (VALUE)

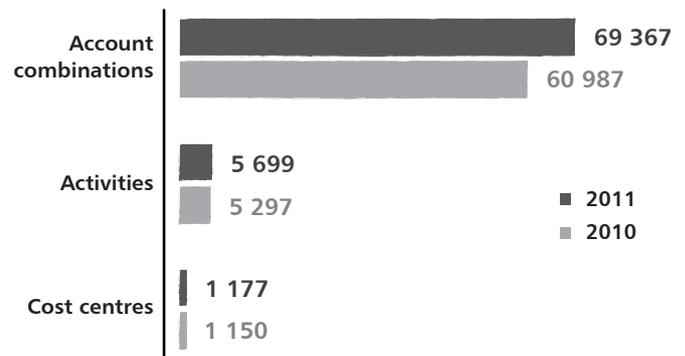


In 2011 a project was started to investigate the long-term appropriateness, efficiency and cost effectiveness of the Oracle ERP system (before a compulsory upgrade due in 2013) versus a community source financial system. The latter was developed by higher education for higher education in line with the NWU's overall information technology strategy. This project will be concluded in 2012.

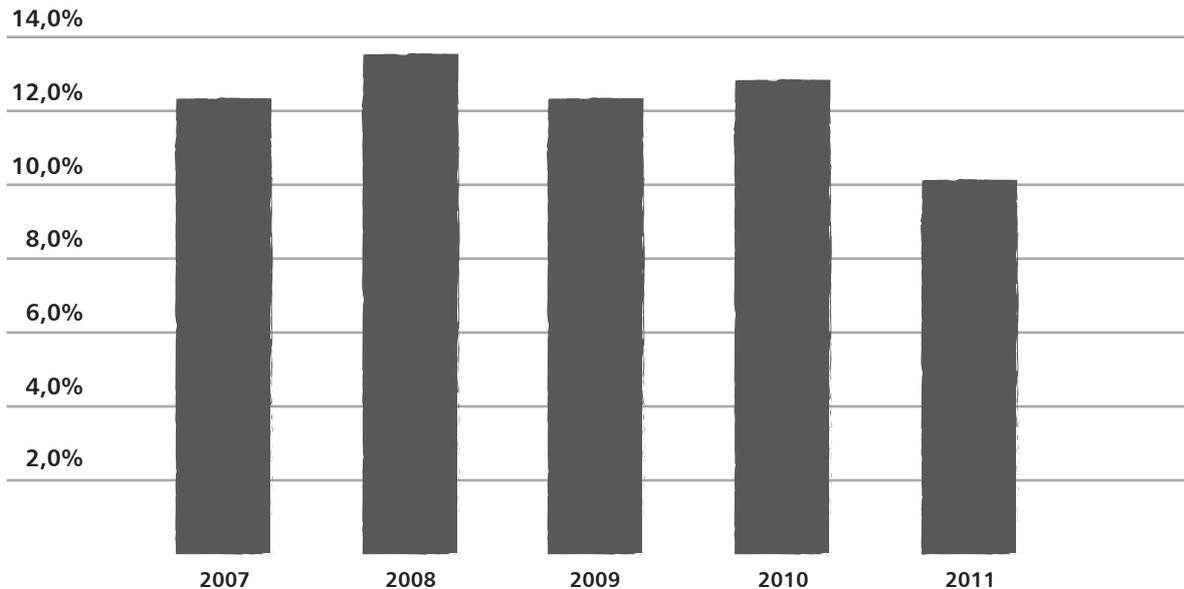
In difficult economic times experienced worldwide during 2011, NWU managed to:

- end off with a surplus from recurrent activities of R68,4 million (2010: R42,9 million);
- maintain working capital ratio at 1,04 (2010: 2,02);
- maintain the solvability ratio of total liabilities to total assets at 0,44 (2010: 0,39);
- show a positive variance of 4,41% per annum between the actual yield and the benchmark yield, resulting in a "profit" of approximately R28,4 million for the money market portfolio;
- increase the net cash flow from operating activities by R88,8 million (2010: R83,8 million); and
- generate a surplus of R 4,9 million (2010: R4,8 million) from Cachet Park.

EXTENT OF USE OF ERP ORACLE GENERAL LEDGER



ACTUAL YIELD 2007 - 2011



Although financial stability was achieved during 2011, the worldwide economic downturn had a negative impact and the NWU experienced an increase in student debts of 27,5%. On the other hand, the NWU experienced an increase of 17,4% in other income (which includes research, entrepreneurial activities and investment income); and a decrease in the ratio of personnel costs to total income at 50,9% (2010: 51,8%).

Please refer to pages 127 and 132 for the complete financial overview and consolidated financial statements for the year ended 31 December 2011).

PHYSICAL INFRASTRUCTURE AND PLANNING

This department was responsible for a capital expenditure programme totalling R188,9 million in 2011. Of this amount, 77% was for new buildings and 23% was utilised for major upgrading projects. The university funded R99,1 million

and R89,8 million came from the Infrastructure and Efficiency funding of the Department of Higher Education and Training (DHET).

Once again, approximately 45% of total capital expenditure for the year was disbursed to Broad-based Black Economic Empowerment (B-BBEE) contractors.

Of the total capital investment, 75% was invested in infrastructure in support of the NWU's mission to become a balanced teaching-learning and research university, while 25% was spent to enhance the student experience on all three campuses of the university.

Mafikeng Campus

On the Mafikeng Campus, R35,8 million was spent on capital projects in 2011. The highlight of the year was the commissioning of the science complex lecture halls and the completion of the new Science Education building.

REPORT OF THE EXECUTIVE DIRECTOR: FINANCE AND FACILITIES (CONTINUED)

The table below gives details of the amount spent on larger projects for teaching-learning, sport and student facilities. Some of the projects were already under way in 2010 and others will carry on in 2012.

Project	Amount	Source of funding
Science complex: three lecture halls (two with 200 seats and one hall with 350 seats) and Science Education building	R7,6m	DHET project
Science complex: laboratories and infrastructure	R5,4m	DHET project
Upgrading of Molelwane farm	R1,3m	DHET project
Upgrading of James Maroka (phase 1) and other residences	R9,1m	NWU
Animal Health Veterinary Science, Anatomy laboratory and infrastructure	R6,6m	NWU
New rugby flood lights	R0,6m	Lotto

Potchefstroom Campus

The total spent on capital projects at this campus for 2011 amounted to R124,2 million. The new Engineering complex was the single largest capital project ever undertaken by the NWU. Total cost of the project amounted to R106 million.

The table below gives details of the amount spent on larger projects for teaching-learning, sport and student facilities.

Some of the projects were already in progress in 2010 and others will carry on in 2012.

Project	Amount	Source of funding
New Engineering complex	R51,6m	DHET project
New subway	R3,0m	DHET project
Renewal of space for Life Sciences (Computer Science offices)	R1,7m	DHET project
Renewal of facilities for Health Sciences – Anatomy laboratory	R1,1m	DHET project
New lecture hall complex for Economic and Management Sciences, building E5	R21,3m	NWU
New building B11A for School of Continuing Teacher Education	R3,1m	NWU
New men's residence, building A8	R7,0m	NWU
Upgrading and additions to Excelsior men's residence	R6,5m	NWU
11Kv electrical infrastructure upgrade of ring 6 and G16 substation	R6,9m	NWU
Upgrading to Hombre and Caput men's residences (based on the 10-year macro maintenance plan)	R2,2m	NWU
Upgrading of Soetdorings flats (based on the 10-year macro maintenance plan)	R1,6m	NWU
Upgrading of part of the Ferdinand Postma Library (based on the 10-year macro maintenance plan)	R0,7m	NWU
Upgrading of Oosterhof kitchen (based on the 10-year macro maintenance plan)	R0,7m	NWU



Project	Amount	Source of funding
Teachers technical training complex	R12,7m	DHET project
New student centre	R7,2m	NWU
Postgraduate student residence phase 1 (72 beds)	R4,5m	NWU
New library (in progress)	R3,1m	NWU

Vaal Triangle Campus

On this campus, the total capital expenditure for 2011 came to R28,9 million. In terms of teaching-learning infrastructure, the highlight was the completion of the teachers technical training complex. Another major project was the construction of the new student centre.

The table above gives details of the amounts spent on new building projects on the campus.

CONCLUSION

Despite the challenging economic conditions of the past few years, including 2011, the NWU has maintained its excellent financial track record. This includes posting a surplus for the seventh consecutive year. At the same time, the university has not escaped the effects of the economic downturn, as reflected in the increase in student debt. These will have to be judiciously managed in the year to come.

Thanks to a carefully planned construction and maintenance programme, the university has not only improved its teaching-learning, student and sport facilities but enhanced its value as a regional and national asset.

The Finance and Facilities portfolio is proud of its role in enabling the university to conduct its core business in modern facilities conducive to effective teaching-learning and research.

PROF IJ ROST
EXECUTIVE DIRECTOR: FINANCE AND FACILITIES

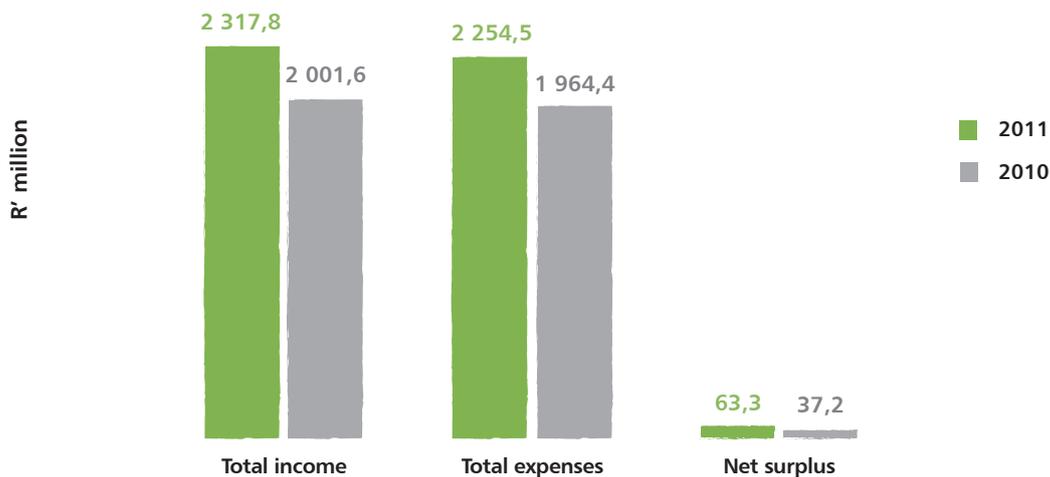
REPORT OF THE CHAIRPERSON OF THE FINANCE COMMITTEE AND EXECUTIVE DIRECTOR: FINANCE AND FACILITIES

The financial review for the year ended 31 December 2011 is presented under the following headings:

PROFITABILITY AND GROWTH

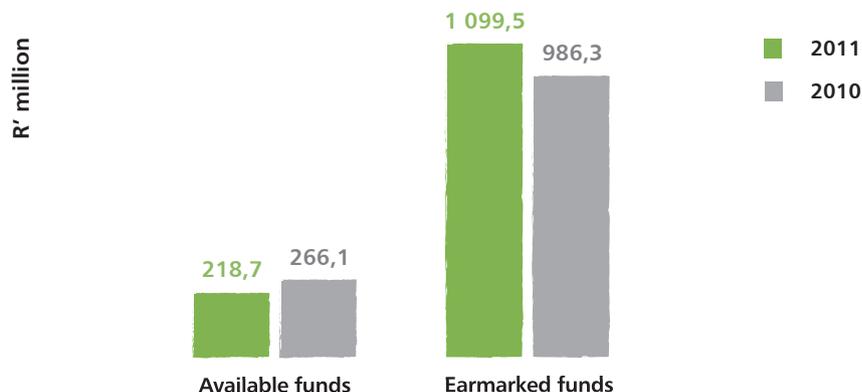
The university's accumulated reserves improved in the 2011 financial year due to a net surplus of R63,3 million (2010: R37,2 million), which represents 2,7% (2010: 1,9%) of the total income. The total income of the university increased by 15,8% to R2 317,8 million, while the total expenses increased by 14,8% to a total expenditure of R2 254,5 million for the 2011 financial year.

TOTAL (EXCLUDING OTHER COMPREHENSIVE INCOME)



Although the university's accumulated reserves improved in the 2011 financial year, the available funds decreased to 16,6% (2010: 21,2%) of total equity. This is mainly due to transfers from available funds to finance investments in property, plant and equipment.

AVAILABLE FUNDS: EARMARKED FUNDS



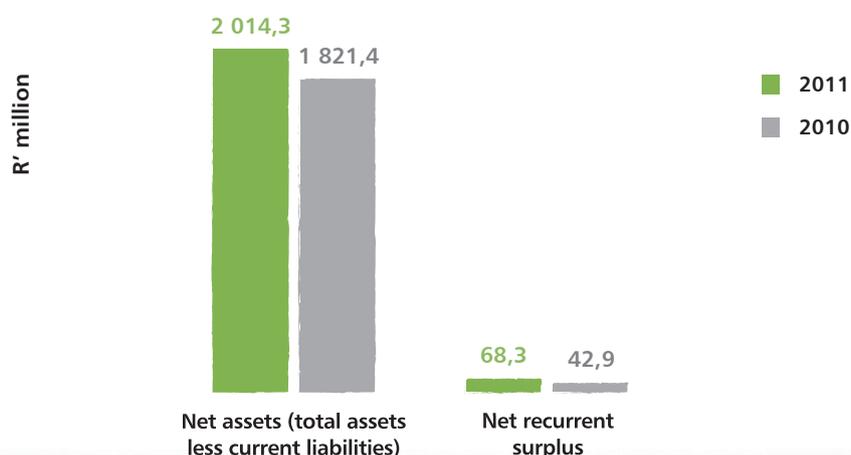
The total income of the university from recurrent activities (excluding disposal of PPE, disposal of investments and other comprehensive income) increased by 15,7% to a total income of R2 322,8 million, while the total expenses from recurrent activities increased by 14,8% to a total expenditure of R2 254,5 million for the 2011 financial year. The surplus of the 2011 financial year from recurrent activities represents 2,9% (2010: 2,2%) of the total recurrent income.

RECURRENT ACTIVITIES



The university's return (from recurrent activities) on capital employed (total assets less current liabilities) increased to 3,4% (2010: 2,4%). This is mainly due to an increase of 59,2% in the recurrent surplus attributable to an overall increase in all sources of income (except investment income) and an increase of 46,2% in current liabilities. Nevertheless, the capital employed also increased by 10,6% due to an increase in property, plant and equipment and long-term investments.

RETURN ON CAPITAL EMPLOYED



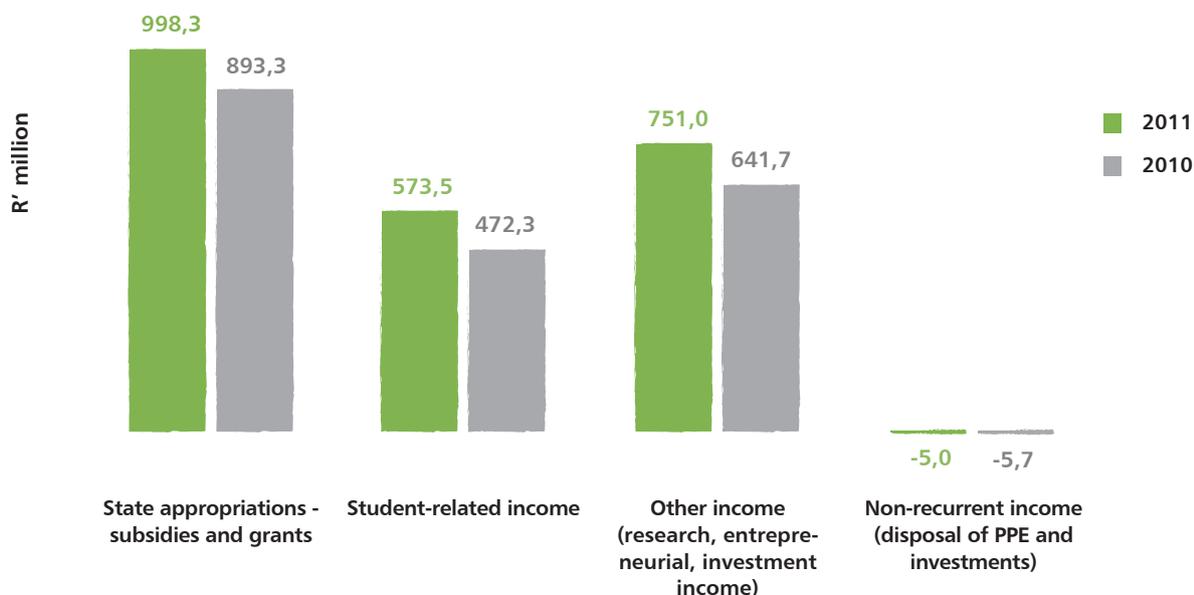
REPORT OF THE CHAIRPERSON OF THE FINANCE COMMITTEE AND EXECUTIVE DIRECTOR: FINANCE AND FACILITIES (CONTINUED)

The university's income from state subsidy represents 43,1% (2010: 44,6%) of the total income.

The reason for the decrease in this percentage is attributable to an on average higher increase in all the other main sources of income (except investment income).

The student-related income increased by 21,4% for the 2011 year (2010: 15,6%). This can be attributed to the annual increase in tuition fees, the increase in student numbers, as well as an increase in modules enrolled for. The total student-related income represents 24,7% (2010: 23,6%) of the total income. For the 2011 year there was a 9% average increase in tuition fees for the Potchefstroom and Vaal Triangle Campuses and a 9,5% average increase for the Mafikeng Campus, in order to harmonise fees across campuses without compromising affordability.

TOTAL INCOME PER CATEGORY



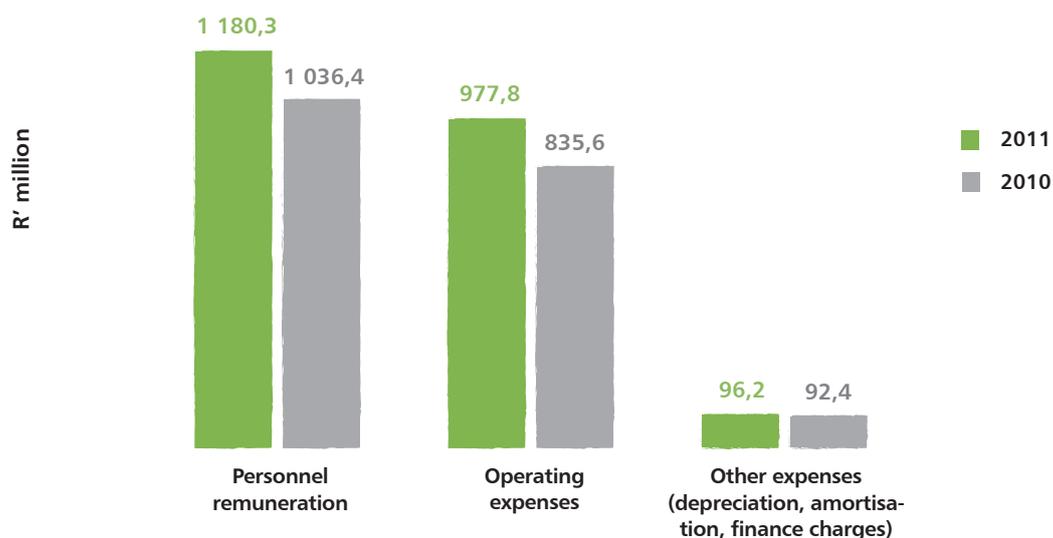
Total expenditure increased by 14,8%.

Personnel remuneration increased by 13,9% (2010: 16,5%). The total cost of personnel expenditure was 50,9% (2010: 51,8%) of total income. The decrease is mainly due to a higher increase in income of 15,8%.

Operating expenses increased by 17,0% (2010: 7,6%) and represent 42,2% (2010: 41,7%) of total income. The increase can be attributed to the additional expenses to generate the increase in other sources of income, as well as a few specific expenses of which the main items are bad debts (R16,1 million), bursaries (R15,9 million) and water and electricity (R23,8 million).

Other expenditure relating to depreciation, amortisation and finance charges increased by 4,1% (2010: 3,3%), which is attributable mainly to depreciation due to the large investment in property, plant and equipment financed via the DHET infrastructure and efficiency earmarked funding project.

TOTAL EXPENSES PER CATEGORY



• ADDED VALUE

With regard to the university as a tertiary institution with the core business of teaching-learning, research and implementation of expertise (including community service), the NWU again added material value to the economy, and the following can be highlighted:

- 15 094 students received degrees and diplomas during 2011 (2010: 15 083).
- R80,1 million was awarded as bursaries to students from own funds (2010: R64,2 million), which represents an increase of 24,8% (2010: 12,2%).
- Funds allocated from income stream 1 to transformation as a strategic imperative amounts to R358,0 million (2010: R254,9 million). The increase is attributable to an increase in building priorities mainly due to the DHET infrastructure and efficiency funding received for the period 2010 – 2012.

REPORT OF THE CHAIRPERSON OF THE FINANCE COMMITTEE AND EXECUTIVE DIRECTOR: FINANCE AND FACILITIES (CONTINUED)

• SOLVABILITY

The total liabilities (R1 035,4 million) expressed over accumulated reserves (R1 318,2 million) indicate that the university's ratio of debt to funds available increased to 0,79 (2010: 0,64). This is attributable to an increase of 28,8% (R63,6 million) in deferred income, an increase in interest bearing borrowings of 57,3% (R37,8 million), mainly due to a long-term loan from FNB to build a new residence while the major part of the construction will be completed in 2012, and an increase of 49,6% (R95,7 million) in trade/other payables and income in advance.

TOTAL LIABILITIES: ACCUMULATED RESERVES



The total liabilities expressed over total assets increased to 0,44 (2010: 0,39) for the 2011 financial year. The total liabilities are covered 2,27 times (2010: 2,56) 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.

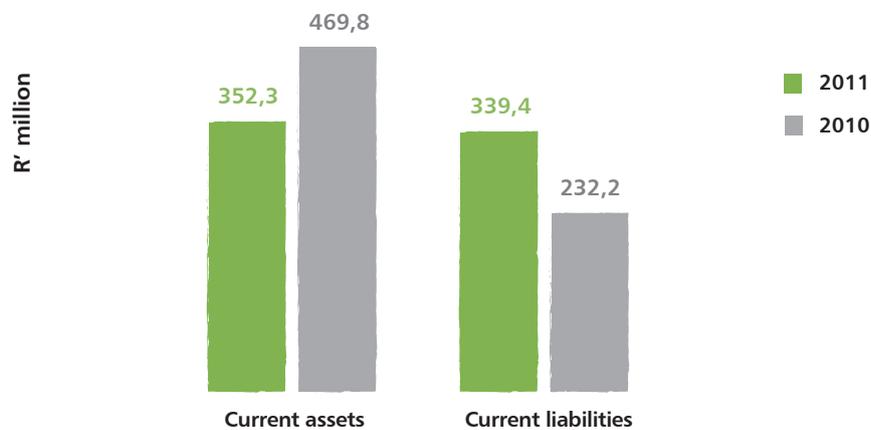
TOTAL LIABILITIES: TOTAL ASSETS



• LIQUIDITY

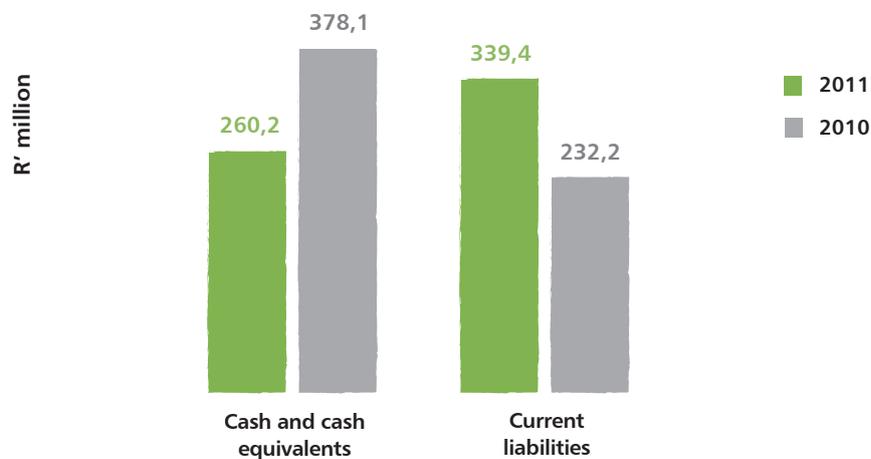
The working capital ratio indicates that the current liabilities are covered 1,04 times (2010: 2,02 times) by the current assets. If the analysis is expressed in rand value, the current assets decreased by R117,5 million for the 2011 financial year, whilst current liabilities for the same period increased by R107,2 million. The main reason for the decrease in the current assets is due to a decrease in cash and cash equivalents, which was transferred to long-term investments (which increased by R154,9 million, net of investment income and revaluation). The main reasons for the increase in current liabilities are an increase in trade and other payables (R56,0 million), as well as an increase in deposits and prepaid income received (R39,6 million). This is still within the norm, which indicates that an optimal balance between long-term and short-term investments had been accomplished for 2011.

CURRENT ASSETS: CURRENT LIABILITIES



The university's ratio of cash and cash equivalents to current liabilities decreased from 1,63 in 2010 to 0,77 during the 2011 financial year, which was mainly due to the transfer of cash and cash equivalents to long-term investments.

CASH AND CASH EQUIVALENTS: CURRENT LIABILITIES



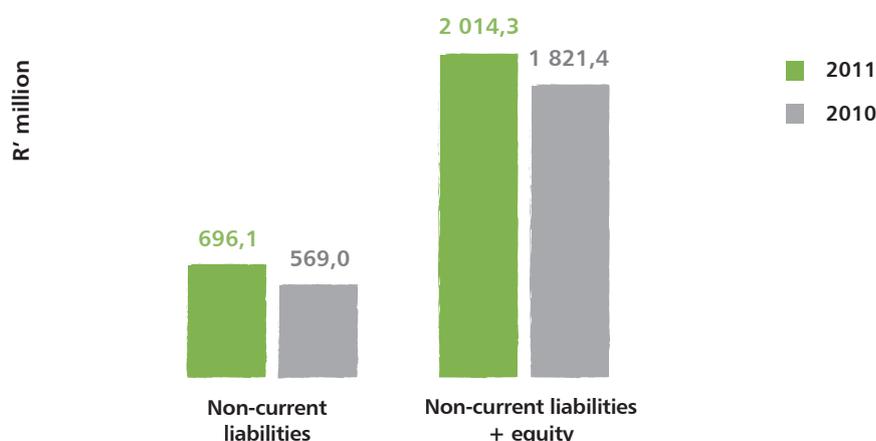
REPORT OF THE CHAIRPERSON OF THE FINANCE COMMITTEE AND EXECUTIVE DIRECTOR: FINANCE AND FACILITIES (CONTINUED)

• 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.

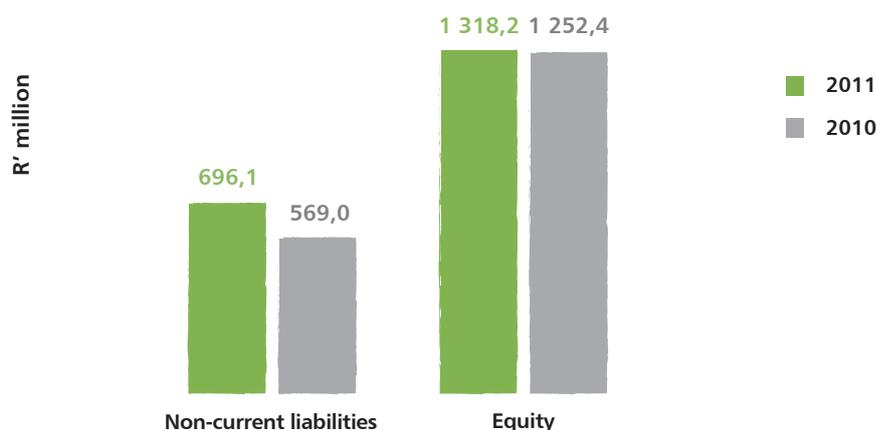
Non-current liabilities represent 34,6% of total funds employed (2010: 31,2%).

NON-CURRENT LIABILITIES: NON-CURRENT LIABILITIES + EQUITY



The total non-current liabilities expressed over equity for the 2011 financial year increased to 52,8% (2010: 45,4%).

NON-CURRENT LIABILITIES: EQUITY



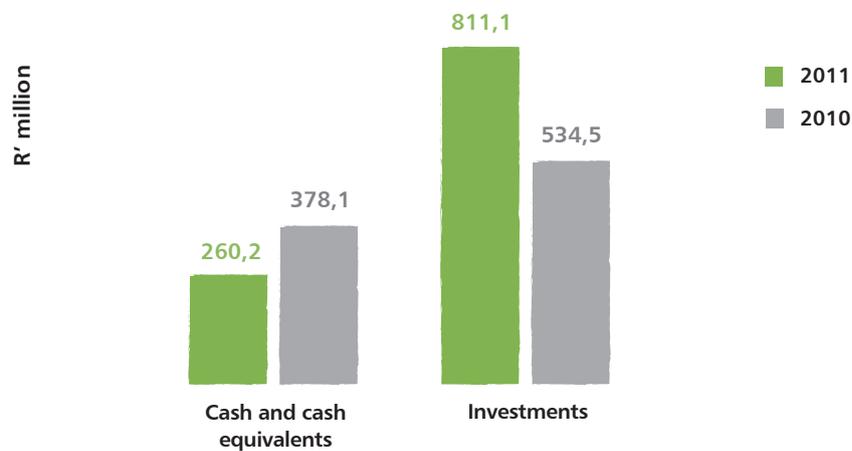
The increase in non-current liabilities is mainly attributable to an increase of 31,6% in deferred income (which is mainly earmarked subsidy received for investment in PPE) and an increase in interest-bearing borrowings of 55,8% (mainly due to a long-term loan from FNB to build a new residence, of which the major part of the construction will be completed in 2012).

• CASH FLOW

Surplus generated relating to cash flow

The university generated a surplus of R63,4 million for the 2011 financial year, and the net cash flow from operating activities amounted to R349,5 million. The total net cash flow decreased by R117,9 million for the same financial year due to a transfer of cash and cash equivalents to longer term investments (R258,5 million), as well as investment in property, plant and equipment (R242,9 million). For the 2010 financial year the net cash flow decreased by R106,9 million. The NWU is still in a very viable cash flow situation.

CASH AND CASH EQUIVALENTS & INVESTMENTS



CONCLUSION

The university was able to achieve the following financial goals during the 2011 financial year:

- To increase total assets by 15% (2010: 12%) 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 while increasing long-term investments.
- To increase the net surplus from recurrent activities to 2,9% (goal: between 3% and 6%) as a result of an overall increase in all sources of income, as well as to maintain a sound solvency position and optimal liquidity levels ensuring that the NWU remains a going concern.
- To increase bursaries awarded to students (bursaries were increased by 24,8%).

Council and Management are jointly committed to managing the NWU in such a way that the sound financial position will be maintained in 2012.

MR JJ KITSHOFF
CHAIRPERSON: FINANCE COMMITTEE

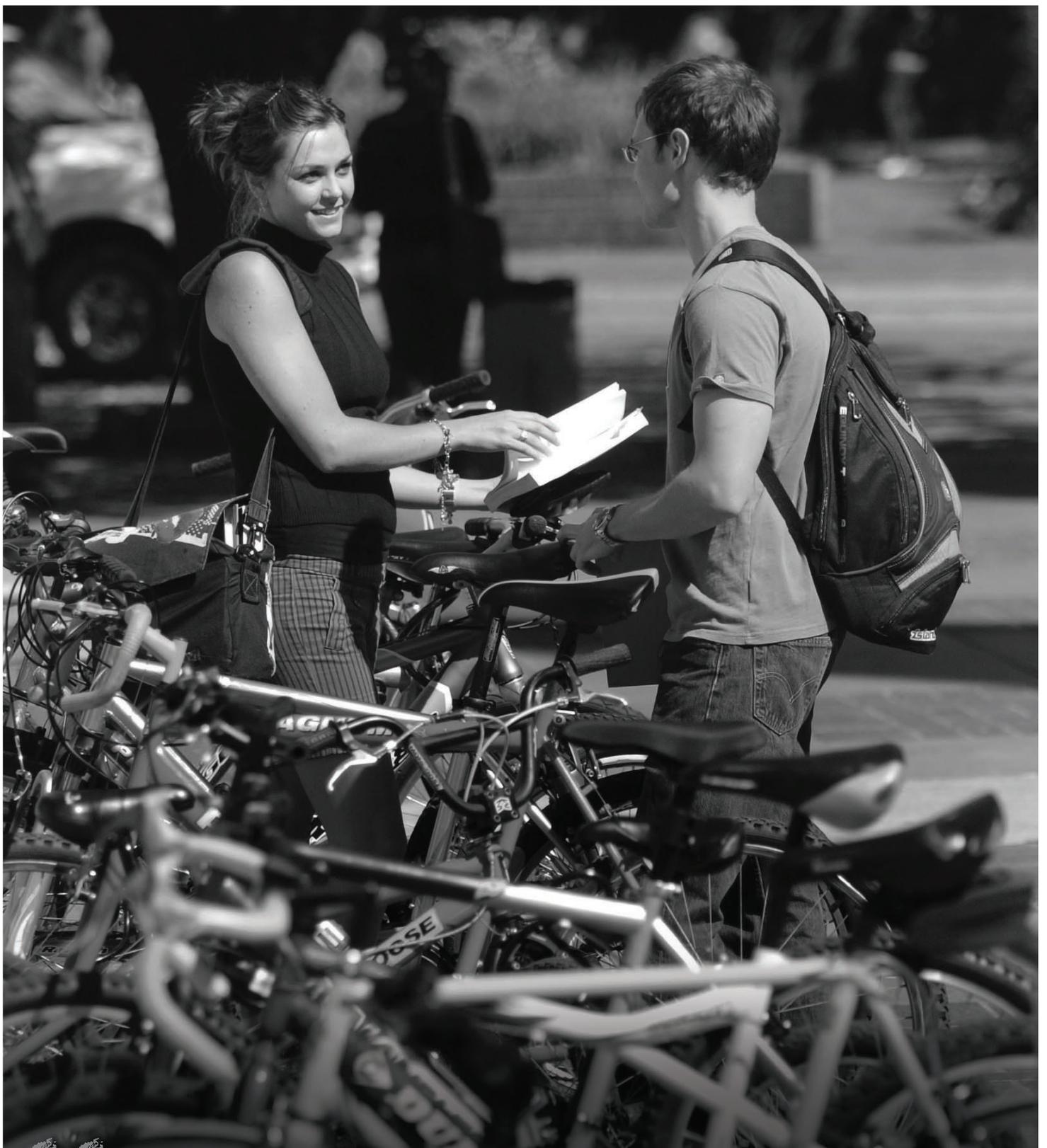
PROF IJ ROST
EXECUTIVE DIRECTOR: FINANCE AND FACILITIES

NORTH-WEST UNIVERSITY CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2011

	2011		2010	
	R'000	%	R'000	%
ASSETS				
Non-current assets	2 001 377	85,0	1 583 816	77,1
Property, Plant and Equipment	1 006 808	42,8	852 063	41,5
Investment properties	22 312	0,9	22 809	1,1
Intangible assets	8 001	0,3	10 931	0,5
Long-term investments	811 091	34,5	534 538	26,0
Investments in associates	24	0,0	0	0,0
Pension fund	120 123	5,1	129 089	6,3
Disability reserve fund	33 018	1,4	34 386	1,7
Current assets	352 270	15,0	469 774	22,9
Inventories	19 765	0,8	16 196	0,8
Trade and other receivables	72 335	3,1	75 521	3,7
Cash and cash equivalents	260 170	11,1	378 057	18,4
Total assets	2 353 647	100,0	2 053 590	100,0
FUNDS AND LIABILITIES				
Funds available	1 318 202	56,0	1 252 412	61,0
Accumulated funds	1 318 012	56,0	1 252 412	61,0
Non-controlling interest	190	0,0	0	0,0
Total liabilities	1 035 445	44,0	801 178	39,0
Non-current liabilities	696 067	29,7	569 016	27,7
Long-term loans	93 268	4,0	59 856	2,9
Post-employment benefits	337 933	14,4	307 901	15,0
Deferred income	264 866	11,3	201 259	9,8
Current liabilities	339 378	14,3	232 162	11,3
Trade and other creditors	226 803	9,6	170 762	8,3
Current income tax liability	5	0,0	0	0,0
Current portion: Long-term loans	10 321	0,4	5 983	0,3
Current portion: Post-employment benefits	20 944	0,9	13 765	0,7
Current portion: Deferred income	19 558	0,8	19 533	1,0
Student deposits and prepaid income	61 747	2,6	22 119	1,0
Total funds and liabilities	2 353 647	100,0	2 053 590	100,0

NORTH-WEST UNIVERSITY CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2011

	2011		2010	
	R'000	%	R'000	%
RECURRENT ITEMS	68 401	2,9	42 910	2,2
Income	2 322 783	100,2	2 007 290	100,3
State appropriations - subsidies and grants	998 270	43,1	893 280	44,6
Tuition and other fees	573 491	24,7	472 338	23,6
Income from contracts (research and other)	143 047	6,2	115 513	5,8
Residence and catering services	200 016	8,6	168 935	8,4
Services - entrepreneurial activities	269 327	11,6	218 902	10,9
Private gifts and grants	31 498	1,4	28 746	1,5
Investment income	107 134	4,6	109 576	5,5
Expenditure	2 254 382	97,3	1 964 380	98,1
Personnel remuneration	1 180 333	50,9	1 036 377	51,8
Operating expenses	977 802	42,2	835 554	41,7
Depreciation and amortisation	83 383	3,6	77 826	3,9
Finance charges	12 864	0,6	14 623	0,7
NON-RECURRENT ITEMS	(5 022)	(0,2)	(5 669)	(0,3)
Income	(5 022)	(0,2)	(5 669)	(0,3)
Profit/(loss) on disposal of PPE	(6 926)	(0,3)	(18 322)	(0,9)
Profit/(loss) on investments	1 848	0,1	10 624	0,5
Share of profit of associates	24	0,0	0	0,0
Other non-recurrent income	32	0,0	2 029	0,1
Expenditure	0	0,0	0	0,0
Net surplus before income tax	63 379	2,7	37 241	1,9
Income tax expense	88	0,0	0	0,0
Surplus for the year	63 291	2,7	37 241	1,9
OTHER COMPREHENSIVE INCOME (OCI)	2 325		49 705	
Pension fund - surplus/(deficit)	(8 966)		39 880	
Disability reserve fund - surplus/(deficit)	(1 368)		635	
Net value gain/(loss) on available-for-sale financial assets (net of tax)	12 659		9 190	
Total comprehensive income for the year	65 616		86 946	
Attributable to:				
- North-West University (Surplus and OCI)	65 600		86 946	
- Non-controlling interests (Surplus)	16		0	
Total comprehensive income for the year	65 616		86 946	



“

The goal of sustainable development is to meet the needs of the present without compromising the ability of future generations to meet their own needs. ”

- World Commission on Environment and Development

SUSTAINABILITY STATEMENT

Sustainability is imperative in today's world and in South Africa addressing the historical imbalances has led to challenges in which we as higher education institutions have to play a key role in the environmental as well as the socio-economic context.

The NWU aspires in its mission elements and values to the pursuit of responsible corporate citizenship, respect and good corporate governance. It is our expressed intention not only to apply the King Code of Corporate Governance to what we do in South Africa, but also in our interactions in Africa and the world.

We are committed to sustainable environmental practices and avail our expertise to ensure a sustainable society, by contribut-

“In short, all of the persons on the planet, including juristic persons and individuals, have a duty to play a part in improving our quality of life. As transient caretakers we can no longer ignore our responsibility to restore and sustain the Earth that is going to be inherited by our children and our children’s children”.

- Mervyn King, *Transient Caretakers*.

ing to socio-economic empowerment, through our community engagement strategy.

As a member of the Talloires Network we have also pledged to make sustainability an educational (teaching/learning) and research goal and have endorsed the Southern African Regional Universities Association (SARUA) Programme for Climate Change Capacity Development across the Southern African Development Community (SADC) Higher Education Sector.

STRATEGY AND ANALYSES

This is the first reflection on the NWU's journey towards sustainability and as a point of departure we have embarked on this journey using the common sense approach by initiating changes from within, by conducting an environmental legislative compliance audit before expanding on a 'broad-based green initiatives' amongst other awareness, recycling and energy saving projects.

Our sustainability initiative is currently linked to the Community Engagement Office, which has a strategic focus on the triple bottom-line not only internally, but also with regard to the university's outreach programmes, where we wish to move away from pure philanthropy towards empowering partnerships with our local communities.

The university has set aside strategic funds to train its staff and management through a series of workshops on community engagement, sustainability and integrated reporting and have committed to the abovementioned audit and the rectification of inadequacies.

An ad hoc voluntary task team met in 2011 and a committee consisting of a campus coordinator and committed academic advisors was formed for each of our three campuses. Their role is to stimulate awareness, enthusiasm and participation within the internal community. The report on the audit will be completed in September 2012 and an internal integrated report will be compiled as a trial run for a publicly available Global Reporting Initiative (GRI)-based report in 2014.

LIST OF ABBREVIATIONS AND TERMS

@NWU	The daily notice for NWU staff (not an abbreviation)
ACE	Advanced Certificate in Education
ADC	Academic Development Centre
ADS	Academic Development and Support
AGCAS	Association of Graduate Careers Advisory Services
AIDS	Acquired Immune Deficiency Syndrome
Artéma	Institute for Arts Management and Development
AUTHeR	African Unit for Transdisciplinary Health Research
BBBEE	Broad-based Black Economic Empowerment
BFSU	Beijing Foreign Studies University
BMX	Bicycle Motocross refers to the sport in which the main goal is extreme racing on bicycles
CARST	Centre for Applied Radiation, Science and Technology
CCMA	Commission for Conciliation, Mediation and Arbitration
CCYFS	Centre for Child, Youth and Family Studies
CEN	Centre of Excellence for Nutrition
CEO	Celebrating Excellence in Organisations
CH@S	Connecting Helpers and Students (peer helper group)
CHE	Council on Higher Education
CoE	Centre of Excellence
CSIR	Council for Scientific and Industrial Research
CSRC	Campus Students' Representative Council
CTE	Continued Teacher Education
CTexT®	Centre for Text Technology
CV	Curriculum Vitae
DHET	Department of Higher Education and Training
DPSA	Disabled People South Africa
DRUSSA	Development Research Uptake in Sub-Saharan Africa
DST	Department of Science and Technology
EAP	Employee Assistance Programme
ECSA	Engineering Council of South Africa

ETDP SETA	Education, Training and Development Practices Sector Education and Training Authority
EEC	Executive Evaluation Committee
eFundi	The NWU's e-learning system (not an abbreviation)
EHW	Employee Health and Wellness
Eish!	The NWU's internal staff magazine (not an abbreviation)
EPE	External Programme Evaluation
FAMSA	Family and Marriage Association of South Africa
FAST	Faculty of Agriculture, Science and Technology
FC AK	It is a South African football club from Johannesburg
FCCD	Forum for Continuous Community Development
FLAGH	Farm Labour and General Health
HART	Hypertension in Africa Research Team
HEADS	Higher Education HIV/Aids Programme
HEQC	Higher Education Quality Committee
HEQF	Higher Education Qualifications Framework
HESA	Higher Education South Africa
HIV	Human Immunodeficiency Virus
HPI	High Performance Institute for Sport
HSS	Human and Social Sciences
ICAS	Institutional Committee for Academic Standards
ICBID	Institutional Corporate and Branding Identity Committee
ICNL	Institutional Course for New Lecturers
ICT	Information and Communication Technology
ICURA	International Community University Research Alliance
IDRC	International Development Research Centre
IDU	Software program that was introduced as a budgeting and reporting tool
IEESDF	Institutional Employment Equity and Skills Development Forum
IF	Institutional Forum
IFBB	International Federation of BodyBuilders
IREA	Institutional Research Excellence Awards

LIST OF ABBREVIATIONS AND TERMS (CONTINUED)

ISI	Institute for Scientific Information
ISIS	A world-leading centre for research which provides consulting expertise and advice in technology transfer and innovation management around the world.
ISRC	Institutional Students' Representative Council
IT	Information Technology
ITEA	Institutional Teaching Excellence Awards
LMS	Learning Management System
LRA	Labour Relations Act
MACE	Marketing, Advancement and Communication in Education
MIS	Management Information Services
MoU	Memorandum of Understanding
MUSA	Medicine Usage in South Africa
MUSICA	Annual choir festival
MUST	Multilingual Speech Technology
N/A	Not applicable
NIHE	National Institute of Higher Education
NIPMO	National Intellectual Property Management Organisation
NLDTF	National Lottery Distribution Trust Fund
NQF	The National Qualifications Framework
NRF	National Research Foundation
NSFAS	National Student Financial Aid Scheme
NWSP	North-West Science Park
NWU	North-West University
NWU & U	The NWU's alumni publication
NWU SDT	NWU Social Development Trust
OPTENTIA	Sub-programme which enables optimal expression of individual, social and institutional potential
Oracle-ERP	Oracle Enterprise Resource Planning
PBL	Problem-based Learning
PGCE	Postgraduate Certificate in Education
PhASRec	Physical Activity Sport and Recreation
PQM	Programme and Qualifications Mix
PSA	Prostate-specific Antigen
PSL	Premier Soccer League
PURCO	Purchasing Consortium South Africa



RDP	Reconstruction and Development Programme
REAP	Rural Education Access Project
RSS feed	A document (which is called a “feed”, “web feed” or “channel” includes full summarised text plus metadata
SAFA	South African Football Association
SAGRA	South African Graduate Recruitment Association
SAHECEF	South African Higher Education Community Engagement Forum
SAKAI	It is a community of academic institutions who work together to develop an e-learning environment
SANERI	South African National Energy Research Institute
SANPAD	South Africa-Netherlands Research Programme on Alternatives in Development
SAQA	South African Qualifications Authority
SARCHI	South African Research Chair Initiative
SASCO	South African Students’ Congress
SHARE	Electronic Records Management System
SI	Supplemental Instruction
SOS	Peer help programme
SRCS	Student Rag Community Service
STTI	Sigma Theta Tau International
THRIP	Technology and Human Resources for Industry Programme
TOC	Transformation Oversight Committee
TREES	Tourism Research in Economic Environs and Society
UK	United Kingdom
UPSET	Understanding and Processing Language in Complex Settings
USSA	University Sports South Africa
VC	Vice-Chancellor
VCT	Voluntary Counselling and Testing
WorkWell	Research Unit for Economic and Management Sciences

ACKNOWLEDGEMENTS

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