



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

It all starts here[™]



Annual Report 2013



CONTENT



7	Report of the Chairperson of Council
21	Council report on corporate governance
29	Senate Report
73	Report of the Institutional Forum
77	Report of the Vice-Chancellor
139	Campus overview: Mafikeng
153	Campus overview: Potchefstroom
169	Campus overview: Vaal Triangle
185	Report on internal/operational structures and controls
187	Report on risk exposure and assessment
191	Report of the Chairperson of the Finance Committee and Executive Director: Finance and Facilities
199	Consolidated Financial Statements for the year ended 31 December 2013
275	List of abbreviations

NOTE:

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



VISION, MISSION AND VALUES

OF THE NORTH-WEST UNIVERSITY

VISION

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

MISSION

The NWU's mission is to become a balanced teaching-learning and research university and to implement its expertise in an innovative way.

This the institution will achieve as it lives its values, strives for sound management and pursues transformation, while being locally engaged, nationally relevant and internationally recognized.

STRATEGY

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

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 continents 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.



REPORT OF THE CHAIRPERSON OF COUNCIL ¹

MR PJ VAN DER WALT



SELF-EVALUATION OF COUNCIL ²

The Council of the NWU remained committed to ensuring the effectiveness of its governance and oversight function. The concerted effort embarked upon during 2012 to improve the attendance of Council and Council committee meetings in order to ensure quality decision making continued during 2013.

A self-evaluation exercise was undertaken during the second semester of 2013. Members of Council and the respective Council committees completed a self-evaluation questionnaire to evaluate the role and functioning of the various governing structures in respect of their mandates. The evaluations focused particularly on risk management, adherence to good corporate governance principles, discipline and members' understanding of Council's oversight role. The size, composition and independence of the structures, as well as the effectiveness of the leadership, teamwork, meetings and annual workshop, were also evaluated.

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

IMPORTANT ASPECTS DEALT WITH BY COUNCIL IN 2013 ³

During 2013, 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.
- Several members were nominated to serve on the Council committees. These developments were due to vacancies that occurred on the expiry of former Council members' terms of office, as explained in more detail in the section on Council committees.
- Prof F van Niekerk, the Deputy Vice-Chancellor: Research, Innovation and Technology, was appointed for one year as vice-principal for 2013.
- Council received bi-annual reports on individual members' attendance rates of Council and Council committee meetings. At the request of the Council Executive Committee, the chairperson of Council contacted members with attendance rates below the agreed upon 50%.
- The ministerial enrolment and efficiency targets for 2014/2015 to 2019/2020 were noted.
- Council recognised the establishment of the Alumni Association in accordance with paragraph 33(2) of the NWU Statute.

¹ R3.1.1

² R3.1.1 bullet 1

³ R3.1.1 bullet 1 and 2

“During 2013, the Council of the NWU remained committed to ensure the effectiveness of its governance and oversight function”

- **Prestigious awards bestowed by Council**

Honorary doctorates to the following recipients were approved during 2013 for conferral in 2014.

- Prof MA Kaashoek - Mathematics
- Chief Justice Mogoeng Mogoeng - Law
- Prof M Welker – Systematic Theology

Chancellor's medals to the following recipients for their valued contributions were approved during 2013 for conferral in 2014:

- Mrs MG Masuku

- **Significant new developments regarding infrastructure**

Council approved the following during the year under review:

- The utilisation of R15 million from the NWU money market investment for the Velodrome Project, to be made by way of a donation to the North-West Velodrome Trust.
- The purchase of the "Hervormde Kerk" property in President Street, Potchefstroom; with a mandate to the Executive Director: Finance and Facilities to proceed with further negotiations.
- A new Pharmacy and Life Science Building partially funded by the Department of Higher Education and Training.

- **Management, operational and financial stability**

Council took the following measures in 2013 to ensure the continued stability of the NWU's management, operations and finances:

- Approved the financial statements for the year ended 31 December 2013.
- Approved the 2014 budget, which corresponded with the elements of the funding formula and was aligned with the Institutional Plan.
- Adopted the Institutional Plan 2014 for submission to the Department of Higher Education and Training in early 2014.
- Approved the 2012 Annual Report, which was submitted to the Department of Higher Education and Training on 30 June 2013.
- Approved the 2014 Institutional Almanac for the NWU.
- Approved the 2013 Key Risks Register.
- Approved the appointment of PricewaterhouseCoopers as external auditors of the NWU for the financial year ending December 2013.

Council continued to oversee the alignment of existing policies, rules and procedures across the NWU and approved the following policies in 2013:

- Rules and procedures for the declaration of interest by Council members
- Policy on Gatherings, Demonstrations and Picketing at the NWU
- Behavioural Policy
- Online Publication Policy
- Internationalisation Policy

The amendment of the following existing policies was approved during 2013:

- Performance Management Policy
- Training and Development Policy
- Employment Equity Policy
- Policy on Employees with Disabilities
- Research and Innovation Policy
- Records Management Policy
- Policy on Generation and Approval of Policies
- Brand Identity Policy
- Policy on Institutional Teaching Excellence Awards (ITEA)
- Academic rules 2014

- **Teaching-learning and research matters**

The academic programme alignment process continued during 2013 and further impetus was gained through the HEQSF alignment process. This is aimed at ensuring parity in programme outcomes across the three campuses.

Council approved the following matters, including changes to academic and research structures, during the year under review:

- The minimum admissions requirements for undergraduate studies for 2014.
- The Strategic Framework for Continuing Education at the NWU.
- The relocation of the Centre of Indigenous Knowledge Systems (IKS) to the Faculty of Agriculture, Science and Technology (FAST) on the Mafikeng Campus.
- The establishment of FCA Statistical Consultation Services (FCA-SCS) on the Mafikeng Campus.
- The transfer of the Centre for Governance to the School of Social and Government Studies, Faculty of Arts on the Potchefstroom Campus.

SPECIFIC CHANGES TO COUNCIL MEMBERSHIP IN 2013 ⁴

In adherence to the NWU Statute on the composition and membership of Council, vacancies occurring during 2013 were duly filled. In summary, the terms of eight Council members expired during 2013. One member resigned in June 2013. Two members whose terms expired were re-designated. Processes were started to fill two vacancies in the categories Convocation and donors, and these processes will be finalised early in 2014. This brought the number of new Council appointments to six. The six new members of Council were designated or elected as follows from the respective stakeholder constituencies: one was appointed by the Minister of Higher Education and Training; one was appointed from the ranks of community designates, two were elected from the ranks of Senate, one was elected from the ranks of the donors, and one was elected by the non-academic employees.

- ***Members appointed by the Minister of Higher Education and Training***
Mr M Sambatha replaced Mr NS Phetoe whose term expired in September 2013.
- ***Community designates***
Prof I Klynsmith replaced Ms H Rupert-Koegelenberg whose term expired in November 2013.
Rev SA Musa was re-appointed for a second term.
- ***External member of Council from the ranks of donors***
Ms A de Vries (resigned in 2013).
- ***Convocation***
Mr PJW Buys' term expired in November 2013.
- ***Internal member from the ranks of Senate***
Prof EE Ebenso replaced Prof S Swanepoel whose term expired in September 2013.
Dr LB Mzini replaced Prof TC Rabali whose term expired in November 2013.
Prof JJ Janse van Rensburg was re-appointed for a second term.
- ***Members representing the non-academic employees***
Ms E Esterhuizen replaced Dr SR van der Walt whose term expired in June 2013.

Board of Donors

In accordance with the Rules, Council recognises companies or institutions as donors of the NWU. These donors are recognised as persons or institutions who had during the preceding two years donated amounts to the university considered by the Council to be significant, or who have made other significant contributions to promote the mission of the NWU.

The full membership of the Board of Donors during 2013 was as follows:

- Prof CJ Reinecke, Dagbreek Trust
- Mr J Kitshoff, Eduloan
- Rev L van Schaik, GKSA
- Dr C Tshitereke, Old Mutual Foundation
- Ms N Mothaki, Reutech Solutions
- Mr A van der Merwe, DM Kisch Incorporated
- Mr K Venter, Janssen-Cilag
- Dr S Godorr, SASOL
- Mr F Morrison, Vesta Technologies (Pty) Ltd
- Dr T Eloff, NWU Vice-Chancellor
- Prof JJ Rost, NWU Executive Director: Finance and Facilities

Attendees at Council meetings

The following NWU staff members attended Council meetings during 2013 upon invitation of the vice-chancellor: Prof F van Niekerk, Deputy Vice-Chancellor: Research, Innovation and Technology (also an ex officio member of Council due to his appointment as Vice-Principal)

- Prof ND Kgwadi, Rector, Mafikeng Campus
- Prof TJ Mariba, Rector, Vaal Triangle Campus
- Prof HD van Schalkwyk, Rector, Potchefstroom Campus

To ensure that all members of the Institutional Management were informed of Council's deliberations and available to provide information as required, the following Institutional Management members were also invited to attend Council meetings during 2013:

- Prof MJ Oosthuizen, Deputy Vice-Chancellor: Teaching and Learning
- Prof IJ Rost, Executive Director: Finance and Facilities
- Ms PP Mmope, Executive Director: Institutional Advancement
- Mr VL Mothobi, Executive Director: Human Capital Development
- Prof MM Verhoef, Executive Advisor in the Office of the Vice-Chancellor

FINANCIAL HEALTH AND VIABILITY ⁵

The university pays particular attention to the enabling of performance and compliance, which enhances the management of risk through effective financial planning and cash flow management, proper financial management systems and effective internal control mechanisms. A project known as Optimisation of the Financial Management and Administration Function (FinOps project) commenced in 2013 to contribute to the sustainment of the financial function. Council is confident that the university is financially sound and viable and managed in a responsible and transparent manner.

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.

FACILITIES AND MAJOR CAPITAL WORKS ⁶

Capital planning is the process of master planning, executing and sustaining facilities that are safe, functional and meet the vision of the university. This process entails the preplanning and design of new facilities and renovation of existing facilities. These processes are guided by the Institutional Plan that was approved by the Council. In 2013, the NWU spent a total of R208,73 million on capital infrastructure projects and the continuation of the 10-year rolling macro maintenance programme.

STATEMENT ON PROCUREMENT PROCESS

The NWU's strategic procurement management objective is to optimise the utilisation of the university's financial resources through a procurement process that is fair, equitable, transparent and cost-effective, while also ensuring the attainment of ancillary policy objectives such as transformation. This was achieved through a procurement policy that stipulates general principles and guidelines such as:

- increasing buying power through financial operational means;
- ensuring operational stability by providing an uninterrupted flow of goods, services and equipment to the divisions, such as by developing sound working relationships with competent suppliers;
- ensuring an independent cost/quality appraisal in all purchasing decisions through a centralised procurement division;
- promoting regional economic development, such as by giving preference to local suppliers in communities within which the university operates, subject to the considerations of price, quality, and service, which are paramount; and
- complying with to all statutory and regulatory requirements, such as Broad-Based Black Economic Empowerment (B-BBEE) requirements.

⁵ R3.1.1 bullet 4

⁶ R3.1.1 bullet 7

STATEMENT ON GOING CONCERN

A sound solvency position and optimal liquidity levels during the 2013 financial year was maintained to ensure the that the NWU remained a going concern.


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:

- 15 464 (2012: 14 669) students received degrees and diplomas during 2013.
- R144,0 million (2012: R120,1 million) was awarded as bursaries to students from own funds, which represents an increase of 20,0% (2012: 21,8%).
- The cash flow investment in property, plant and equipment amounts to R209,8 million (2012 restated: R269,4 million), which is mainly attributable to the DHET infrastructure and efficiency funding received for the period 2010 - 2012, as well as a new cycle of funding for 2012 - 2015.

COUNCIL COMMITTEES ATTENDANCE FIGURES ⁷

The Council had a strategic workshop on 15 March 2013 and convened three ordinary Council meetings. These were held on 21 June, 20 September and 22 November.

The attendance record for Council and its committees for 2013 was as follows:



Committee	% attendance
Council	82%
Council Executive Committee (Exco)	79%
Finance	79%
Transformation Oversight	77%
Human Capital and Employment Equity	71%
Tender	83%
Honorary Awards	83%
Audit, Risk and Compliance	82%
Remuneration	66%
Assets	90%
Investments	79%

The total average attendance figure of Council and Council Committee meetings for 2013 was 79% – slightly lower than the figure of 83% in 2012.

7 R3.1.1 bullet 5

CAMPUS DEVELOPMENT ⁸

Campus infrastructure – Mafikeng Campus

A total of R59,7m was spent on campus infrastructure. The main focus for 2013 was student housing on campus. The current programme of expansion and upgrading of student residences, funded by the DHET, will be completed by the end of 2014.

- The James Maroka Residence's last blocks were upgraded to the value of R6 million as part of the DHET's Infrastructure and Efficiency Funding.
- The upgrading of Sedibeng Residence started in 2013 and will continue to the end of 2014. R4,4 million was spent in 2013.
- The construction of two new student residences started in 2013 and will be completed at the end of 2014. This will add 486 beds to on-campus residence capacity. R22,4 million was spent in 2013.
- Good progress was made with the second phase of the science complex, which is also funded by a DHET grant. Staff will occupy the building early in 2014. Undergraduate and research laboratories, as well as office and ancillary spaces, were incorporated into this second phase.
- Various sporting facilities were also upgraded in support of the campus mission to create a healthy student life.
- Equipment to the value of R464 070 was purchased to increase the efficiency of the Campus Disability Unit and was funded by the DHET's Infrastructure and Efficiency Funding.
- Specialised laboratory equipment worth R1,9 million was also purchased from this grant.
- The planning of the new Nursing Building was finalised in 2013 in order for tenders to be procured early in 2014. Construction should be completed in 2015.

Campus infrastructure – Potchefstroom Campus

At the Potchefstroom Campus, capital projects for the year came to R110 million and resulted in improvements to student accommodation and facilities, as well as academic facilities.

- The construction of the new 250-bed residence for Laureus Men's Residence was completed in 2013 for the total value of R42 million.
- The Minjonet Ladies Residence was also upgraded as part of the 10-Year Macro Maintenance Plan. R8,1 million was spent on this project in 2013.
- The development of new sporting grounds at the old Rag farm was started and will be completed in 2014.
- The first phase of re-organising the Library to suit students' changing needs was undertaken in 2013 at a cost of R3,1 million. This project will be completed in phases and is expected to continue into 2015.
- The new Metabolomics building is expected to be completed early in 2014. R15,8 million was spent on this project in 2013.
- Construction was started on the new Pharmacy and Biological Science Complex. The Pharmacy Building is funded by the DHET Infrastructure and Efficiency Fund and the Biological Science Building by the NWU. The expected date of completion is 2015.
- Additions were made to the building housing the School for Social and Government Studies. This was completed in conjunction with the macro maintenance of the current building. R8,4 million was spent in 2013.
- The refurbishment of Building G10 for the Hydrogen SA (HySA) research unit was completed at a cost of R2,9 million.
- The Auditorium was upgraded at a cost of R3,5 million by replacing the carpets and seating.

Campus infrastructure – Vaal Triangle Campus

A total of R37,5 million was spent on capital projects at the Vaal Triangle Campus.

- The new Library, also known as the learning and research commons, was completed in 2013. The total amount spent during the year was R29,2 million.
- The first phase of a new student residence was completed and 72 additional beds were added to the on-campus residence capacity. The R5,6 million spent on this project in 2013 came from the DHET's Infrastructure and Efficiency Fund.

STUDENT SERVICE ⁹

MAFIKENG CAMPUS

- Supplemental Instruction (SI)**

SI provides a peer collaborative learning experience which promotes assimilation into the campus culture, a method strongly supported by the National Qualifications Framework (NQF).

The SI's purpose is threefold and entails:

- Reducing the rate of attrition within targeted, historically difficult modules.
- Improving student grades in these modules.
- Increasing the graduation rate of the students in these modules.

The table below shows the extent of SI training and learning on the campus during 2013,:

SI Leaders (Active) ¹⁰		Faculties	Modules		SI Sessions	% At-Risk Modules	Amounts paid to SI leaders
1 st Sem	2 nd Sem		1 st Sem	2 nd Sem			
297	250	5	129	79	15 730	33	R763 527,90

* For explanation of terminology see footnote 10.

During the first semester of 2013, 297 active leaders facilitated collaborative learning groups in 129 modules. In the second semester 250 active leaders engaged in facilitating, coaching and mentoring students in 79 modules. Academic support was rendered in 33% of the historically difficult modules.

- eFundi Learning Management System (LMS)**

The NWU makes use of a learning management system called eFundi, which is a SAKAI implementation.

The following table reflects the use of eFundi on the Mafikeng Campus for 2013,:

Use of eFundi at the Mafikeng Campus	
Number of eFundi sites	983
Active sites (seven or more students per site)	791
Number of academic staff using eFundi as LMS	231

⁹ R3.1.1 bullet 9

¹⁰ Modules: refer to the number of modules that implemented SI in the first and second semesters of 2013.
 SI leaders: refers to the number of trained SI leaders that actually worked on campus in the first semester of 2013.
 SI sessions: is the number of SI sessions that took place on the campus.
 % At-risk modules: refers to the percentage of risk modules included in SI on the campus.
 Amounts paid: refers to the actual amount that was paid out for SI claims on the campus

POTCHEFSTROOM CAMPUS

- Supplemental Instruction (SI)**

This form of non-remedial learning enrichment has been available on the campus for the past six years. The results attained over this period show that students in high-risk modules who attend SI sessions receive better marks and have a lower attrition rate than those who do not participate in SI. Through the Supplemental Instruction system a large number of facilitators have been trained to support students in a formal manner in terms of additional tutoring and guidance to increase academic performance. Supplemental Instruction is another vehicle we successfully utilise to ensure a consistent throughput rate – especially for students in at-risk modules.

The table below shows the extent of SI training and learning on the campus during 2013:

* For explanation of terminology see footnote 10.

SI Leaders (Active) ¹⁰		Faculties	Modules		SI Sessions	% At-Risk Modules	Amounts paid to SI leaders
1 st Sem	2 nd Sem	8	1 st Sem	2 nd Sem	6 413	37	R346 744,50
128	130		100	95			

During the first semester of 2013, 128 active leaders facilitated collaborative learning groups in 100 modules. In the second semester 130 active leaders engaged in facilitating, coaching and mentoring students in 95 modules. Academic support was rendered in 37% of the historically difficult modules.

- eFundi Learning Management System (LMS)**

The NWU makes use of a learning management system called eFundi, which is a SAKAi implementation. The following table reflects the use of eFundi on the Potchefstroom Campus for 2013.

First-year students were informed about e-Fundi during the reception and introduction programme, and basic eFundi training was conducted at the beginning of 2013. The aim was to define, explore and test various functionalities (tools) used for particular course sites, ensuring that students understand the basic terminology and are able to use the learning system effectively.

The Career Centre continued to make use of eFundi to advertise employer vacancies, employer presentations and other career-related events and articles.

Use of eFundi at the Potchefstroom Campus

Number of eFundi sites	2 464
Active sites (seven or more students per site)	1 897
Number of academic staff using eFundi as LMS	648

- Academic literacy**

All new first-year students at the Potchefstroom Campus must write a compulsory placement test in academic literacy when they arrive at the university. The aim of the Test for Academic Literacy Levels (TALL) is to determine if students

have the broad academic skills necessary to complete their studies successfully. These include language, basic numerical and academic skills, such as academic vocabulary, interpretation of visual information, text comprehension and the ability to argue and define. If the test result indicates that a student runs the risk of not being successful, he or she must follow an additional semester module in Academic Literacy. This module equips students with the skills they need to succeed at university and is presented by the Centre for Academic and Professional Language Practice. The Reading Laboratory is an important tool for improving students' comprehension skills and language proficiency in English or Afrikaans, and provides extensive support to students.

VAAL TRIANGLE CAMPUS

- **Supplemental Instruction (SI)**
SI continued to deliver measurable results during 2013.

The table below shows the extent of SI training and earning on the campus during 2013.

SI Leaders (Active) ¹⁰		Faculties	Modules		SI Sessions	% At-Risk Modules	Amounts paid to SI leaders
1 st Sem	2 nd Sem		1 st Sem	2 nd Sem			
148	132	2	96	80	10 169	63	R301 329,60

* For explanation of terminology see footnote 10.

During the first semester of 2013, 148 active leaders facilitated collaborative learning groups in 96 modules. In the second semester 132 active leaders engaged in facilitating, coaching and mentoring students in 80 modules. Academic support was rendered in 63% of the historically difficult modules.

- **eFundi Learning Management System (LMS)**
The NWU makes use of a learning management system called eFundi, which is a SAKAI implementation.

The following table reflects the use of eFundi on the Vaal Triangle Campus for 2013:

Use of eFundi at the Vaal Triangle Campus	
Number of eFundi sites	810
Active sites (seven or more students per site)	690
Number of academic staff using eFundi as LMS	193

- **Student-lecturer evaluation**
A process map was developed and communicated to all the schools. A complete analysis per school was provided to the school directors and faculty deans at the end of each semester. Directors asked ADS to continue with the practice as it provides valuable management and developmental information.
- **Peer mentoring programme**
The academic peer mentoring programme was fully implemented in 2013 and, for the first time, catered for day students as well as those in residences. Biographic and study programme information was obtained from

all first-time first years, ensuring that the mentorship programme addressed the real needs of the students. Senior students were invited to apply to become mentors and 117 successful candidates were trained at workshops held on 17 and 31 May 2013. In addition, 22 senior mentors were appointed and trained to help monitor the attendance of sessions. A training guide was developed, focusing on listening skills, verbal and nonverbal communication skills and questioning skills. For the first time in 2013 all mentors received an overview of SI training to assist in developing facilitation skills.

OPEN DISTANCE LEARNING ¹¹

An important aspect in the context of the NWU's Teaching and Learning Strategy is the world-wide trend in changing modes of educational provision. Increasingly, face-to-face (campus-based) methods of teaching and learning and distance methods will converge into mixed mode forms of provision by means of a blended learning approach.

The strategy, which may shape the NWU approach to Open Distance Learning (ODL), is currently being revised to take cognisance of feedback received to date and the changing higher education landscape in South Africa.

Distance learning is a key strategy for the expansion of the higher education sector, as foreseen in the DHET's Draft Policy Framework for the Provision of Distance Education in South African Universities (May 2012). In 2013, the DHET engaged with the sector on a number of related issues, including discussions on an appropriate funding model.

DHET decisions on distance education may have a significant impact on the NWU, which has been providing programmes via ODL for over 12 years, resulting in the awarding of more than 60 000 degrees, diplomas and certificates.

The Unit for Open Distance Learning (UODL), which was launched on 1 January 2013, is responsible for the delivery of academic programmes from various faculties to distance students. Based at the Potchefstroom Campus, it also assists the Mafikeng Campus with its Theology programmes and the Vaal Triangle Campus with Education programmes. Currently five programmes are offered in Education Sciences, five in Health Sciences and two in Theology.

During 2013, the university began to develop various new distance learning programmes in fields such as policing practice, business administration and safety management, which it plans to implement from 2015.

Lectures are presented via interactive whiteboard to 55 fully equipped open learning study centres throughout the country. Students with access to the Internet can follow the whiteboard classes at home or from any other location. All lectures are published on the Internet so that students who miss classes may access them later.

Apart from delivering formal programmes, the UODL provides facilities and logistical support for the delivery of various continuing education courses, as well as the University Preparatory Programme (UniPrep). This enables prospective students to comply with the requirements for admission to university.

Due to the magnitude of the administrative and management tasks of the UODL, the NWU has a contract with the Open Learning Group for the provision of various logistical and administrative services. All quality processes, such as teaching and learning, the design of study material and the compilation and marking of examination papers and assignments, are the responsibility of the NWU.

The total number of students in distance education programmes as at 31 December 2013 stood at 24 448. The majority were enrolled in programmes offered by the Faculty of Education Sciences at the Potchefstroom Campus (23 152 headcounts), Faculty of Education and Training at the Mafikeng Campus (1 227 headcounts) and Vaal Triangle Campus (69 headcounts).

It is important to note that the final enrolment numbers in distance education programmes for 2013 will only be finalised after the first HEMIS audit at the end of April 2014.

During 2013, the UODL expanded the geographical reach of its activities beyond South Africa and Namibia to include Portugal. The unit intends to offer selected programmes in Botswana, Zimbabwe, Swaziland and South America in 2014.

11 R3.1.1 bullet 10

ACADEMIC PLANNING

The DHET uses universities' approved enrolment plans to allocate the teaching input subsidy that is provided to the sector. These plans are also used to plan the size and shape of the sector, to plan and monitor its performance in the development of high-level skills, and to negotiate with the national treasury for funding based on the sector's performance.

The university and the DHET negotiate an approved enrolment plan in three-year cycles, and 2013 was the final year of the approved enrolment cycle for 2011 to 2013.

During 2013, the NWU submitted an enrolment plan to the DHET for the next enrolment cycle, from 2014 to 2019. The submission of the plan followed an extensive consultative process on each campus, during which faculties and schools developed enrolment targets for the period from 2014 to 2019.

The university met with the DHET on 6 June 2013 to discuss the initial plan, after which the targets were revised and explanatory information was incorporated into the narrative that accompanies the enrolment planning tables. The plan was submitted at the end of August 2013, and feedback is awaited from the DHET.

The DHET will schedule a mid-term review of the enrolment plan with the NWU in 2016, at which time possible revisions may be agreed upon.

ACHIEVEMENTS IN MEETING SOCIAL RESPONSIBILITY COMMITMENT TO STAFF AND STUDENTS ¹²

- **Inter-Campus Social Day**

The purpose of the annual Inter-Campus Social Day is to contribute to a positive organisational climate and improved communication by providing an opportunity for the employees on the three campuses and the Institutional Office to interact socially. It is an important event in the pursuit of a culture of unity within the NWU. The 2013 event attracted 413 participants, accounting for 7.58% of total staff.

- **Community engagement**

The NWU's community engagement strategy, adopted in September 2011 to replace the strategy that had been in use since 2007, was strengthened during the year. Briefly, the strategy emphasises trans-disciplinary development projects that are sustainable and have measurable impact. Such projects have to be aligned with the Millennium Development Goals, the National Development Plan and local Integrated Development Plans (IDP). To implement the strategy, a new policy is under development and will be submitted to Council for consideration in 2014. Structures for implementation were proposed and included a recommendation for the appointment of a community engagement coordinator for each campus. As the recommendations could not be implemented for budgetary reasons, an NWU-wide community engagement workshop was held on 12 June 2013 to revisit the draft policy before finalisation. Experts in the field were invited as speakers, including Dr Jerome Slamat of the University of Stellenbosch, Rev Kiepie Jaftha of the University of the Free State, Ms Jayshree Thackrar from Fort Hare University and Dr John Boughey from the University of Zululand.

This workshop was followed by a "brown bag lunch" in October to showcase the different kinds of community engagement projects at the Potchefstroom Campus. Subsequently, that campus contracted Rev Jaftha to investigate and assist with the planning and implementation of management structures for community engagement. However, many of his findings also have a bearing on the other campuses, particularly those highlighting the need for a shared database and management structures. Thus, it has been recommended that the process be escalated to an institutional level.

With this in mind, a delegation consisting of the institutional community engagement director and all vice-rectors that manage community engagement went on a fact-finding visit to the University of Stellenbosch. The next step will be to finalise the policy and data base for implementation in early 2014.

For more information please see the Vice-Chancellor's report under the heading Community Engagement and Sustainability.

12 R3.1.1 bullet 3

EVENTS ¹³

The first term of five years for the Chancellor, Kgosi Leruo T Molotlegi, expired on 19 June 2014. Council unanimously agreed to re-appoint Kgosi Moletlegi as Chancellor for a second five-year term.

The second term of office of the current Vice-Chancellor, Dr T Eloff, expires on 31 May 2014. Council appointed Prof ND Kgwadi as Vice-Chancellor of the NWU for a period of six years commencing on 1 June 2014.

Council appointed Prof HD van Schalkwyk as Vice-Principal of the university with effect from 1 January 2014 for the duration of his second term as rector of the Potchefstroom Campus for a period of six years.

The Institutional Registrar, Prof Themba Mosia, resigned from the NWU on 30 June 2013. The process of appointing an Institutional Registrar proceeded concurrently with the process of appointing a Vice-Chancellor. Council appointed Prof MM Verhoef as Institutional Registrar with effect from 1 January 2014 for a fixed period of six years.

WORKING WITH INDUSTRY ¹⁴

The NWU continues to collaborate with business and industry to find innovative solutions for manufacturing and operational challenges. Testimony to the effectiveness of this work is the sizeable grant funding the university receives from programmes such as the Technology and Human Resources Programme (THRIP). In 2013, the NWU received THRIP funding to the value of R30,2 million, compared to the R31,6 million received in the previous year.

Licensing and royalty agreements between the NWU and industry produced mutually beneficial results, generating income for the university while giving industry access to its intellectual property. The 15 agreements which were active in 2013 brought in just over R2 million in royalties and licensing fees. This was over and above the contribution of the NWU's 13 active spin-off companies involved in the commercialisation of its patents.

SIGNIFICANT CHANGES THAT HAVE TAKEN PLACE ¹⁵

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 2013 were due to normal circumstances, such as the expiry of terms of office, and new members were duly appointed or elected by their constituencies.

Difficult economic conditions prevailed throughout the year and the university reported an increase in student debt, but also in third-stream income. Consequently, the NWU succeeded in producing a surplus, underlining the fundamental soundness of its financial position.

STATEMENT ON WORKPLACE ETHICS ¹⁶

All staff members of the NWU subscribe to and support the mission and vision of the NWU and the values it espouses, namely human dignity, equality, freedom, integrity, tolerance, respect, commitment to excellence, scholarly engagement, academic freedom and justice.

PROMOTION OF ACCESS TO INFORMATION (PAIA) REQUESTS

The NWU subscribes fully to the Promotion of Access to Information Act (PAIA). The Information Manual of the NWU was updated for the eighth time in 2013 and copies sent to the South African Human Rights Commission (SAHRC). The compulsory section 32 report was also delivered to the SAHRC by 30 April 2013. Of the 27 requests for information received during 2013, three were refused based on privacy considerations and the protection of commercial information of third parties, as per section 36 and 37 of PAIA.

- 13 R3.1.1 bullet 8
- 14 R3.1.1 bullet 12
- 15 R3.1.1 bullet 12
- 16 R3.1.1 bullet 12

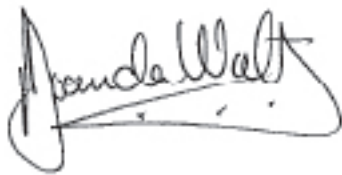
CONCLUSION

The NWU Council is keenly aware of the importance of its oversight role in ensuring that the university achieves its strategic goals and objectives. Council believes that the university's performance against the goals and targets of the Institutional Plan in 2013 demonstrates the NWU's continued ability to meet the ever-growing skills demands of the economy without compromising its financial and operational stability.

Council is under no illusions, however, about the magnitude of the challenges facing the university as it enters its second decade since the merger in 2004. The NWU is part of the South African and global community and so is inevitably influenced by external factors such as macroeconomic volatility. Similarly, Council is aware of the socio-political context of higher education in South Africa and the importance of effectively driving institutional transformation.

In continuing on this journey, Council and the Council committees will draw on the attributes that have stood the NWU in good stead to date – the multifaceted expertise of Council members, the willingness to work together in the interest of the university and the tradition of robust, rigorous debate that characterises our interaction. I sincerely thank my fellow Council members for their wisdom and dedication throughout 2013.

On behalf of Council, I express appreciation to the outgoing Vice-Chancellor, Dr Theuns Eloff, who leaves a legacy of which to be proud. Thank you, Dr Eloff, for your unstinting efforts and unswerving loyalty to the organisation. We also welcome the incoming Vice-Chancellor, Prof Dan Kgwadi, whose deep knowledge of the NWU and determination to strengthen unity among its three campuses will take the university family into the future with confidence and trust.



MR PJ VAN DER WALT
CHAIRPERSON OF COUNCIL





COUNCIL REPORT ON CORPORATE GOVERNANCE ¹⁷

MR JBH BOTHA



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

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.

As evidence of this commitment to good corporate governance, the NWU has won the PricewaterhouseCoopers Higher Education Corporate Governance Excellence Awards for five years from 2007 to 2011 after which the competition was discontinued.

THE ROLE AND FUNCTIONS OF COUNCIL

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

In 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 while promoting multilingualism, access, integration and a sense of belonging.
- Establishing the structures for rendering student support services, after consultation with the Institutional Student Representative Council (ISRC).
- Requiring members to adhere to 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 that person.

“ In performing its functions during 2013, the 10th functioning year of the NWU, Council remained mindful of the reasons for the merger-incorporation. ”

In performing its functions during 2013, the 10th functioning year of the NWU, Council remained mindful of the reasons for the merger-incorporation. These reasons, many of which have become entrenched in the Institutional Plan of the NWU and are part of Council's strategic planning, are to:

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

Furthermore, Council has overall responsibility for the ongoing strategic direction of the NWU, approval of major developments and the receipt of regular reports from management on the operation of its business. Council received and noted two comprehensive Institutional Management reports during 2013 (June and November).

COMMITTEES OF COUNCIL (COMPOSITION AND MEETING DATES) ¹⁸

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 2013 was:

- Chairperson: Mr PJ van der Walt (donors)
- Deputy Chairperson: Mr SM Mohapi (community representative)

EXTERNAL MEMBERS OF COUNCIL:

• **Minister of Higher Education and Training's appointees**

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

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

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

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

• **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 D Meyer: BSc, BScHons and MSc (Rand Afrikaans Universiteit), PhD (University of California); appointed for a three-year term from 2012 to 2015.

Mr JJ Kitshoff: CA(SA), BComHons (University of Pretoria), CComptHons Unisa; elected for a three-year term from 2011 to 2014.

• **Community designates**

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

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

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.

- **Members designated by the Convocation**
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 M Kruger: BJuris, LLB (Potchefstroom University for Higher Education); appointed for a three-year term from 2012 to 2015.
Dr D Hermann: BA Law, BA Hons in Industrial Psychology (Potchefstroom University for Christian Higher Education), MA Industrial Sociology (Potchefstroom University for Christian Higher Education), for a three year term from 2012 – 2015.
- **Members with special expertise**
Ms M Claassens: CA(SA), BCom Accounting and BComHons (Potchefstroom University for Christian Higher Education), Higher Diploma Company Law (University of the Witwatersrand); re-designated for a three-year term from 2012 to 2015.
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).
Prof F van Niekerk: BSc (cum laude), Hons BSc (cum laude), MSc (cum laude), DSc in Reactor Science (Potchefstroom University for Christian Higher Education).
- **Senate members**
Prof EE Ebenso: BSc (Hons)(University of Calabar, Nigeria), MSc (University of Ibadan, Nigeria), PhD (University of Calabar, Nigeria); Drs Lilt (MA) (Vrije Universiteit, Amsterdam); elected for a three-year term from 2013 to 2016.
Dr LB Mzini: BA, BA Hons (Vista University), MA in Development and Management (cum laude) and PhD in Development and Management (North-West University); elected for a three-year term from 2013 to 2016.
Prof J Swanepoel: BA, BA Hons, MA, LLB and DLitt (Potchefstroom University for Christian Higher Education); re-elected for a three-year term from 2012 to 2015.
Prof JJ Janse van Rensburg: BA, BA Hons in Greek, MA in Greek, ThB and ThM in New Testament, ThD in New Testament Hermeneutics (Potchefstroom University for Christian Higher Education); re-elected for a three-year term from 2013 to 2016.
- **Members representing other academic staff**
Prof HF van Rooy: BA, BA Hons and MA in Semitic Languages and ThB (all cum laude) and DLitt in 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); re-elected for a three-year term from 2012 to 2015.
- **Members representing non-academic employees**
Mr E Mostert: BCompt (Unisa), BCom Hons Accounting (Potchefstroom University for Christian Higher Education); elected for a three-year term from 2010 to 2013.
Ms E Esterhuizen: MEd (cum laude) (Tswane University of Technology); elected for a three-year term from 2013 to 2016.
- **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 2013:
Mr O Matshediso: MA in International Relations (currently) (Mafikeng Campus, NWU)
Mr J Jordaan: BCom Law and LLB (currently) (Potchefstroom Campus, NWU)
Mr J Ncedani: BCom and BComHons (currently) (Vaal Triangle Campus, NWU)

From November 2013, the following ISRC members served on Council:

Mr M Montshosi: BSoc in Political Science and International Relations (currently) (Mafikeng Campus, NWU)
Mr J Jordaan: BCom Law and LLB (currently) (Potchefstroom Campus, NWU)
Mr J Ncedani: BCom and BComHons (currently) (Vaal Triangle Campus, NWU)

- **Secretary to Council**
Prof N Themba Mosia: (until June 2013) BA, BA Hons and University Education Diploma (University of the North), MA (Portland State University, Oregon, USA), PhD (University of Pretoria), MCSSA.
Mr JBH Botha: (Acting Institutional Registrar from 1 August 2013 to 31 December 2013) BLC LLB (University of Pretoria), Diploma in Tax (Randse Afrikaanse Universiteit).

OUTGOING COUNCIL MEMBERS IN 2013

- **Members designated by the Convocation**
Mr PJW Buys: 2010 to 2013
- **Community designates**
Ms H Rupert-Koegelenberg: 2010 to 2013
- **Donors**
Ms A de Vries (2013 - resigned)
- **Minister of Higher Education and Training's appointees**
Mr NS Phetoe: 2010 to 2013
- **Senate**
Prof TC Rabali: 2010 to 2013
Prof S Swanepoel: 2010 to 2013
- **Members representing non-academic employees**
Dr SR van der Walt: 2010 to 2013

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 above 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 vacancy in the Executive Committee caused by the expiry of the term of Ms H Rupert-Koegelenberg, was filled by the designation of Ms I Poee. A second vacancy, caused by the expiry of Mr PWJ Buys' term will be filled early in 2014 by Council. The members of the Executive Committee during 2013 were Mr PJ van der Walt (chairperson),

Mr SM Mohapi (deputy chairperson), Mr PWJ Buys (until 18 November 2013), Ms H Rupert-Koegelenberg (until September 2013) and Ms I Poee (from November 2013), Dr T Eloff (vice-chancellor) and Prof F van Niekerk (vice-principal).

Prof NT Mosia (institutional registrar and secretary to Council until 30 June 2013 and Mr JBH Botha (acting institutional registrar and secretary to Council as from 1 July 2013) served as ex officio members.

(During 2013, four ordinary Executive Committee meetings were held on 21 February, 23 May, 29 August and 31 October.)

- **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 chairperson of the Finance Committee, who is also an external member of Council. The members were Mr PJ van der Walt (chairperson), Mr SM Mohapi (deputy chairperson) and Mr JJ Kitshoff (chairperson of the Finance Committee).

The Remuneration Committee met on 22 November 2013.

- **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 Dr DG Breed (chairperson), Dr J Tshifularo, Prof JJ Janse van Rensburg, Rev SA Musa, Prof E van der Schyff and Dr T Eloff (vice-chancellor). Prof NT Mosia (institutional registrar and secretary to Council until 30 June 2013 and Mr JBH Botha (acting institutional registrar and secretary to Council as from 1 July 2013), who served as ex officio members and Mr VL Mothobi was in attendance at meetings.

The Human Capital and Employment Equity Committee met on 9 May and 22 October 2013.

- **Transformation Oversight Committee**

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

The members during 2013 were Ms I Pooe (chairperson), Mr A Mashilo, Prof D Meyer, Prof S Swanepoel, Dr T Eloff (vice-chancellor), Prof NT Mosia (institutional registrar and secretary to Council until 30 June 2013 and Mr JBH Botha (acting institutional registrar and secretary to Council as from 1 July 2013), who served as ex officio members and Mr VL Mothobi was in attendance at the meetings.

The Transformation Oversight Committee met on 28 May and 15 October 2013.

- **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 committee reconsidered the composition of the committee to be in line with the recommendations of the King III report, confirming that all members should be independent; therefore the two internal council members were excluded from the membership. The members of the committee during 2013 were Ms M Claassens (chairperson), Mr T Ka-Plaatjie, and Adv J Kruger. The committee was advised by two independent financial experts, Ms C van Rooyen and Ms HS Fourie.

The representatives of the external auditors are required to be in attendance at committee meetings, as are Dr T Eloff (vice-chancellor), Prof IJ Rost (Executive Director: Finance and Facilities) and Ms M van der Merwe (Director: Internal Audit). Prof NT Mosia (institutional registrar and secretary to Council until 30 June 2013 and Mr JBH Botha (acting institutional registrar and secretary to Council as from 1 July 2013), served as ex officio members.

The Audit, Risk and Compliance Committee met for ordinary meetings on 28 May and 24 October 2013.

- **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. During the review of Council Committee's Terms of References it was decided that the Chairperson of the Audit, Risk and Compliance Committee, Ms M Claassens would no longer serve on the Assets and Finance Committees and Council was requested to designate a new member to serve in these committees. The chairperson of Council stood in as member until Council could designate new members to serve on the committees.

The members of the Finance Committee were Mr JJ Kitshoff, Ms M Claassens (until June 2013), Mr PJ van der Walt (from October 2013), Mr SM Mohapi and Dr T Eloff (vice-chancellor). The committee's ex officio members were Prof IJ Rost (Executive Director: Finance and Facilities), Prof NT Mosia (institutional registrar and secretary to Council until 30 June 2013 and Mr JBH Botha (acting institutional registrar and secretary to Council as from 1 July 2013).

During 2013, the Finance Committee met on 23 May and 31 October.

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

- **Tender Committee**

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

The Tender Committee has three external members and three ex officio members. The external members were Mr DA Foster (chairperson and an independent auditor), Dr DG Breed and Adv M Kruger. The management members were Dr T Eloff (vice-chancellor), Prof IJ Rost (Executive Director: Finance and Facilities), Prof NT Mosia (institutional registrar and secretary to Council until 30 June 2013) and Mr JBH Botha (acting institutional registrar and secretary to Council as from 1 July 2013).

The Tender Committee met on 14 March and 18 November 2013.

- **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, and two other independent investment experts. The management members were Dr T Eloff (vice-chancellor), Prof IJ Rost (Executive Director: Finance and Facilities), Prof NT Mosia (institutional registrar and secretary to Council until 30 June 2013 and Mr JBH Botha (acting institutional registrar and secretary to Council as from 1 July 2013).

During 2013, the Investments Committee met on 25 March, 27 May, 27 August and 8 November.

- **Assets Committee**

The main responsibility of the Assets Committee is to ensure the long-term development and maintenance of the infrastructure of the university. During the review of Council Committee's Terms of References it was decided that the Chairperson of the Audit, Risk and Compliance Committee, Ms M Claassens would no longer serve on the Assets and Finance Committees and Council was requested to designate a new member to serve in these committees.

The chairperson of Council stood in as member until Council could designate new members to serve on the committees. 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 (until June 2013) Mr PJ van der Walt (from October 2013). The management members were Dr T Eloff (vice-chancellor), Prof IJ Rost (Executive Director: Finance

and Facilities), Prof NT Mosia (institutional registrar and secretary to Council until 30 June 2013) and Mr JBH Botha (acting institutional registrar and secretary to Council as from 1 July 2013).

This committee met on 6 May and 10 October 2013.

- **Honorary Awards Committee**

The Honorary Awards Committee consists of the vice-chancellor, chairperson of Council, two members of Council, three members of Senate, the dean of the relevant faculty in an advisory capacity, and the institutional registrar and secretary to Council, who serves as an *ex officio* member.

The committee met on 19 April and 7 October 2013 to consider nominations for honorary awards.

STATEMENT ON CONFLICT MANAGEMENT ¹⁹

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. In areas where new structures have not yet been established since the merger-incorporation, the existing structures are still being used. Experts in the field of conflict management have been appointed to assist where needed.

STATEMENT ON WORKER AND STUDENT PARTICIPATION (COOPERATIVE GOVERNANCE) ²⁰

A wide spectrum of participatory structures was in place on the campuses and in the Institutional Office in 2013. These structures were designed to enhance relationships through consultation, the effective exchange of relevant information and the identification and resolution of differences.

The Institutional Forum (IF) fulfils an important advisory role in terms of the Higher Education Act and the NWU Statute. Specifically, this role is to advise Council on the implementation of the Higher Education Act and national higher education policy, the appointment of members of Institutional Management and Senior Management, NWU policy on race and gender equity, codes of conduct, policy on mediation and dispute resolution, the management of cultural diversity and the promotion of an institutional culture based on tolerance and respect for basic human rights. Both students and workers form part of the IF and engage on matters as indicated.

The Institutional Student Representative Council (ISRC) is established by Council by approving the constitution and the rules of the ISRC according to which the Institutional Student Representative Council is composed and has to function.

The ISRC is accountable to the Vice-Chancellor and Council for the governance of organised student life within the University. It consists of designated members of the different Campus' Student Representative Councils.

A workshop on Human Rights with the Vice-Chancellor, Campus Rectors and Student Deans took place on 23 October 2013. The essence of the workshop was to promote human rights actively amongst students and employees alike. Interaction with student leaders will be pursued in 2014 by way of workshops. Two seminars on human rights issues will be held in 2014, which are open to employees, students and the public to attend.

The University currently has two recognised trade unions, namely SAPTU at the Institutional Office, Potchefstroom and Vaal Triangle Campuses and NEHAWU at Mafikeng Campus. The recognition agreement with NEHAWU was concluded on 16 July 2013.


These trade unions consult and negotiate in the Institutional Bargaining Forum and the COLA, and are also members of various other governance committees.

19 R3.1.2.2

20 R3.1.2.3

STATEMENT ON CODE OF ETHICS ²¹

All internal communication channels were used to inform staff about the finalisation of the Code of Ethics. The process of establishing a Code of Ethics for the staff of the NWU was initiated in 2007, since no such document existed since the merger. After extensive consultation with various stakeholders a draft document was tabled at the Institutional Senate, the Institutional Forum and the Institutional Bargaining Forum, which eventually led to the final Code of Ethics being approved by the Institutional Management on 29 August 2012.



Council approved the Statement on Corporate Governance during the Council meeting held on 20 June 2014 as per the Regulations.



MR JBH BOTHA
ACTING INSTITUTIONAL REGISTRAR AND SECRETARY TO COUNCIL

²¹ R3.1.2.4

SENATE REPORT ²²

DR T ELOFF



The NWU aspires to being a university that balances teaching-learning and research and implements its expertise in an innovative way. In 2013, 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 ²³

There were no changes in academic structures of the NWU in 2013. The NWU continued with its academic structure of 15 faculties of which five are on the Mafikeng Campus, two on the Vaal Triangle Campus and eight on the Potchefstroom Campus. A total of 55 schools are spread among these faculties.

These academic structures have proved to be successful in ensuring a balanced teaching-learning and research environment at the NWU.

COMPOSITION OF SENATE ²⁴

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

- The Vice-Chancellor (Chairperson)
- The Vice-Principal
- The Deputy Vice-Chancellor: Teaching-Learning
- The Deputy Vice-Chancellor: Research, Innovation and Technology
- The Campus Rectors
- The Institutional Registrar
- The Deans of all faculties
- Academic staff elected by academic staff in the faculties (33 members in total)
- Non-academic staff elected by non-academic staff (two in total)
- Students designated by the Institutional Student Representative Council (ISRC) (four in total)
- The Chairperson of Council or delegate and one other Council member elected by Council
- Persons responsible for coordinating of research, academic support and library and information services at institutional level
- Academic staff members co-opted by the Senate upon the advice of the Senate Standing Committees, with special regard to race and gender (eight in total)

Various election processes took place during 2013 to fill the vacancies in Senate, as well as to elect Senate's designates to Council in accordance with the Statute.

Three ordinary meetings of Senate were held on 6 March, 29 May, 28 August and 23 October. The average attendance at Senate meetings was 66%.

²² R3.1.3

²³ R3.1.3 bullet 1

²⁴ R3.1.3 bullet 2

“ In 2013, 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. ”

Senate Standing Committees and task teams attended to specific tasks such as the revision and development of new academic rules and policies, institutional research and innovation activities, research, revision of admission requirements and the alignment of academic programmes across campuses with a view to alignment of qualifications with the Higher Education Qualifications Sub-Framework.

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

The following Senate Standing Committees were in place during 2013:

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

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

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

GOALS REACHED IN 2013 – SIGNIFICANT DEVELOPMENTS AND ACHIEVEMENTS IN INSTRUCTION AND RESEARCH AS PER SENATE MINUTES ²⁵

During 2013, 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 revised Institutional Plan, made recommendations on all candidates for honorary doctorates and Chancellor's medals, and, where necessary, advised Council on the appointment of Senior Managers.

- In the teaching-learning part of the core business, Senate's key priorities were to:
- review the status of teaching-learning
- develop and implement the university's approach and project plan for alignment of the Programme and Qualification Mix with the Higher Education Qualifications Sub-Framework (HEQSF);
- implement academic programme alignment at undergraduate level; and
- promote the sharing of expertise among campuses;
- review the Academic Rules and Faculty Rules;
- monitor academic programme quality;
- develop a framework for continuing education;
- continue with the University Preparatory Programme (UniPrep) project as part of improved access;
- improve access to higher education by means of the application of an enhanced mode of distance delivery;
- promote open distance education and engage in a workshop to further develop distance education as a strategic priority to be responsive both to the changing needs of the market and the evolving capacities of educational technology.

25 R3.1.3 bullet 3

A number of policies and guidelines on teaching-learning matters have been revised and submitted to Senate for consideration and a recommendation to Council.

In the case of research, the focus was on continuing to monitor the implementation of the Research Entity Management Model, revising the Strategic Plan for Research, Innovation, Technology and Community Engagement, amending the organisation and management structures and management system in academia and developing the Internationalisation Policy. Another research-related priority was the revision of policies, rules and procedures, and making recommendation on ways to improve the university's research outputs.

The research excellence award for most cited researchers at international level was changed to "Vice-Chancellor's Award for Research Excellence at International Level".

- **Progress with academic programme alignment**

In 2013, the NWU became part of the Higher Education Quality Committee (HEQC) pilot project to refine the system for the submission of the S2 and S3 templates as was required for the completion of Phase 2 of the project. Discussions were held with the Council on Higher Education (CHE) with regard to the naming of doctoral qualifications and the implications for Higher Education Quality Sub-Framework (HEQSF) alignment. The NWU notified the HEQC about any possible amendments to the categorisation of Category A master's and doctoral programmes by 31 September 2013. Discussions were ongoing between the NWU and the HEQC regarding the university's submissions of doctoral qualifications.

- **Applications for academic qualifications/programmes and continuing education offerings**

The Institutional Committee for Academic Standards (ICAS) maintains processes to assist in the management of the PQM through critical consideration of submitted applications for the approval of qualifications and programmes by the respective disciplines and appointed members of the Committee. In October 2013, a smaller committee of ICAS members were mandated to screen applications for continuing education offerings and to make recommendations to ICAS about the approval of these offerings.

For more detail about such applications, refer to the heading Applications for academic programmes/qualifications and continuing offerings through ICAS later in the report.

- **Refining entities under the Research Entity Management Model**

In the previous four years, the NWU continued to refine and manage the Research Entity Management Model, which has four categories of research entities: research niche areas, research focus areas, research units and research centres of excellence. Two new entity categories were added in 2012 and became active in 2013: Hosted entities (Centres, Platforms, Institutes) and Commercial entities also make up part of the system. During 2013, the emphasis was on further developing the management model by upgrading certain existing entities. At the Potchefstroom Campus, the Visual Narratives and Creative Outputs through Interdisciplinary and Practice-led Research Unit was upgraded to niche area status.

This change meant that the NWU ended the year with eight research units, six research niche areas, 10 research focus areas, five hosted entities (centres, platforms or institutes), three centres of excellence and one commercial research entity.

TEACHING-LEARNING PROVISION ²⁶

- **Blended learning**

The NWU is well aware of the world-wide changes in modes of educational provision. It is evident that the realities facing universities worldwide (including the need to provide greater access to ever increasing numbers of applicants), the potential that technological advancements hold, and a number of other factors will necessitate a convergence into a blended learning approach. A task team was established to lead the development of teaching and learning strategy which is to include the strategy with regard to blended learning. The task team debated the use of the term "blended learning" during its work on the teaching and learning strategy. For the purposes of the draft strategy, blended learning was provisionally defined as follows:

26 R3.1.3 bullet 5

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

The Teaching and Learning Strategy, which will shape the NWU approach to Open Distance Learning, is currently being revised to reflect the feedback received to date. An important aspect being considered is the rapidly changing South African higher education landscape, and notably the intention of the Department of Higher Education and Training and the National Development Plan to promote access further. This may have an impact on the future size and shape of institutions.

The work to date will be discussed at a second meeting of campus representatives early in 2014. Subsequently, the formulated strategy will be sent to the campuses for further consultation before serving at the Institutional Committee for Teaching and Learning and Senate.

- **Open Distance Learning**

AS mentioned above, the expansion of the higher education sector is expected to rely significantly on distance learning, and this is articulated in the DHET’s Draft Policy Framework for the Provision of Distance Education in South African Universities, published in May 2012. In 2013, the Department engaged with the sector on related issues such as the development of an appropriate funding model.

The NWU is actively harnessing the potential of distance learning and in 2013 established the Unit for Open Distance Learning (UODL). For more information on distance learning developments, refer to the Chairperson of Council’s report under the heading Open Distance learning.

- **Limitations on access to certain courses**

The 2013 Institutional Plan indicates that a comprehensive analysis must be undertaken of the state of teaching and learning at the university. The NWU developed a concept document outlining a systematic review of the status of teaching and learning. This document was tabled for noting and accepted at the meeting of the Institutional Committee for Teaching and Learning on 17 April 2013. The university appointed Prof Jenny Clarence-Fincham to conduct the review.

The need for this review was identified through internal and external programme evaluations and in response to specific teaching and learning related recommendations made in the 2009 HEQC Audit report. Furthermore, it is crucial as part of the preparation for the HEQC’s second cycle of institutional reviews and is seen as an important mechanism for obtaining a wide range of opinions that could inform the development of the revised Teaching and Learning Strategy at NWU.

Since a review was conducted on the Potchefstroom Campus in 2011, the 2013 review focussed on the Vaal Triangle and Mafikeng Campuses. Provision was made for follow-up work on the Potchefstroom Campus for the purposes of compiling an integrated report on the status of teaching and learning at the university as a whole.

The review set out to investigate all key aspects of teaching and learning at the university, including policies and practices for teaching and learning, assessment and moderation, student support, academic staff development and coordination at institutional, campus and faculty level.

In 2013, the following progress was made with the review:

- All the documents relevant to teaching and learning were read and used to inform the development of a wide-ranging set of interview questions. The questions were circulated to Vice-rectors and Deans for comment and then modified accordingly.
- The Deputy Vice-Chancellor: Teaching-Learning and Prof Clarence-Fincham held a preliminary meeting on each campus with the Director of Teaching and Learning, the Vice-rector and Deans to familiarise them with the review and its aims.

- During August 2013, interviews were held at each of the three campuses and recorded in detail. The Vice-rectors and Deans were interviewed individually while group interviews included Directors of Schools, Programme co-ordinators, senior staff, members of teaching and learning committees, support staff, new staff and students.
- A detailed report for each campus, based on staff perceptions, policy documents and observations, will identify factors that affect the quality of teaching and learning both positively and negatively at the NWU. The final report will be presented to Senate in May or June 2014.
- **Levels of academic progress in different disciplines**
The levels of academic progress in different disciplines can best be illustrated by referring to the NWU enrolment plan and the monitoring of its implementation.

During 2013, after extensive consultation on each campus, the university submitted an enrolment plan to the DHET for the next enrolment cycle, 2014 to 2019. Following a meeting with the DHET on 6 June 2013 to discuss the initial plan, the university revised the targets and included more explanatory information. The revised enrolment plan, which was submitted at the end of August 2013, outlines key trends in undergraduate and postgraduate enrolments. It forecasts steady growth in Science, Engineering and Technology enrolments, as well as in Business and Management Sciences.

Some of the key trends discussed in the plan are as follows:

- Between 2012 and 2019, the NWU forecasts overall growth in headcount enrolments of 3,1%, with a rate of 3,8% at undergraduate level and 0,7% at postgraduate level. Total headcount enrolments are predicted to reach 72 762 by 2019 from 58 752 in 2012;
- Differential growth rates are planned for each campus, with enrolments growing by 4,2% at the Mafikeng Campus, 4,3% at the Vaal Triangle Campus and 2,6% at the Potchefstroom Campus;
- The university anticipates a drop in the proportion of postgraduate headcount enrolments from 24,2% in 2012 to 20,5% in 2019, mainly due to a drop in headcount enrolments in postgraduate distance programmes below master's level. For doctoral degrees, the average annual growth in headcount enrolments is 5,4%, while it is 3,4% for master's degrees;
- A change is expected in the balance of enrolments in contact and distance education, with the percentage of contact enrolments rising from 58,5% to 60,4%;
- Enrolments in Science, Engineering and Technology (SET) and Business and Management Science show steady growth. Enrolments in SET are expected to rise from 19,9% in 2012 to 26%, and those in Business and Management Sciences from 16,1% to 17,9%;
- An increase is anticipated in the proportion of African students for contact enrolments, rising from 48,5% in 2012 to 52,0%, while for distance enrolments the proportion of enrolments for white students is expected to grow from 3,6% in 2012 to 26,8% in 2019;
- The NWU envisages a rise in the proportion of male student enrolments from 33,4% to 45,2%, mainly due to a significant rise in distance enrolments for male students from 23,9% to 43,5%;
- The overall success rate is expected to be maintained at 84% between 2012 and 2019, with the undergraduate rate dropping marginally from 84,7% to 84,4% and the postgraduate rate rising from 79,8% to 84,0%; and
- The ratio of FTE students to permanent instructional staff of approximately 32:1 is maintained.

ACADEMIC PLANNING AND MONITORING

- **Enrolment in 2013**
An enrolment monitoring report for 2013 was submitted to the Senate meeting in October 2013, comparing planned and actual enrolment figures.

The actual enrolments for 2013 were 60 975, which is very close to the planned total of 62 551. However, undergraduate enrolments were higher than planned by 1 978 headcount enrolments (47 338 compared to a planned total of 45 360). This meant that undergraduate enrolments made up 77,64% of total headcount enrolments compared to the planned 72,5%.



By contrast, the number of postgraduate enrolments was lower than planned by 3 554 headcount enrolments (13 637 compared to a planned total of 17 191). This meant that postgraduate enrolments made up only 22,36% of enrolments compared to a planned 27,5%.

Both contact and distance enrolments were higher than planned at the undergraduate level (contact by 6,4% and distance by 1,5%). Contact enrolments at postgraduate level were largely as planned, while distance enrolments were approximately 39% lower than planned. Enrolments at master's and doctoral level made up 11% of contact enrolments and 6,5% of overall enrolments.

In terms of campus profiles, enrolments at the Mafikeng Campus were higher than planned by 1 689 enrolments (18,72% higher). At the Vaal Triangle Campus enrolments were 248 enrolments higher than planned (3,95% higher), while at the Potchefstroom Campus contact enrolments were 193 higher than planned (1% higher) and distance enrolments 3 706 enrolments lower (13,64% lower).

Total actual headcount enrolments at the various campuses for 2013 were as follows: 10 713 at Mafikeng, 43 750 at Potchefstroom (20 286 contact and 23 464 distance) and 6 512 at the Vaal Triangle. The enrolment profile of the Mafikeng and Vaal Triangle Campuses remained predominantly undergraduate (84% and 86,7% respectively), while the Potchefstroom Campus had a larger proportion of enrolments in postgraduate qualifications (26,3% of contact enrolments and 24% of distance enrolments).

At the Mafikeng Campus the largest proportion of enrolments were in Humanities (34,6%) other than Education (19,4%), while at the Vaal Triangle Campus enrolments in Business and Management (40,3%) were by far the largest category. At the Potchefstroom Campus, for contact enrolments only, enrolments in SET were significantly higher than the other categories (40,6%).

With respect to major fields of study, contact enrolments in SET made up 32,4% of actual 2013 contact enrolments, with Business and Management Science at 27,3%, Education at 13,2% and Humanities other than Education at 27,1%. Therefore in its contact profile the university has substantially achieved the targets for a 30:30:40 distribution of enrolments in SET, Business and Management Science and Humanities as determined by the National Plan for Higher Education (2001).

As far as Open Distance Learning is concerned, enrolments in Education made up 87,8% of headcount enrolments for distance education.

“ The actual enrolments for 2013 were 60 975, which is very close to the planned total of 62 551. However, undergraduate enrolments were higher than planned by 1 978 headcount enrolments (47 338 compared to a planned total of 45 360). This meant that undergraduate enrolments made up 77,64% of total headcount enrolments compared to the planned 72,5% ”

HEADCOUNT ENROLMENTS AT INSTITUTIONAL LEVEL IN 2012 AND 2013

2012 Actual

Headcount enrolments	Contact	Distance	Total
First-time entering	7 544	320	7 864
Total undergraduate	26 654	17 881	44 535
(Master's by research) ²⁷	875	0	875
Master's degree (total)	2 804	24	2 828
Doctoral degree	1 000	48	1 048
Total postgraduate	7 733	6 484	14 217
Total undergraduate and postgraduate	34 387	24 365	58 752
Science, Engineering and Technology	11 081	626	11 707
Business and Management Science	9 436	29	9 465
Education	4 423	20 970	25 393
Other Humanities	9 447	27 40	12 187
Total	34 387	24 365	58 752

2013 Planned

Headcount enrolments	Contact	Distance	Total
First-time entering	8 573	0	8 573
Total undergraduate	26 606	18 754	45 360
(Master's by research) ²	0	0	0
Master's degree (total)	2 702	27	2 729
Doctoral degree	1 060	25	1 085
Total postgraduate	7 767	9 424	17 191
Total undergraduate and postgraduate	34 373	28 178	62 551
Science, Engineering and Technology	9 992	979	10 971
Business and Management Science	9 551	41	9 591
Education	4 872	23 710	28 582
Other Humanities	9 958	3 449	13 406
Total	34 373	28 178	62 551

2013 Actual

Headcount enrolments	Contact	Distance	Total
First-time entering	7 584	1 212	8 796
Total undergraduate	28 304	19 034	47 338
(Master's by research) ²	918	0	918
Master's degree (total)	2 850	21	2 871
Doctoral degree	1 126	45	1 171
Total postgraduate	7 891	5 746	13 637
Total undergraduate and postgraduate	36 195	24 780	60 975
Science, Engineering and Technology	11 736	576	12 222
Business and Management Science	9 866	33	9 899
Education	4 772	21 769	26 541
Other Humanities	9 820	3 135	12 312
Total	36 195	24 780	60 975

HEADCOUNT ENROLMENTS AT CAMPUS LEVEL IN 2012 AND 2013

2012 Actual

Campus	MC	PC Contact	PC Distance	VTC
First-time entering	2 343	3 484	249	1 788
Total undergraduate	8 701	14 205	16 222	5 407
(Master's by research) ²⁸	218	570	0	87
Master's degree (total)	639	1 962	24	203
Doctoral degree	194	695	48	111
Total postgraduate	1 556	5 427	6 484	750
Total undergraduate and postgraduate	10 257	19 632	22 706	6 157
Science, Engineering and Technology	2 466	7 867	609	766
Business and Management	2 226	4 824	29	2 386
Education	2 074	2 457	19 618	1 246
Other Humanities	3 491	4 485	2 451	1 760
Total	10 257	19 632	22 706	6 157

2013 Planned

Campus	MC	PC Contact	PC Distance	VTC
First-time entering	2 565	4 161	0	18 477
Total undergraduate	7 437	14 878	17 746	5 299
(Master's by research) ³	0	0	0	0
Master's degree (total)	582	1 828	27	292
Doctoral degree	199	744	25	117
Total postgraduate	1 587	5 215	9 424	965
Total undergraduate and postgraduate	9 024	20 093	27 170	6 264
Science, Engineering and Technology	2 259	6 970	947	794
Business and Management	2 005	4 819	41	2 726
Education	1 231	3 397	22 838	1 116
Other Humanities	3 528	4 906	3 345	1 627
Total	9 024	20 093	27 170	6 264

2013 Actual

Campus	MC	PC Contact	PC Distance	VTC
First-time entering	2 382	3 827	1 112	1 475
Total undergraduate	9 000	14 945	17 750	5 643
(Master's by research) ³	268	563	0	87
Master's degree (total)	655	1 999	21	196
Doctoral degree	240	775	45	111
Total postgraduate	1 713	5 341	5 648	869
Total undergraduate and postgraduate	10 713	20 286	23 464	6 512
Science, Engineering and Technology	2 652	8 232	573	857
Business and Management	2 276	4 976	35	2 623
Education	2 076	2 550	21 182	1 203
Other Humanities	3 709	4 537	2 147	1 829
Total	10 713	20 286	23 464	6 512

Success rates per major field of study for qualifications below master's level

Qualification type	Science, Engineering and Technology	Business and Management	Education		Other Humanities
			Contact	Distance	
Undergraduate diploma or certificate (1 and 2 years)	79%	93%	98%	89%	73%
Undergraduate diploma or certificate (3 years)	86%	98%	NA	75%	87%
General academic bachelor's degree (3 years)	81%	84%	95%	NA	83%
Professional first bachelor's degree (3 years)	87%	78%	93%	NA	89%
Professional first bachelor's degree (4 years or more)	89%	89%	94%	94%	88%
Postgraduate diploma	87%	91%	93%	100%	93%
Honours degree	96%	90%	91%	89%	89%

- Awards and achievements**

The Institute of Risk Management South Africa (IRMSA) awarded two Industry Specific Risk Initiative Awards for 2013 to the Centre for Applied Risk Management (UARM) at the NWU Vaal Triangle Campus during the annual IRMSA awards ceremony. These awards recognise the innovative approach of the UARM to risk management as an applied discipline.

The two awards are:

- The Industry Specific Risk Initiative Award in the Education category, and
- The overall Industry Specific Risk Initiative Special Award for Recognition of Exceptional Service.

The MBA programme of the Potchefstroom Business School was awarded accreditation by the European Association of MBAs (AMBA) (one of only five South African business schools to achieve this).

The School's programme for Financial Accountancy (B Com and Honours) received accreditation from the Association of Chartered Certified Accountants (ACCA) in London.

A chartered accountancy student was one of four students in the country to compete in the finals of the KPMG Business Case competition in Madrid, Spain. Two business management students received internships from an international consultancy firm in Beijing, China.

In November 2013 the NWU joined the Open Educational Resources University (OERU) network as an anchor partner. A memorandum of understanding was signed between the NWU and the American Public University (APU) on learning analytics and skills development of personnel involved in distance and blended learning.

- Policy for the Institutional Teaching Excellence Awards (ITEA)**

The 2013 Institutional Plan indicated that the institutional teaching excellence (ITEA) awards would be reviewed in order to ensure optimal participation by increasing the number of participants, as well as consistency of standards in the evaluation of teaching portfolios. A task team convened by the Director of Teaching and Learning consisted of representatives of Academic Development and Support teaching advisors and academic staff from the three

campuses. A revised ITEA framework was drafted through a consultative process, and was presented to and approved by Senate in October 2013.

In terms of the revised policy as approved by Senate on 23 October 2013, there will be three award categories:

- ***Emerging Teaching Excellence Award (ETEA)***

This award appreciates and rewards excellent teaching of emerging lecturers at the NWU. It recognizes lecturers who display a long term vision for their professional and career development, by means of exceptional and proven achievement towards innovation in teaching and learning within their field. The monetary award is R15 000.

- ***Teaching Excellence Award (TEA)***

This award recognizes and honours exceptional and proven achievements in teaching excellence, as well as innovative approaches to facilitate learning that inspire and challenge students. It encourages scholarly teaching that leads to contextualized teaching approaches and strategies that make learning accessible, applicable and valid to students in a specific discipline. The monetary award is R30 000.

- ***Distinguished Teaching Excellence Award (DTEA)***

As part of the TEA, this award provides opportunity for lecturers to be commended as distinguished scholars in teaching and learning. The award recognises lecturers for leadership and achievements in the scholarship of teaching and learning. Excellence is endorsed by awarding the DTEA as a commendation within the category of TEA. The monetary award is R50 000, with an additional annual R4 000 for three years as part of the status of Distinguished lecturer in teaching and learning.

The participation and evaluation criteria as well as the procedures for the management of the ITEA awards are set out in the policy as approved by Senate.

The revised Policy for the Institutional Teaching Excellence Awards (ITEA) was recommended for final approval by Council in November 2013.

- ***Teaching and Learning Strategy***

The development of a Teaching and Learning Strategy is in progress, as is the adoption of a revised Teaching and Learning Technology Framework that supports the strategy.

The first draft of the strategy was crafted by a task team convened for the purpose.

Consultation on the strategy took place with key stakeholders, including the campus Vice-rectors and institutional and campus Academic Development directors. On 9 September 2013, campus representatives nominated by the Vice-rectors attended a workshop on the first draft of the strategy.

The ensuing document outlines the contextual challenges related to teaching and learning nationally and internationally, and discusses various elements that should define the university's teaching and learning strategy. These include the NWU vision and mission for teaching and learning, desired attributes of graduates, the NWU's educational philosophy, principles underpinning the strategy, the university's understanding of blended learning and broad themes such as quality, access and success and curriculum reform.

- ***Continuing education framework***

The risk associated with the delivery of short learning programmes is identified on the 2013 NWU risk register as an item for immediate attention. The development in 2013 of a framework for continuing education and its constituent parts sought to mitigate the risk in this area. This includes provision for continuing professional development.

In order to mitigate considerable risk to the NWU, it was necessary to prioritise the development of the constituent parts of the framework. For the implementation of these subsections, Senate approved a number of interim arrangements for immediate implementation and these will eventually form part of the framework.

- ***Framework for access and student success***

A framework for access and success served at the Senate meeting of 23 October 2013 for noting. This framework emphasises the importance of recognising epistemological access that extends to the conceptual and analytical

competencies necessary for students to engage in higher education. It also highlights the importance of developing a systematic approach to student success in terms of student throughput and attrition, as well as graduate attributes.

- **Qualifications awarded according to the various qualification types**

During 2013, the university awarded 15 464 qualifications, distributed at various qualification levels as shown in the following table.

Qualification type	Number of awards
Undergraduate diplomas and certificates (1-2 years)	3 706
Undergraduate diplomas and certificates (3 years)	1 609
General academic bachelor's degrees (3 years)	3 075
Professional first bachelor's degrees (3 years)	524
Professional first bachelor's degrees (4 years or more)	2 025
Postgraduate diplomas	1 103
Honours degrees	2 473
Master's degrees	781
Doctoral degrees	168
TOTAL	15 464

COMPOSITION AND SIZE OF STUDENT BODY

Students enrolled for 2013	Mafikeng	Potchefstroom	Vaal Triangle	Total
First-time entering undergraduates	2 382	4 939	1 475	8 796
Seniors	8 331	38 811	5 037	60 975
TOTAL	10 713	43 750	6 512	60 975

ENROLMENTS PER QUALIFICATION TYPE AND DELIVERY MODE

2013 Qualification type	Distance	Attendance mode Contact	Distance TFT*	Grand total
General academic first bachelor's degree	-	14 595	-	14 595
Doctoral degree	45	1 126	-	1 171
Honours degree	97	1 979	5 569	7 645
Master's degree	21	2 850	-	2 871
Postgraduate diploma	14	1 936	-	1 950
Undergraduate diploma (1 and 2 years)	-	819	8 116	8 935
Undergraduate diploma (3 years)	-	320	9 942	10 262
Professional first bachelor's degree (4 years)	-	9 984	823	10 807
Professional first bachelor's degree (3 years)	148	2 390	-	2 538
Occasional students	5	196	-	201
GRAND TOTAL	330	36 195	24 450	60 975

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

KEY STATISTICS ON STUDENT ENROLMENTS AND SUCCESS

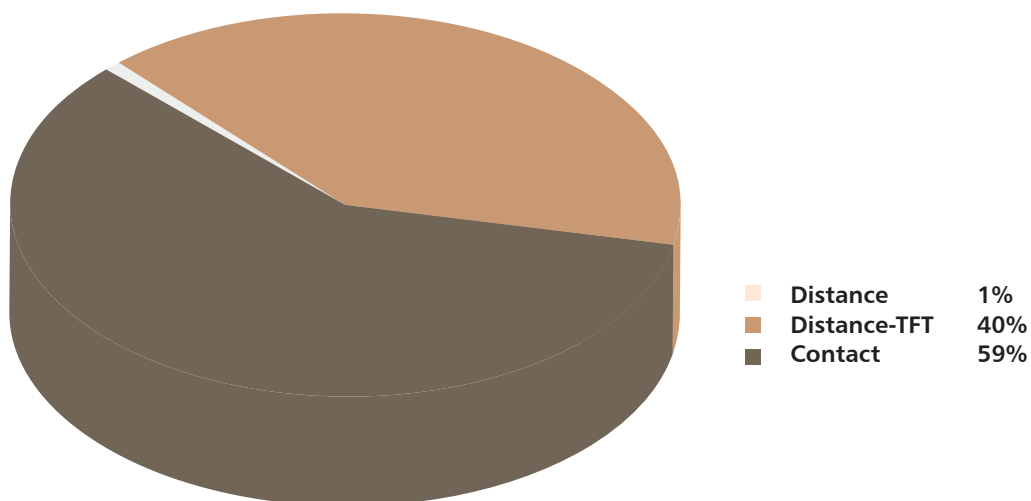
Total headcount enrolments rose to 60 975, an increase of 3,8% compared to 2012. The relationship between enrolments in contact and distance programmes was 59% and 41% respectively. The university's enrolment profile at the various qualification levels for 2013 compared to 2012 is shown in the following table.

Overall enrolment profile for 2012 compared to 2013 MIS

Qualification type	Contact	2012 Distance	Total	Contact	2013 Distance	Total
Undergraduate diploma or certificate (1 and 2 years)	785	9 430	10 215	819	8 116	8 935
Undergraduate diploma or certificate (3 years)	360	7 465	7 825	320	9 942	10 262
General academic bachelor's degree	13 671	0	13 671	14 595	0	14 595
Professional first bachelor's Degree (3 years)	2 154	159	2 313	2 390	148	2 538
Professional first bachelor's degree (4 years or more)	9 512	820	10 332	9 984	823	10 807
Postgraduate diploma or certificate	1 955	17	1 972	1 936	14	1 950
Honours degree	1 974	6 395	8 369	1 979	5 666	7 645
Master's degree (Total)	2 804	24	2 828	2 850	21	2 871
Doctoral degree	1 000	48	1 048	1 126	45	1 171
Programmes undertaken by occasional students	172	7	179	196	5	201
TOTAL	34 387	24 365	58 752	36 195	24 780	60 975

The university had an undergraduate success rate of 85,1% for both contact and distance students, while the graduation rate was 25%. The average module mark attained by first years across all the NWU's 15 faculties was 46% and focused attention will be needed in certain areas.

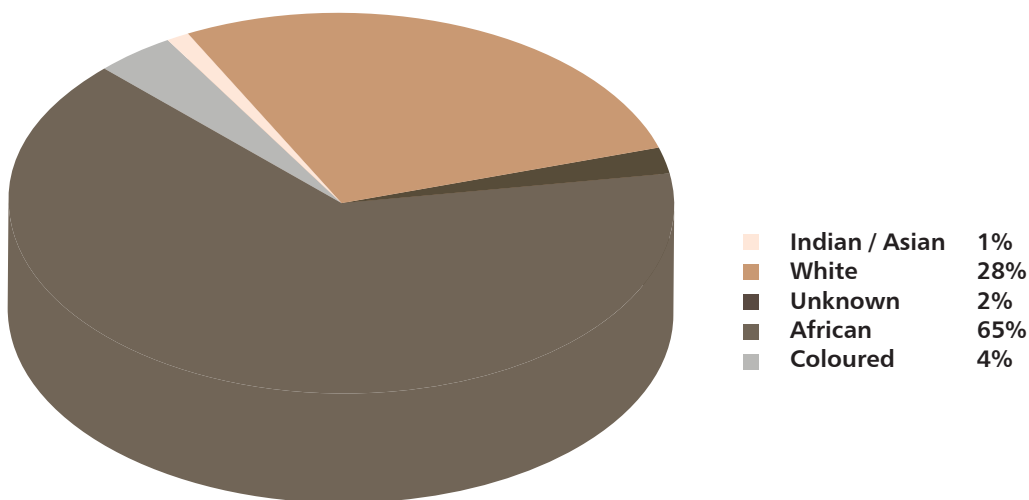
STUDENTS ENROLLED IN CONTACT AND DISTANCE IN 2013



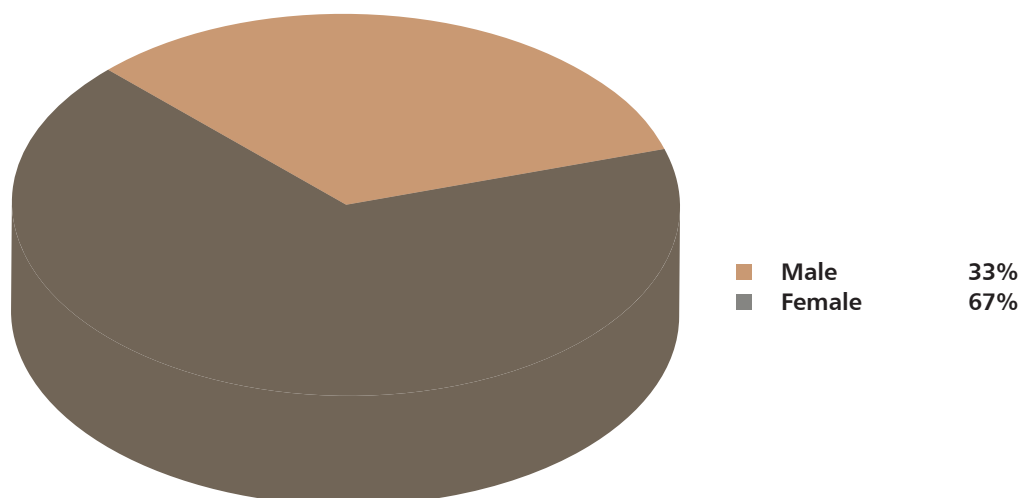
Race and gender composition of student body 2013

Year	Race					Gender		Total
	White	African	Coloured	Asian	Unknown	Male	Female	
2004	12 657	24 975	1 255	321	938	15 344	24 802	40 146
2005	13 389	23 454	1 195	338	220	14 866	23 730	38 596
2006	14 288	22 412	1 221	616	172	14 766	23 943	38 709
2007	16 209	26 440	1 359	701	17	16 128	28 598	44 726
2008	17 071	27 722	1 602	585	28	16 279	30 729	47 008
2009	18 160	30 095	1 921	408	5	17 196	33 393	50 589
2010	18 675	34 398	2 206	432	21	18 730	37 002	55 732
2011	18 886	34 944	2 360	436	15	19 129	37 512	56 641
2012	16 794	36 481	2 565	448	2 464	19 643	39 109	58 752
2013	17 242	39 523	2 684	485	1 041	20 202	40 773	60 975

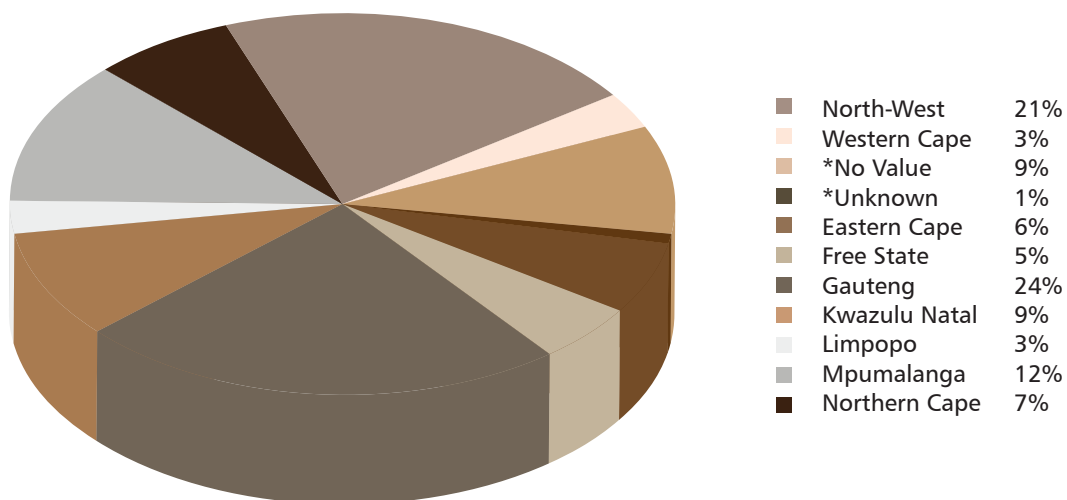
RACIAL COMPOSITION OF STUDENTS



GENDER COMPOSITION OF STUDENTS



ENROLMENTS BY GEOGRAPHIC REGION



GRADUATION RATE

Graduation rate of contact undergraduate students	Heads 2013	Graduates 2013	2013	2012	2011	2010	2009	2008
First certificates and diplomas of two years or less	819	278	33,94%	23,54%	31,60%	31,01%	43,20%	35,23%
First diplomas and bachelor's degrees: three years	17 305	3 614	20,88%	19,08%	19,47%	20,5%	21,93%	21,33%
Professional first bachelor's degree: four years or more	9 984	1 835	18,38%	17,24%	15,94%	16,60%	16,73%	17,06%

Graduation rate of distance undergraduate students	Heads 2013	Graduates 2013	2013	2012	2011	2010	2009	2008
First certificates and diplomas of two years or less	8 116	3 428	42,24%	41,29%	45%	44%	38%	34%
First diplomas and bachelor's degrees: three years	10 090	1 594	15,80%	15,47%	17%	17%	17%	20%
Professional first bachelor's degree: four years or more	823	190	23,09%	16,34%	10%	15%	13%	24%

- **Graduation statistics**

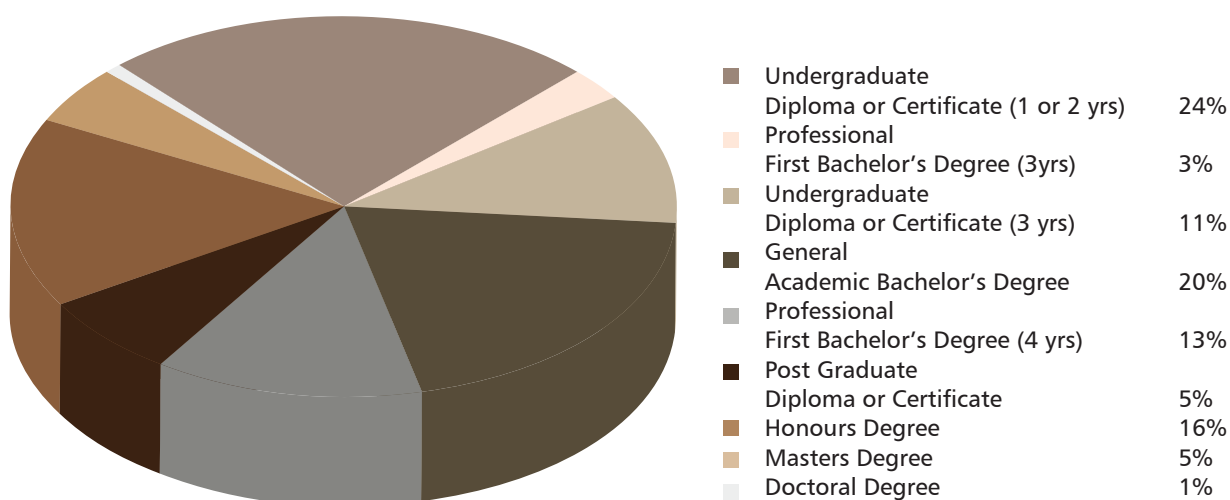
The table below indicates the graduates and diplomates per ceremony date after complying with the examination requirements in 2013

Campus	Month	Year	Passed Count
Mafikeng	May	2014	1 888
	October	2013	565
	Total		2 453
Potchefstroom	August	2013	395
	February	2014	866
	January	2014	2 062
	July	2013	2 200
	March	2014	4 381
	May	2014	589
	November	2013	430
	September	2013	578
	Total		11 501
Vaal Triangle	January	2014	2
	May	2014	1 353
	October	2013	155
	Total		1 510
Grand Total			15 464

DEGREES AND DIPLOMAS AWARDED BY QUALIFICATION TYPE

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

DEGREES AND DIPLOMAS AWARDED BY QUALIFICATION TYPE



QUALIFICATIONS/PROGRAMMES AND CONTINUING EDUCATION


- **Applications for academic programmes/qualifications and continuing offerings through ICAS**

ICAS met 13 times in 2013 to consider applications for changes to existing programmes, for new programmes and qualifications and for continuing education (short course) offerings. Of the 13 meetings, four were ICAS advisory meetings, four were regular ICAS meetings, two were special meetings and three were held to consider continuing education applications.

Applications for changes to existing qualifications made up 53% of the business of ICAS in 2013, while applications for 45 new continuing education offerings accounted for 38,5%. Applications requiring external approval made up the rest of ICAS's business.

The table below gives a summary of the applications approved during the year.

ICAS APPLICATIONS APPROVED IN 2013



CAMPUS	Changes to existing programmes	New qualifications and programmes	Continuing education offerings
Mafikeng Campus	12	0	1
Potchefstroom Campus	37	3	40
Vaal Triangle Campus	1	1	4
Mafikeng and Potchefstroom	4	1	0
Potchefstroom and Vaal Triangle	6	0	0
Mafikeng, Potchefstroom and Vaal Triangle	2	5	0
Subtotal	62	10	45
TOTAL		117	

ASPECTS WITH REGARD TO ICAS DURING 2013

The Institutional Plan for 2013 identified two major aspects of the academic programme development, management and review process that required ICAS's attention. These were to draft revised policies and procedures and to complete certain related systems development work.

The policy revision aspect entails establishing a single, comprehensive policy to cover the full life cycle of academic programme development, management and review. It would also simplify the programme approval process and make provision for ongoing, cross-campus programme alignment.

The Senate Executive Committee agreed on the composition of a task team to steer the revision of the Academic Programme Management Policy. This task team, chaired by the Deputy Vice-Chancellor: Teaching-Learning, developed this policy into what is currently referred to as the draft Policy for Programme Development, Management and Review. The team will meet for a final session early in 2014 and will consider the draft policy for recommendation to Senate in 2014.

Two other matters were identified during 2013 as requiring the attention of ICAS. One was the quality of documents submitted to external bodies responsible for accreditation and the second was difficulties in tracking applications to and responses from external bodies. Steps have been taken to improve these processes by redesigning the process for receiving and distributing feedback from external bodies and streamlining internal lines of communication.

CONTINUING EDUCATION

According to the 2013 Institutional Plan, the NWU should develop a strategy to optimise the opportunities relating to continuing professional development. This includes revising the policy and procedures for managing short courses, developing a framework for an audit of short learning programmes and creating a framework for the optimal management of continuing professional development.

Work commenced at the beginning of the year on the development of an overarching document on continuing education. Going forward, the university adopted the term “continuing education” for all interventions through teaching and learning that are not listed on the NWU PQM as formal academic programmes, that are offered for a fee or for free or for another form of compensation, or for which a NWU certificate or other form of recognition bearing the emblem of the NWU is issued. This includes short courses, short learning programmes, workshops meeting the requirements of the definition, continuing professional development offerings, master classes and university certificate courses.

The original NWU Policy on Short Learning Programmes dates back to 2005 and was revised in 2010. By January 2013, after a campus-wide process of consultation, proposed amendments had been incorporated into the 2010 policy in draft format. However, it was clear that the draft policy had a number of limitations and was silent on critical points, such as arrangements for ensuring university-wide compliance with the requirements of both external bodies and NWU policy. The challenge remains to create a suitably enabling environment that will accommodate the unique needs associated with the offering of continuing education (without compromising academic quality) and minimise the considerable risk relating to continuing education as identified in the risk register.

To address the need for a more comprehensive approach and to ensure that regulatory and business decisions help shape the policy, it was deemed necessary to create a framework that would capture the NWU position on both the academic and non-academic arrangements before attempting to refine the policy any further.

A work group consisting of stakeholders nominated by the three campuses was established for the purpose of revising the current policy and contributed to the development of the outline of the proposed framework since its inception at the beginning of 2013. They were later requested to take the outline to their respective constituencies for further input.

The absence of a broader framework ensuring both appropriate academic oversight and providing sound business decisions meant that ICAS, responsible for mainly academic oversight, had to take on duties more in keeping with a university offering non-formal programmes that are not all purely academic in nature. ICAS procedures were primarily designed to serve formal programmes and are not necessarily flexible enough to meet the needs associated with the offering of continuing education.

In this context, at its meeting of 14 June 2013, ICAS approved an amendment to the process for dealing with submissions of short learning programmes. This entails making more assistance available from the office of the Deputy Vice-Chancellor: Teaching-Learning and scheduling more frequent ICAS meetings for considering proposals for continuing education.

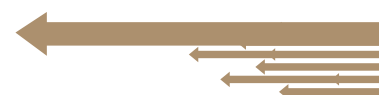
Next, at its meeting of 16 September 2013, ICAS tabled a request that the Institutional Registrar be asked to form a more appropriate mechanism to assist ICAS in its task of considering contracts, tenders and other forms of agreements entered into for continuing education offerings. The proposal is that a committee be formed for this purpose consisting of the Institutional Registrar, the campus Registrars, the Deputy Vice-Chancellor: Teaching-Learning or representative, and a representative of the NWU’s Finance department, among others.

In October 2013, Senate approved a number of interim provisions for continuing education and a mandate to the Institutional Management to advise Council on behalf of Senate on a proposed business model which will further shape the Framework.

PROGRAMME ALIGNMENT

The Institutional Plan refers to the completion of the HEQSF alignment process, with particular reference to the process for Category B programmes (Phase 2 of the alignment process).

Fifteen programme clusters were constituted according to broad disciplinary groupings to coordinate the alignment process. It was originally foreseen that Phase 2 of the project for aligning the NWU’s qualifications and programmes with the HEQSF would be in its final stages by the end of June 2013. In a letter dated 20 August 2013, the CHE informed the university that the submission of the Category B programmes would begin in early 2014 and should be completed in the course of 2015.



The NWU became part of an HEQC pilot project to refine the system for submission of the S2 and S3 templates as required for the completion of phase 2 of the project. While the HEQSF project office at the NWU has prepopulated the S3 templates for the convenience of the clusters, these may need to be refined to accommodate the further changes that the HEQC intends to introduce.

In addition, the HEQC started a round of discussions on the naming of doctoral qualifications, which would have an impact on the finalisation of the Category A process for HEQSF alignment.

STUDY MATERIAL DEVELOPMENT

The table below gives a breakdown of the number of paper-based study guides produced through the SMP system in 2012 and 2013 respectively. The actual production as a percentage of the total of modules presented is reflected in brackets.

PRODUCTION OF PAPER-BASED STUDY GUIDES IN 2012 AND 2013

Campus		First semester	Second semester	Total
Mafikeng	2012	396 (% not available)	383 (% not available)	779 (41,97%)
	2013	413 (57,04%)	383 (55,99%)	796 (56,53%)
Potchefstroom	2012	2 497 (99,3%)	2 155 (94,7%)	4 652 (97%)
	2013	2073 (78,68%)	1 841 (81,94%)	3 914 (80,18%)
Vaal Triangle	2012	764 (89,79%)	611 (99,18%)	1 375 (94,49%)
	2013	771 (99,44%)	565 (98,41%)	1336 (98,92%)

The table shows a pleasing improvement in the number of available study guides at the Mafikeng Campus. It is anticipated that this trend will continue during 2014, laying a sound platform for making learning material available to support the implementation of a blended teaching and learning approach.

- Production/maintenance of additional study and learning material at the NWU**

During the year, 74 new productions were created at the Potchefstroom Campus for additional study material and study resources other than study guides. In addition, 25 further projects were undertaken in support of the maintenance of current learning materials.

This initiative needs to be taken into account when reading the above table, as some paper-based study guides are being converted into eGuides. More specifically, at the Potchefstroom Campus, the production of certain paper-based study guides was discontinued in favour of the development of eGuides.

The Vaal Triangle Campus produced a number of eGuides supported by internal capacity made available by the campus management as part of a pilot project on blended learning.

- Implementation of eFundi at the NWU**

The NWU makes use of a learning management system called eFundi, which is a SAKAi implementation. The following table reflects the use of eFundi across the three campuses of the NWU.

USE OF eFUNDI ACROSS CAMPUSES IN 2013

Use of eFundi	Mafikeng	Potchefstroom	Vaal Triangle
Sites created	983	2 464	810
Active sites (7 or more students per site)	791	1 897	690
Number of academic staff using eFundi as LMS	231	648	193

During the year, 28 329 of the 36 125 contact students at the NWU made use of eFundi. This reflects a usage rate of 78%, which compares very favourably with the learning management system usage of most other reputable universities.

ACADEMIC RISK ABATEMENT: STUDENT ACCESS AND SUCCESS

The NWU is committed to ensuring that all students can participate effectively in the process of teaching and learning, leading to fair chances for success. This requires an understanding of the learning needs and challenges faced by different groups of students. Academic skills, thinking skills and study skills training assists all students, but especially those who come unprepared from the school environment, to adapt to the demands of higher education, and provides them with the necessary support to achieve success in their studies. The student academic development and support forum, founded on the Mafikeng Campus in September 2012, meets at least twice annually and meetings are rotated between the different campuses. In line with good practice as articulated in the HEQC audit criteria, an institutional academic development and support plan and process has been established at the NWU. In terms of this plan, each campus presents a range of general and specific capacity development programmes. In the development of generic cognitive skills, students should receive training in language and strategic reading development, generic thinking skills, problem-solving skills, decision-making skills and study skills. In the development of specific language and strategic reading skills, and cognitive and metacognitive skills, training must be provided in collaboration with academic departments for the integration of subject-specific cognitive skills in learning outcomes, study guides, study material, lecture presentation and assessment.

- **Foundational provision**

In the previous year, the NWU successfully applied to the DHET to offer 43 extended programmes in the funding cycle for foundational provision that commenced in 2013. The majority of these programmes are presented at the Mafikeng Campus, with 20 located in the Faculty of Agriculture, Science and Technology and 14 in the Faculty of Commerce and Administration. The remaining seven programmes are located in the Faculty of Economic Sciences and Information Technology at the Vaal Triangle Campus.

PROVISION OF EXTENDED PROGRAMMES IN 2013

Campus	Qualification short name	First-time entering	All
Mafikeng	BADMIN	73	170
	BCOM	353	1 005
	BSC	200	507
Mafikeng total		626	1 682
Vaal Triangle	BCOM	228	564
	BSC	15	122
	BSC IN IT	37	42
Vaal Triangle total		295	717
Potchefstroom	Theology	-	2
Grand total		921	2 401

- **University Preparatory Programme (UniPrep)**

In 2013 the UniPrep pilot project entered its second year of the three-year pilot phase.

This programme that runs over a three-year trial period and in which the NWU collaborates with the Open Learning Group, explores possible ways to extend entrance to university studies to learners who would otherwise not have qualified for admission. ICAS initially approved a UniPrep programme mix that includes formal and formative modules in commerce. In line with this, a UniPrep programme aimed at enhancing access to BTh programmes was added to the existing BCom offering. At the request of the Faculty of Economics and Management Sciences at the Potchefstroom Campus, campus students whose NSC results did not allow admission into BCom studies were permitted to enrol for the Mathematics module pair (Bridging the Mathematical Gap, BTMG) in order to attain the necessary standard.

The following table provides information on the delivery sites and student numbers per site.

UNIPREP STUDENT NUMBERS PER PROGRAMME AND SITE

	BTh	BCom	BTMG	TOTAL
Open Learning Group (OLG), Johannesburg	6	61	-	67
NWU Potchefstroom Campus	4	16	28	48
NWU Vaal Triangle Campus	-	4	-	4
NWU Mafikeng Campus	8	-	-	8
Unit for Open Distance Learning, Bisho site	1	-	-	1
Unit for Open Distance Learning, Ermelo site	1	-	-	1
Unit for Open Distance Learning, Parow site	1	-	-	1
TOTAL	21	81	28	130

The project team responsible for the pilot project came to realise during 2013 that UniPrep should be understood as a preparatory programme rather than as a bridging programme. This means it should be viewed as an intervention that adds very particular value to foundation provision at the NWU and is not in opposition to the extended programme offering of the university. During the course of 2013, internal governance and management processes were streamlined to optimise UniPrep in the context of established programme offerings. 2014 will see the pilot project phase of UniPrep being finalised.

ACADEMIC DEVELOPMENT OF STUDENTS

- **Supplemental Instruction (SI)**

SUMMARY OF SUPPLEMENTAL INSTRUCTION ACTIVITIES IN 2013

Campus	SI Leaders (Active)		Faculties	Modules		SI Sessions	% At-Risk Modules	Amounts paid to SI leaders
	1 st Sem	2 nd Sem		1 st Sem	2 nd Sem			
MC	297	250	5	129	79	15 730	33%	R763 527,90
PC	128	130	8	100	95	6 413	37%	R346 744,50
VTC	148	132	2	96	80	10 169	63%	R301 329,60
TOTAL	573	512	15	325	254	32 312	-	R1 411 602,00

Clarification of terminology above

- SI-trained:** Number of SI leaders trained on the different campuses in Feb/March 2013.
- SI-active:** Number of trained SI leaders that actually worked on campuses in the first semester of 2013.
- Modules:** Number of modules that implemented SI in the first and second semesters of 2013
- SI sessions:** Number of SI sessions that took place on the different campuses
- % Risk:** Percentage of risk modules that participated in SI on the different campuses
(Note that a risk module in 2013 was defined as a module with a pass rate lower than 70%)
- Amount paid:** The actual amount that was paid out for SI claims on a campus

During the first semester of 2013, 686 SI leaders were trained across the three campuses of the NWU, of those 297 were actively engaged in the facilitation of collaborative learning groups in 129 modules on the Mafikeng Campus. The Potchefstroom Campus had 128 active SI leaders, facilitating collaborative learning groups in 100 modules. On the Vaal Triangle Campus 148 active leaders facilitated super collaborative learning groups in 96 modules. In the second semester 467 SI leaders were trained, of these, 250 were actively engaged in facilitating, coaching and mentoring of students in 79 modules on the Mafikeng Campus. The Potchefstroom Campus had 130 active SI leaders running super learning groups in 95 modules, and the Vaal Triangle Campus had 132 active SI leaders facilitating learning groups in 80 modules. Academic support was rendered in 33% of the historically difficult (at-risk) modules of the Mafikeng Campus, 37% of the historically difficult modules were supported on the Potchefstroom Campus and 63% of the historically difficult modules were supported on the Vaal Triangle Campus.

DEVELOPMENT OF ACADEMIC STAFF

The main institutional academic staff development activities in 2013 included the presentation of the institutional course for new lecturers, the revision of the policy and procedures for the institutional teaching excellence awards (ITEA), as well as its evaluation instruments, and the implementation of projects on the Scholarship of Teaching and Learning (SoTL). Progress on all of these activities was reported on at the Institutional Committee for Teaching and Learning (ICTL) meetings in 2013. Institutional Course for New Lecturers (ICNL) The ICNL forms part of the university's strategy for promoting the professionalism of its academic staff in teaching and learning. The three broad aims of the course are to introduce new lecturers to best practice in higher education, refresh the knowledge of experienced lecturers and provide opportunities for academic staff from all campuses to share their experiences. The course has three phases, the first of which takes place three times annually. Novice lecturers engage in micro teaching sessions while experienced lecturers with teaching experience are invited to a work session on the Scholarship of Teaching and Learning. The table below shows the number of new lecturers who attended Phase 1 of the ICNL across the three campuses per faculty in 2013.

ATTENDANCE OF INSTITUTIONAL COURSE FOR NEW LECTURERS (PHASE 1) IN 2013

CAMPUS	Faculty	Number
Mafikeng Campus	Faculty of Agriculture, Science and Technology	8
	Faculty of Commerce and Administration	7
	Faculty of Education Sciences	4
	Faculty of Human and Social Sciences	6
	Faculty of Law	2
Potchefstroom Campus	Faculty of Arts	6
	Faculty of Economic and Management Sciences	6
	Faculty of Education Sciences	9
	Faculty of Engineering	8
	Faculty of Health Sciences	13
	Faculty of Law	2
	Faculty of Natural Sciences	3
	Faculty of Theology	3
Vaal Triangle Campus	School of Accounting Sciences	4
	School of Basic Sciences	9
	School of Behavioural Sciences	0
	School of Economic Sciences	5
	School of Educational Sciences	5
	School of Information Technology	6
TOTAL	School of Languages	0
		106

At the end of each course, the participants are asked to rate the relevance of the ICNL. The results for 2013 were overwhelmingly positive and particularly high relevance ratings were assigned to course components such as sources of research funding, the teaching and learning framework of the NWU and research development and support. On average, more than 90% of participants at each of the three courses presented in 2013 said the ICNL was relevant or most relevant. Phase 2 of the ICNL takes place on the campuses and deals with training in areas such as eFundi, writing of interactive study guides, group work facilitation and NQF level descriptors as a framework for programme and module design. In 2013, altogether 114 lecturers attended phase two of the course, consisting of 35 lecturers from the Mafikeng Campus, 55 from the Potchefstroom Campus and 24 from the Vaal Triangle Campus.

Phase 3 of ICNL also takes place on each campus and provides academics with exposure to philosophical and ethical issues in higher education. This phase is presented by the Philosophy Department of the Faculty of Arts on the Potchefstroom Campus, which services the whole of the NWU for this purpose. There were 38 lecturers who attended ICNL Phase 3 from Potchefstroom Campus, seven lecturers from Mafikeng Campus and 19 lecturers from the Vaal Triangle Campus.

There is still a backlog in ICNL attendance. During 2014, the Director: Teaching and Learning will work with the campus Vice-rectors and Deans of Faculties to ensure that all academic staff members appointed since 2010 complete the ICNL.

- **Support to campuses**

Over and above the ICNL courses presented during 2013, academic staff had opportunities to attend workshops on topics such as eFundi, effective presentation strategies, examination paper development, study guide development and research support.

In addition, each campus's academic support unit hosted a campus seminar or conference for academic staff to share teaching and learning experiences. National and international experts in certain educational fields were invited to share their expertise.

ATTENDANCE OF SEMINARS/CONFERENCES ON CAMPUS

CAMPUS	TYPE OF ACTIVITY	NUMBER OF ACADEMIC STAFF MEMBERS INVOLVED
Mafikeng	Research seminar	10
Potchefstroom	Technology Initiative conference	24
Vaal Triangle	Teaching and Learning seminar	90

- **Academic support to the Unit for Open Distance Learning (UODL)**

The task of supporting the UODL during 2013 was delegated to the Potchefstroom Academic Services, which piloted a number of initiatives. These included visiting learning centres to determine the training needs of ODL lecturers, introducing lecturers to Smart technology, and developing a fit-for-purpose orientation programme for lecturers in the ODL Nursing programme.

- **Institutional Teaching Excellence Award (ITEA)**

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

The ITEA process includes activities such as observation of three contact sessions by an evaluation panel of three members, student feedback on teaching, proof of innovative strategies and approaches to teaching and learning (including e-learning) and the evaluation of a teaching portfolio.

Lecturers who received ITEA awards in 2013, on the basis of the evaluation process during 2012, were recognised at a formal NWU function. A total of 55 lecturers were recognised across the three categories, as shown in the following tables.

DISTRIBUTION OF PARTICIPATION IN THE ITEA PROCESS BY FACULTY IN 2013

CAMPUS	FACULTY	NUMBER OF PARTICIPANTS
Mafikeng Campus	Faculty of Agriculture, Science and Technology	5
	Faculty of Commerce and Administration	5
	Faculty of Human and Social Sciences	3
	Faculty of Law	0
	Faculty of Education Sciences	2
Potchefstroom Campus	Faculty of Arts	10
	Faculty of Economics and Management Sciences	5
	Faculty of Education Sciences	4
	Faculty of Engineering	0
	Faculty of Health Sciences	6
	Faculty of Law	2
	Faculty of Natural Sciences	3
	Faculty of Theology	1
Vaal Triangle Campus	School of Basic Sciences	6
	School of Accounting Sciences	1
	School of Information Technology	1
	School of Economic Sciences	1
	School of Educational Sciences	0
Total number of ITEA 2013 participants		55

2013 AWARDS PER AWARD CATEGORY

Name of campus	Total Number of ITEA awards per campus	Number of different categories of ITEA awards presented in 2013		
		A	B	C
Mafikeng Campus	15	10	4	1
Potchefstroom Campus	31	12	15	4
Vaal Triangle Campus	9	1	5	3
Total number of awards made	55	23	24	8

• Review of the ITEA

The Institutional Plan called for a review of the ITEA to ensure optimal participation by increasing the number of participants and ensuring consistent standards in the evaluation of teaching portfolios. For this reason, the focus of the institutional Academic Development and Support office since 2012 has been on the quality assurance of the ITEA process. In 2013 cross-campus moderation by teaching advisors from each campus was done to ensure consistency in the allocation of the awards. Over and above this, six ITEA portfolios and presentations were externally moderated with the assistance of three moderators from other institutions.

The Director of Teaching and Learning convened a task team consisting of representatives of Academic Development and Support units and academic staff from the three campuses to review the ITEA awards. A revised ITEA framework was presented to and approved by the Senate meeting of October 2013.

In terms of the revised policy approved by Senate on 23 October 2013, there will be three award categories:

- Emerging Teaching Excellence Award (ETEA): in rewarding excellent teaching of emerging lecturers, this award is for lecturers who display a long-term vision for their professional and career development by means of exceptional and proven achievement towards innovation in teaching and learning within their field. The monetary award is R15 000.

- Teaching Excellence Award; this award recognises and honours exceptional and proven achievements in teaching excellence, as well as innovative approaches that facilitate learning and inspire and challenge students. It encourages scholarly teaching that leads to contextualised teaching approaches and strategies that make learning accessible, applicable and valid to students in a specific discipline. The monetary award is R30 000.
- Distinguished Teaching Excellence Award (DTEA): this award recognises distinguished scholars on the basis of leadership and achievements in the scholarship of teaching and learning. The monetary award is R50 000, with an additional annual amount of R4 000 for three years.

The participation and evaluation criteria, as well as the procedures for the management of the ITEA, are set out in the policy as approved by Senate.

- **Rapport Top Lecturer Faculty Awards**

For the fourth consecutive year, Rapport newspaper made available a substantial amount of money by means of which full-time undergraduate students in each of the 15 faculties across the NWU could vote for the lecturer who inspired them the most, and who was perceived as walking the extra mile for students.

The levels of student involvement in the nominations have increased substantially over the years. The Potchefstroom and Vaal Triangle Campuses succeeded in securing student involvement close to 60% in 2013. Negotiations are underway with the Mafikeng Campus management for an improvement in student participation in the process in 2014.

Student voting and the selection of winners are subject to the oversight of the NWU Internal Audit department. In addition, a team of Business Mathematics and Informatics master's students developed a statistical model in 2013 to assist the Statistical Consultancy Service with the data analysis process.

THE FOLLOWING FACULTY WINNERS EACH RECEIVED A CASH PRIZE OF R50 000 AT A GALA EVENT AT THE END OF 2013:

Mafikeng Campus	Faculty of Agriculture, Science and Technology	Dr A Mawire
	Faculty of Commerce and Administration	Ms L Olivier
	Faculty of Education and Training	Mr AL Bechuke
	Faculty of Human and Social Sciences	Mr PH Boer
	Faculty of Law	Voting percentage not according to standards. No winner
Potchefstroom Campus	Faculty of Arts	Prof MP Human
	Faculty of Economic and Management Sciences	Ms AL Fourie
	Faculty of Education Sciences	Dr A Golightly
	Faculty of Engineering	Mr AF van der Merwe
	Faculty of Health Sciences	Ms M du Preez
	Faculty of Law	Ms RHC Koraan
	Faculty of Natural Sciences	Dr CE Read
Vaal Triangle Campus	Faculty of Theology	Prof GJC Jordaan
	Faculty of Economic Sciences and Information Technology	Ms W Coetzee
	Faculty of Humanities	Mr LD Leonard

“ The main institutional academic staff development activities in 2013 included the presentation of the institutional course for new lecturers, the revision of the policy and procedures for the institutional teaching excellence awards (ITEA), as well as its evaluation instruments, and the implementation of projects on the Scholarship of Teaching and Learning (SoTL) ”

SCHOLARSHIP OF TEACHING AND LEARNING

In line with the Institutional Plan, the university supports the implementation of projects on the Scholarship of Teaching and Learning (SoTL) at all campuses, as well as at the Institutional Office, and will continue to host an annual SoTL conference. At the beginning of 2013, R1 million in strategic funding was allocated to support the SoTL initiative and the framework for the allocation of funds for SoTL projects was presented to the ICTL meeting of 17 April 2013. In terms of this framework, R350 000 was allocated to the Mafikeng Campus, R400 000 to the Potchefstroom Campus, R150 000 to the Vaal Triangle Campus and R100 000 to the Institutional Office, mainly to host the annual SoTL conference.

On each campus, the responsible Vice-rector Academic/Teaching-Learning approved the proposals for SoTL grants, using the criteria submitted to the ICTL. Recipients of SoTL awards were required to present progress reports to their campus Vice-rector, and were also expected to present work in progress or completed projects at the NWU annual SoTL conference. The following table gives details of the SoTL grant holders.

MAFIKENG CAMPUS

Grant holder	Faculty	Project
Prof Nicolene Barkhuizen	Commerce and Administration	Work Integrated eLearning in Open and Distance Learning (WIEL).
Prof Mamolahluwa Mokoena	Academic Development Centre	Do teaching approaches adopted by the lecturers on the Mafikeng Campus encourage a deep approach to learning and prepare the students for a rapidly changing future?
Dr Siziba	Human and Social sciences	Academic Literacy Trends: an investigation of the performance of students exempted from Academic Literacy AGLE.
Prof Ushotaneke Useh	Agriculture, Science and Technology	Valid assessment of learning outcomes and clinical competences in Problem Based Learning (PBL): a case for Nursing Education in NWU, Mafikeng Campus

Grant holder	Faculty	Project
Prof Surika van Rooyen	Economic and Management Sciences	Using assessment to improve student learning in chartered accountancy programmes
Mrs Corne Kruger	Educational Sciences	Implementation of a Work Integrated Learning (WIL) reflective portfolio in an ODL teacher training programme.
Prof Marthie van der Walt	Educational Sciences	Integrating metacognition instruction into Mathematics modules of intermediate pre-service teachers to foster their Self Directed Learning (SDL).
Prof Elsa Mentz	Educational Sciences	How can cognitive learning be implemented in CATE 111/121 (module code) to actively foster Self-Directed Learning (SDL)?
Dr Christo van der Westhuizen	Educational Sciences	Optimising subject-specific reflection and assessment of WIL with e-tablets, video annotations and course management systems.
Mrs Marinda Neethling	Educational Sciences	Minimising the gap between theory and practice through studying distance learning teachers' ecological environment.
Dr Marietjie Havenga	Educational Sciences	Enhancing SDL and enabling students to take responsibility for their own learning processes by applying project-based learning.
Dr Chrisna Botha	Health Science	Using virtual games as case studies in a nutrition module.
Mrs Irma Kotze	Health Science	Investigating simulation activities as a means of improving student learning in pharmacy practice.
Mrs Robin Dolman	Health Science	Preparing fourth-year nutrition students for internship through increased nutrition practice modules.
Dr Mada Watson	Health Science	Work integrated learning and community engagement to promote and develop social responsibility and awareness in a community of practice in nursing.
Mrs Minnet Du Preez	Health Science	Enhancing the development of self-directed learning through improved communication and other strategies through social media.
Mrs Anneke Van Graan	Health Science	Developing a teaching-learning strategy to facilitate clinical judgment in undergraduate nursing students.
Ms Mariet Eksteen	Health Science	Increasing the level of students' learning on a practical level through field trips.
Mrs Elsabe Bornman	Health Science	Developing strategies for the teaching and learning of clinical skills to professional nurses for service delivery in primary health care.
Mr At Lamprecht	Theology	Implementing living language teaching methods to enhance learning of ancient and classical languages.

Grant holder	School/Unit	Project
Dr Magda Kloppers	Education	Improving student engagement in contact sessions and improving the Mathematics throughput of students in education
Mrs Elsa Lubbe and Mrs Marie Preston	Accounting	Flipped classroom (presented last year) Concept capturing using the flipped classroom approach and concept capturing in the delivery of accounting modules.
Dr Roelien Goede	IT	Improving the quality of research in the School of IT by improving the offering of research methodology.
Ms Monique Du Plessis	Accounting	Helping students in accounting to develop an inquiry-driven approach to their learning by applying flipped learning.
Mr André Swart	Accounting	Develop a board game to improve cognitive thinking in accounting.
Mrs Imelda Smit	IT	Concept capturing as a tool to enhance student learning in the course Systems Analysis and Design.
Prof BJJ Lombard	Education	Development of rubrics in order to support feedback and student engaged learning
Prof Mary Grosser and six other staff members	Education	Integration of habits of mind and thinking maps in the curriculum
Dr Wena Coetzee	Languages	Implementation of a pedagogy to improve academic writing

The annual SoTL conference was held from 19 to 21 November 2013, with the theme "The university in the 21st century: cultivating inquiry-driven students". The guest speakers were Distinguished Professor Clifton Conrad from the University of Wisconsin-Madison in the USA, and Dr Melissa Layne from the American Public University System.

TEACHING AND LEARNING TECHNOLOGY

Teaching and learning technology is part of the development of a Teaching and Learning Strategy, according to the 2013 Institutional Plan.

In November 2013 the NWU became an anchor partner in the Open Educational Resources University (OERU) network. This exposure to partner institutions around the world is expected to be of great benefit in the development of the overall Teaching and Learning Strategy, and will inform the redrafting of the Teaching and Learning Technology Framework. This work will shape key decisions on the NWU response to changing modes of delivery in a technology-rich environment and the opportunities that these afford for creating a sustainable future for the NWU.

The activities in this domain of support at the NWU are regulated by the Teaching and Learning Technology (TLT) Framework. While the framework guided the work in 2013, it is well recognised that it should be revisited to reflect the work which commenced in 2013 towards developing the broader Teaching and Learning Strategy.

Similarly, information technology decisions in the NWU should be aligned with strategy in the core business areas of the university. In the teaching and learning environment, the NWU Teaching and Learning Strategy will inform the TLT Framework, which in turn, will feed into information technology decisions.

Although there is a need for a cascading set of decisions, this cannot be managed in a top-down manner and will require much closer collaboration with internal stakeholders across the teaching-learning and technology spectrum.

- **Regular progress reports on TLT served at the ICNL**

The vision of the framework that guided the work in 2013 is to define, identify, implement, maintain and ensure the quality of TLT used at the NWU in the context of the mission elements of the institutional plan. The TLT Framework is implemented through the following main focus areas: collaboration, engagement, production/maintenance and implementation of TLT.

- **Collaboration**

In 2013 collaboration with existing partners and other users of teaching and learning technology at higher education institutions was expanded to enable the NWU to benchmark, source, obtain and share new and in-house developed technology.

To this end, NWU staff members:

- Served for the fourth year on the executive committee of National Association of Distance Education and Open Learning in South Africa (NADEOSA) and participated in two workshops with the DHET to give input on distance learning and e-learning policy and related initiatives in South Africa.
- Attended EDUCAUSE 2013 and collaborated with Adobe Systems on the creation of a multimedia repository and an offline client for the NWU eFundi learning management system.
- Attended E-Learning Africa 2013 and collaborated with colleagues from other African universities on adoption of TLT and the establishment of web-based training resources for instructional design.
- Collaborated with the American Public University System (APUS) on learning analytics and skills development of personnel involved in distance and blended learning. A memorandum of understanding was developed to facilitate the collaboration.
- Attended the launch of the Open Educational Resources University (OERU) network and collaborated on the use of OERs and the possible adoption of an openness agenda at the NWU, and facilitated the NWU joining the OERU as a gold status partner.
- Attended Higher Education Learning and Teaching Association of Southern Africa (HELTASA) 2013 and collaborated on the adoption of TLT and the openness agenda with colleagues at UNISA.

- **Engagement**

The eNdaba workgroup oversees the implementation of the TLT Framework and adoption of TLT at the NWU. In 2013 the workgroup was involved in the following TLT projects:

- Learning management system operational management
- Implementation and testing of Sakai 2.9
- Student and staff use of Information Technology Central (ITC) survey
- Development of e-guides and the training of staff in the use of Adobe software to develop e-guides
- Lecture capturing and video streaming
- Backchat (an in-house development for mobile text feedback on assignments)
- Markwrite (another in-house development, this time for online assessment of assignments)
- Streamlining of the Study Material Production (SMP) at the Mafikeng Campus
- Operational support with adoption of TLT on all three campuses
- Capacity building for Academic Development staff to effectively support the adoption and use of TLT.

- **Production/maintenance**

The collaboration, partnerships and decisions of the work group ensure that appropriate technology is produced, sourced and maintained to fit the requirements defined within the TLT Framework. Provision of payment for production, sourcing and maintenance projects is made within the approved Institutional Office budget.

The upgrading of lecture rooms and the installation of multimedia equipment in new facilities are the responsibility of the campus academic development units. In 2013 an amount of R250 000 was made available per campus to maintain multimedia equipment in lecture rooms.

CAREER CENTRE

The Careers Centre engages in a variety of activities to promote the employability of NWU students and create networks that make employers aware of the strengths of the university's students. A number of key activities contributed to the university's employability strategy in 2013.

Linkages to teaching-learning

The Teaching and Learning Strategy focused strongly on graduate attributes in 2013.

The Career Centre provides regular, constructive feedback to the Institutional Committee for Teaching-Learning and the Teaching-Learning Forum on Career Centre activities, as well as on specific needs articulated by employers and professional groups.

Examples pertinent to 2013 were a partnership between Senwes and the School of Accounting (Potchefstroom Campus), pharmaceutical companies' involvement in the annual Pharmacy Symposium, bursaries offered to NWU students and curriculum renewal in the School of Consumer Sciences (Potchefstroom Campus).

- **Engagement with alumni**

The university's alumni are a crucial resource for the career development of students.

The Career Centre provides the platform for NWU alumni to share their expertise with students via various mechanisms. These include mentorship, guest lectures and the hosting of student interns within their organisations. In addition, alumni may use the CareerZone for their personal searches on career opportunities.

In 2013, the Career Centre started investigating the possibility of subscribing to a careers services management system to enhance the processing and sharing of information both within the university and among students, employers and alumni. A final decision on this will be taken in 2014.

- **Services provided to students**

Presenting workshops to empower students

The main purpose and responsibility of the careers consultant is the empowerment of NWU students in CV writing and preparation for job interviews. Workshops are held for this purpose; alternatively, students may attend individual consultations.

During 2013, a wide range of academic staff invited the careers consultant to present to their students at the Potchefstroom and Vaal Triangle Campuses. Workshops were presented to large groups of undergraduate and postgraduate students in disciplines such as management accounting, industrial psychology, engineering, marketing, social work, pharmacy and information technology.

Campus visits

The careers consultant serves all three campuses and allocates time according to the number of students on each campus. The Mafikeng Campus received 15 two-day visits and the Vaal Triangle Campus 15 one-day visits during 2013. The number of students reached has increased every year since 2011, from 887 students in that year to 1 310 in 2012 and 1 702 in 2013.

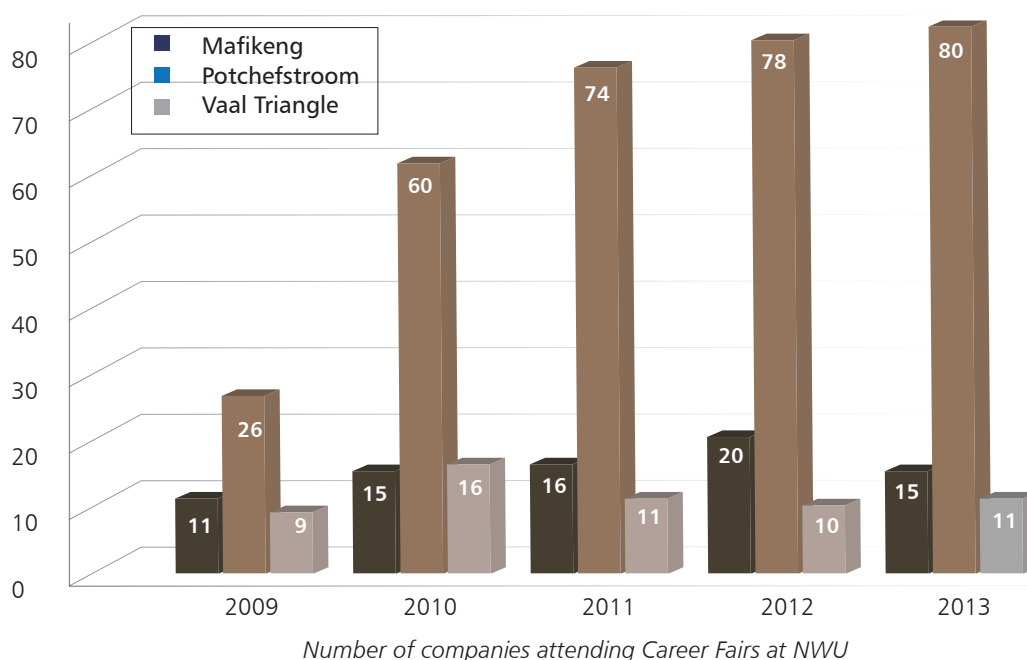
During the year, 1 250 sessions were conducted at Potchefstroom, 234 at Mafikeng and 218 at the Vaal Triangle. There is a need to investigate ways of increasing the capacity of the Career Centre to assist students in CV and interview skills at the Mafikeng and Vaal Triangle Campuses.

Career fairs

The career fairs give students the opportunity to learn more about the range of careers in their fields of study, network with interested employers, engage actively in the process of securing employment and develop their interpersonal and analytical skills. Unfortunately, some students do not fully utilise the career fairs to learn more about potential future employers, network and do career planning. Nevertheless, the 2013 career fairs were well attended. In July, the Mafikeng Campus held a general career fair and the Vaal Triangle Campus held a 'Bean Counting Day' for accounting students. In May, the Potchefstroom Campus held four fairs, consisting of a general career fair and events for engineering, law and accounting.



THE FOLLOWING TABLE SHOWS THE TRENDS IN COMPANY PARTICIPATION AT NWU CAREER FAIRS:



Electronic student platforms

The Career Centre continued to make use of electronic student platforms such as the CareerZone, social media (especially Facebook) and eFundi to advertise employer vacancies, employer presentations and other career-related events and articles. Owing to the increased use of eFundi, the following resources are now at the disposal of job-seeking students: CV writing tips, online application tips, links to websites for jobseekers, information on what employers expect of job seekers and information on the job-search process.

• Other initiatives of the Career Centre

During 2013, the Career Centre, in association with the South African Graduate Development Agency (SAGDA), arranged a graduate empowerment seminar for each campus. The presentations covered topics such as graduate preparedness, talent development in scarce and critical skills, employment and skills development opportunities for students, values and attributes of professionals, the psycho-social milieu for preparing students for the world of work, effective job search processes, requirements for future employees, getting started and employment opportunities for graduates.

Around 150 NWU students at all three campuses attended the various events, roughly 50 per campus. This initiative is expected to be repeated in 2014 as the seminar gives students great insight into the world of work and the process of lifelong learning, growth and development.

The NWU was part of the Universum South African Student surveys conducted in 2013. Universum Communications undertakes three independent annual surveys in South Africa among undergraduate students and graduates. The aim is to help universities and employers understand the motivations and goals of modern students and young professionals.

Highlights from the Universum Student Survey 2012, released in 2013, for the NWU include the following:

- 96% of NWU students indicated that they would recommend their university.
- The top three career goals of NWU students were to be dedicated to a cause or serve the greater good, have job security or stability and maintain work-life balance.
- The top communication channels for NWU students to learn about potential future employers are internships, company visits and company events off-campus and part-time jobs:

- Professional training and development is the most important attribute that South African students seek in their ideal employer. NWU students also identified high ethical standards and financial strength as important.

In 2013 the university took part in the Universum Professionals' Survey for the first time.

This survey investigates professionals' career and communication preferences and their university and alumni experiences. The target group was all alumni for the past 10 years in all areas of study offered at the university.

Other surveys or benchmarking events in which the NWU participated in 2013 were:

- The SAGRA employer and candidate surveys, which alert universities to the demand for graduates and industry and skills requirements.
- The annual conference of the Association of Graduate Centres Advisory Services in the United Kingdom and the National Association of Graduate Careers Advisory Services in Australia. These were opportunities to engage with colleagues on approaches to career development and employability.

LIBRARY AND INFORMATION SERVICES

Considerable development of the university's library services and resources has taken place since 2011 when Institutional Management allocated R5 million to enable the libraries to enhance their stocks of books. Following a comprehensive stocktaking exercise at all three campuses, it was established that the NWU had access to approximately 7 000 e-books, was subscribed to 872 electronic journals and 95 electronic databases giving the NWU access to about 39 000 additional electronic journal titles.

In August 2012, Library and Information Services began aligning all staff positions across the university's libraries. As a result, a preliminary job structure was agreed on for all staff members, job titles were drafted, job descriptions were compiled and agreed on and job descriptions were finalised. By April 2014, a common job structure was in place for all library staff.

A comprehensive peer evaluation was conducted for the library at the Potchefstroom Campus followed by two soft reviews (quality reviews of an internal nature) for the libraries at the Mafikeng and Vaal Triangle Campuses. Deficiencies have been identified and are being addressed by the campus library managers/directors, their line managers and the Deputy Vice-Chancellor: Teaching and Learning.

The developments at the various campus libraries are as follows:

- **Mafikeng Campus Library**
All outdated and redundant books were removed from the Mafikeng Campus library as planned.
- **Potchefstroom Campus Library**
The Potchefstroom Campus library is being upgraded in phases over three years from 2013 to 2015:

Phase one: *a Research Commons was established, consisting of a research space with sufficient study facilities, equipment and software, advanced technologies in a modern conference facility, and a leisure area. Exclusive access for master's and doctoral students are now available. External funding for the provision of the necessary technologies was obtained.*
Phase two: *an Information Commons for undergraduates will be erected in 2014, equipped with the latest technologies and information materials, including a self-checkout system. Older book materials will be removed to the basement so as to clear floor space for student use, and 90 computer workstations and a 40-computer hands-on training facility will be established.*
Phase three: *the first and second floors will be upgraded to accommodate the browsable collection on the open shelves and to ensure enough seating and quiet study space.*
- **Vaal Triangle Campus library**
A new library building was built at the Vaal Triangle Campus to be fully functional by January 2014. The new building is part of a larger learning commons and will in time also house the reading and writing centre, Academic Development and Support Services and Student Counselling.

Between 2011 and September 2013, the library acquired 5 159 new books and removed 4 583 dated items.

QUALITY OF ACADEMIC PROGRAMMES

In support of academic quality improvement, the university arranged internal, external and professional or statutory body evaluations during 2013.

External evaluations were conducted on the BA Hons Art History (Potchefstroom Campus); BA Communication (Mafikeng Campus); MA/MSc Research Psychology (Potchefstroom Campus) and the BCom Information Systems (Mafikeng Campus). A follow-up evaluation was conducted for English as subject on the Mafikeng Campus.

During 2013, a total of 21 external scholars from Canada, Germany, India, Kenya, the Netherlands, Nigeria and the United Kingdom participated in external academic programme evaluations. Four scholars employed in industry took part in evaluations as panel members.

Highlights of the external evaluations conducted in 2013 included:

- The HEQC's national review of the Bachelor's degree in Social Work, which involved all three campuses of the NWU.
- The review and accreditation visit of the UK-based Association of Masters in Business Administration (AMBA), which reviewed the MBA offered at the Potchefstroom and Vaal Triangle Campuses.
- The accreditation visit of the Engineering Council of South Africa (ECSA), resulting in full accreditation of the Bachelor in Mechanical Engineering at the Potchefstroom Campus.

The second aligned internal programme evaluation was conducted across the three campuses for the BEd (Hons) in two of the curricula or programmes offered as part of this qualification. The first aligned internal programme evaluation was conducted for the BCom programme for Chartered Accountants.

RESEARCH PERFORMANCE ²⁹

HIGHLIGHTS

- The NWU has entered another three-year programme of external reviews. Four entities were externally evaluated in 2012 and six in 2013, with positive outcomes. The evaluation recommendations are being incorporated into action plans.
- In 2013, the NWU awarded 781 master's and 168 doctoral degrees, compared to the 670 and 154 in 2012 respectively, and enrolled 2 871 masters- and 1 171 doctoral students against the previous year's 2 829 and 1 048. The substantial increase in postgraduate degrees output includes an increase in research master's from 365 in 2011 to 462 in 2012 and 506 in 2013.
- The number of postdoctoral fellows at the university rose from 118 to 140, NRF-rated researchers increased from 140 to 169.
- An increase in article equivalents output of 32% in 2011, and 22% in 2012, the increase in 2013 was 41%, from 869 (approved) in 2012 to 1227 (provisional) article equivalents.
- The concept of establishing research clusters was further developed through workshops and personal discussions with potential research leaders. At least two potential clusters (Bio-Economy and Digital Humanities) are in the process of being formed and more innovation clusters will be developed in 2014.
- A Regional Innovation Structure, the North-West Technology Innovation Office, was conceptualised to support the Innovation Clusters and four Innovation Specialists were recruited. These positions are being financially supported by the National Intellectual Property Management Organisation for a period of three years.
- The following new Research Entities were approved for 2014:
 - Visual Narratives and Creative Outputs through Interdisciplinary and practice-led research. (Niche Area, Faculty of Arts, Potchefstroom)

29 R3.1.3 bullet 6

- Self-Directed Learning and Technology Enhanced Learning (SDL and TEL) (Research Focus Area, Faculty of Education, Potchefstroom)
- The NWU was awarded funding for a Medical Research Council Flagship Project entitled “Development to the Clinical Phase of Oxidant and Redox Drug Combinations for Treatment of Malaria, TB and Related Diseases (MALTB REDOX)”.
- Two applications for NRF/DST Centres of Excellence passed the first round of evaluation, and were invited to submit full proposals. The proposed centres are Astroparticle Physics and Innovation in Environment and Climate Change Law and Governance.
- At the annual research dinner on 1 November 2013, the university celebrated the achievements of 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 various campuses;
 - 36 researchers who achieved an NRF rating or re-rating;
 - Five staff members recognised for their creative outputs;
 - Six groups acknowledged for their commitment to community engagement;
 - Four groups acknowledged for their contributions towards innovation in research;
 - One staff member for exceptional leadership and contributions to international organisations; and
 - The most productive junior and senior researcher and the most productive research entity.
- The NWU remains one of the top earners in the Technology and Human Resources for Industry Programme (THRIP) of the NRF. This demonstrates the NWU’s standing in nurturing and maintaining triple helix relationships where higher education institutions, the private sector and the public sector form sustainable, innovative collaborations.
- The NWU achieved a three-star rating in the Quaquarelli Systems (QS) rating system as part of its Internationalisation strategy. The rating exercise was approached as a developmental phase. NWU achieved a 5-star rating for Innovation and 4 stars for facilities. The outcome indicated that NWU is very close to a 4-star rating, based on data representation and internal improvements which are readily achievable in the short term. The exercise has led to the NWU stating as a goal the achievement of a 4-star rating by 2017 and a 5-star rating by 2020.
- The conclusion of an Information Technology Central (ITC) evaluation by an international team. The report contains many valuable commendations and recommendations which are being incorporated into action plans.

RESEARCH STATISTICS

Note: All research outputs reported on are as submitted to DHET on 15 May 2014, and may change after that date.

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

“ In 2013, the NWU awarded 781 master’s and 168 doctoral degrees, compared to the 670 and 154 in 2012 respectively, and enrolled 2 871 masters- and 1 171 doctoral students against the previous year’s 2 829 and 1 048. The substantial increase in postgraduate degrees output includes an increase in research master’s from 365 in 2011 to 462 in 2012 and 506 in 2013 ”

THE TABLE BELOW GIVES A BREAKDOWN OF RESEARCH OUTPUT IN THE KEY CATEGORIES SINCE 2004:

Research output	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Article equivalents	272	318	352	358	471	409	511	653	791	1061
Conference proceedings	3	8	8	13	18	34	43	84	50	126
Books	0	0	2	5	13	5	24	36	28	40
Total article equivalents published	275	326	361	376	503	448	589	734	869	1227 provisional
Number of NRF-rated researchers	73	85	82	95	103	116	117	125	140	169
Master's degrees conferred	626	700	765	618	583	659	633	639	670	781
Research master's	262	293	384	313	281	369	353	365	462	506
Research master's weighted	262	293	384	313	281	369	353	365	462	506
Doctoral degrees conferred	87	82	110	124	100	123	129	115	154	168
Doctoral degrees weighted	261	246	330	372	300	369	387	345	462	504
Total weighted Research output	798	865	1074	1061	1083	1186	1318	1483	1793	2237
Postdoctoral fellows	9	17	18	34	38	48	69	89	118	140

PUBLICATION OUTPUTS

Note: All research outputs reported on are as submitted to DHET on 15 May 2014, and may change after that date.

The NWU's subsidised publication output consists of accredited journal articles, books and conference proceedings. Total publications output for the year came to 1227 (provisional) units, which is an increase of 41% against the previous year's 869 (approved) units. Of the journal articles published, 64% (676 units) appeared in Institute for Scientific Information (ISI) journals, compared to 66% in 2012. Per capita output, referring to articles published per academic per year, increased from 0,7 in 2012 to 0,94 in 2013.

POSTDOCTORAL FELLOWS

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

	2006	2007	2008	2009	2010	2011	2012	2013
Mafikeng Campus	-	1	2	3	6	14	23	31
Potchefstroom Campus	18	32	35	42	58	71	88	103
Vaal Triangle Campus		1	1	3	5	4	3	6

All of these fellows were supported through NWU grants. The NWU investment in and output by postdoctoral fellows is indicated in the table below:

	2006	2007	2008	2009	2010	2011	2012	2013
Total	18	34	38	48	69	89	114	140
Total NWU Investment (R million)	2,08m	3,26m	3,25m	4,73m	9,02m	13,51m	19,48m	21,56m

DEVELOPMENT OF RESEARCH CAPACITY

In 2013, the NRF again made a significant contribution towards supporting students at Master's and doctoral level in the Scarce Skills category. The following amounts were used for this purpose:

	Value R	Student
Honns	4,190,000	145
Masters	7,213,398	119
PhD	6,513,650	66
TOTAL	17,917,048	330

IN TERMS OF RESEARCH CAPACITY-BUILDING WORKSHOPS, THE FOLLOWING ACTIVITIES WERE CONDUCTED:

Workshops	Staff attendance	Days
Publication	150	22
Supervision	21	1
Questionnaire design	14	3
Science	53	2
Communication	53	2
THRIP information sessions	20	2
Funding opportunities	40	3
Rating application w/shops	25	3
Ethics	12	1
Sampling	15	2
New lecturer workshop	100	3
TOTAL COST FOR WORKSHOPS		R337 800

NRF-RATED RESEARCHERS

The University started the academic year with 125 NRF-rated researchers and, in February 2013, submitted 40 rating applications to the NRF. Of the 40 applications for new ratings, 25 were successful and one is still outstanding. Due to the natural attrition of researchers, at the end of December 2013 the NWU had 169 NRF-rated researchers.

Campus	Category	2009	2010	2011	2012	2013
Mafikeng	B	-	-	1	1	1
	C	1	2	6	10	16
	L	1	1	1	0	0
	Y	1	1	1	2	2
Total		3	4	9	13	19
Potchefstroom	A	2	2	2	2	3
	B	12	11	13	15	14
	C	70	70	74	79	96
	L	3	3	2	2	2
	P	1	1	-	1	2
	Y	20	20	16	17	21
Total		108	105	107	116	138
Vaal Triangle	B	-	-	1	1	1
	Y	3	3	2	2	3
	C	2	3	5	8	7
	L					1
Total		5	6	8	11	12
NWU Total		116	117	125	140	169

The NWU provided financial support in the form of bursaries to 51 staff members who were in the process of completing PhD degrees. The total value of these bursaries amounted to R1 401 772.

THE RESEARCH ENTITY MANAGEMENT MODEL

The Research Entity Management Model has now been fully implemented at the NWU. The research focus thus provided has, among other benefits, led to a strong increase in research outputs.

In 2013, two new research entities were approved for 2014:

- Visual Narratives and Creative Outputs through Interdisciplinary and Practice-led Research (Niche area, Faculty of Arts, Potchefstroom Campus)
- Self-Directed Learning and Technology Enhanced Learning (SDL and TEL) (Research Focus Area, Faculty of Education, Potchefstroom Campus)

The NWU research entities as at 31 December 2013 are presented in the following table:

NWU RESEARCH ENTITIES	
Research niche areas	Faculty/campus
Food Security and Safety in the North-West Province	Agriculture, Science and Technology, Mafikeng Campus
Medicine Usage in South Africa (MUSA)	Health Sciences, Potchefstroom Campus
Multilingual Speech Technologies (MuST)	Economic Sciences and IT, Vaal Triangle Campus
Musical Arts in South Africa: Resources and Applications (MASARA)	Arts, Potchefstroom Campus
Population and Health	Humanities, Mafikeng Campus
Trade and Development (TRADE)	Economic and Management Sciences, Potchefstroom Campus
Research focus areas	
Chemical Resource Beneficiation	Natural Sciences, Potchefstroom Campus
Enabling optimal expression of individual, social and institutional potential (OPTENTIA)	Humanities, Vaal Triangle Campus
Hypertension in Africa Research Team (HART)	Health Sciences, Potchefstroom Campus
Material Science Innovation and Modelling (MaSIM)	Agriculture, Science and Technology, Mafikeng Campus
Physical Activity, Sport and Recreation (PhASRec)	Health Sciences, Potchefstroom Campus
Quality in Nursing and Midwifery (INSINQ)	Health Sciences, Potchefstroom Campus
Social Transformation	Arts, Potchefstroom Campus
Tourism Research in Economic Environs and Society (TREES)	Economic and Management Sciences, Potchefstroom Campus
Understanding and Processing Language in Complex Settings (UPSET)	Humanities, Vaal Triangle Campus

Research units

Unit for Business Mathematics and Informatics	Natural Sciences, Potchefstroom Campus
Research Unit : Development in the South African Constitutional State	Law, Potchefstroom Campus
Education and Human Rights in Diversity (Edu-HRights)	Educational Sciences Potchefstroom Campus
Unit for Energy System	Engineering, Potchefstroom Campus
Unit for Environmental Sciences and Management	Natural Sciences, Potchefstroom Campus
Unit for Language and Literature in the South African Context	Arts, Potchefstroom Campus
Unit for Reformed Theology and the Development of the SA Society	Theology, Potchefstroom Campus
Africa Unit for Trans-disciplinary Health Research (AUTHeR)	Health Sciences, Potchefstroom Campus
Workwell: Research Unit for Economic & Management Sciences	Economic and Management Sciences, Potchefstroom Campus

Research centres of excellence

Centre of Excellence for Nutrition (CEN)	Health Sciences, Potchefstroom Campus
Centre of Excellence for Pharmaceutical Sciences (PharMaCen)	Health Sciences, Potchefstroom Campus
Centre for Space Research	Natural Sciences, Potchefstroom Campus

Hosted entities (centres, platforms and institutes)

Centre for Human Metabonomics	Natural Sciences, Potchefstroom Campus
DST HySA Infrastructure Centre of Competence in Hydrogen production, storage, reticulation and safety codes and standards	Natural Sciences, Potchefstroom Campus
DST/NWU Pre-Clinical Drug Development Platform	Health Sciences, Potchefstroom Campus
The dti Centre for Advanced Manufacturing	Engineering, Potchefstroom Campus
The DST Centre of Excellence in Indigenous Knowledge Systems	Agriculture, Science and Technology, Mafikeng Campus

Commercial research entities

Centre for Pharmaceutical and Biomedical Services	Health Sciences, Potchefstroom Campus
Research NRF Chairs	Campus
Astrophysics and Space Physics	Natural Sciences, Potchefstroom Campus
Coal Research	Engineering, Potchefstroom Campus
Biofuels and other clean alternative fuels	Engineering, Potchefstroom Campus
Nuclear Energy	Engineering, Potchefstroom Campus
Early Detection and Prevention of Cardiovascular Disease in SA	Health Sciences, Potchefstroom Campus

RESEARCH FUNDING

The following table summarises the NRF funding received by NWU for research in 2013. The NWU continues to grow its income from the NRF for bursaries for postgraduate students.

Year	Amount	Adjusted	Award
2009	20,640,899.02	8,636,476.52	29,277,375.54
2010	22,979,510	16,707,197.67	39,686,707.67
2011	30,119,319	38,631,75	33,982,494
2012	36,599,173	10,808,456	47,407,629
2013	47 510 962	8 135 672	55 646 635

The funds earned for THRIP projects in 2013 are indicated below. It is important to note that all THRIP money received from the NRF also presupposes a contribution from industry as indicated below.

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

STUDENT FINANCIAL SUPPORT/AID ³⁰

All three campuses utilised funds from the National Student Financial Aid Scheme (NSFAS) during 2013. The financial aid offices also administered bursaries from university funds and external donors.

The NWU experienced difficulties with the non-payment of claims by NSFAS, resulting in claims to the value of R21,5 million not paid by the end of December 2013 of which R12,7 million can be considered a risk.

Financial assistance to students is allocated from the following sources:

- University funds
- National and provincial funding schemes
- NSFAS, Funza Lushaka bursaries for education and funds from the Department of Social Development and Sector Education and Training Authorities
- Foreign funding schemes (Botswana and Lesotho)
- Parastatals, companies and non-governmental organisations (NGOs)

For the 2013 financial year, an amount of R575,9 million in student financial aid was administered by the financial aid offices on the three campuses.

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

Source	Campus	Value (R million)
University funds	Mafikeng	11,6
University funds	Potchefstroom	42,7
University funds	Vaal Triangle	5,7
TOTAL	NWU	60,0

The table below shows the allocation of financial assistance to postgraduate students from the NWU's own resources in 2013.

Source	Campus	Value (R million)
University funds	Mafikeng	13,9
University funds	Potchefstroom	48,5
University funds	Vaal Triangle	8,3
TOTAL	NWU	70,7
SUBTOTAL	UNIVERSITY FUNDS	130,7

The next table shows the allocation of financial assistance to undergraduate students from external funding sources in 2013.

Source	Campus	Value (R million)
External funds	Mafikeng	49,7
External funds	Potchefstroom	94,7
External funds	Vaal Triangle	43,2
Donations and trust funds	Mafikeng	0,2
Donations and trust funds	Potchefstroom	7,6
Donations and trust funds	Vaal Triangle	0,0
TOTAL	EXTERNAL FUNDS	195,4

The next table shows the allocation of financial assistance to postgraduate students from external funding sources in 2013.

Source	Campus	Value (R million)
External funds	Mafikeng	0,0
External funds	Potchefstroom	23,4
External funds	Vaal Triangle	0,6
TOTAL	EXTERNAL FUNDS	24,0
SUBTOTAL	EXTERNAL FUNDS	219,4

The following table shows the allocation of financial assistance to undergraduate students from Government funding including NSFAS, SETAs and Department of Social Development in 2013.

Source	Campus	Value (R million)
NSFAS/Social Development and other	Mafikeng	101,3
NSFAS/Social Development and other	Potchefstroom	40,7
NSFAS/Social Development and other	Vaal Triangle	49,5
TOTAL	NSFAS / SOCIAL DEVELOPMENT	191,5

The following table shows the allocation of financial assistance to postgraduate students from Government funding (NSFAS).in 2013.

Source	Campus	Value (R million)
NSFAS	Mafikeng	9,2
NSFAS	Potchefstroom	2,5
NSFAS	Vaal Triangle	0,0
TOTAL	NSFAS	11,7

The following table shows the allocation of financial assistance to postgraduate students from NRF funding in 2013.

Source	University funds	Value (R million)
NRF	Mafikeng	3,1
NRF	Potchefstroom	18,4
NRF	Vaal Triangle	1,1
TOTAL	NRF	22,6
SUBTOTAL	GOVERNMENT FUNDING	225,8
OVERALL TOTAL	NWU	575,9

TUITION FEES STRUCTURE ³¹

The tuition fees for 2013 were as follows:

Details	2013 R
Mafikeng Campus	
On-campus university accommodation	
- Undergraduate	11 960
- Lost City	16 020
- Postgraduate	22 180
- Meal fees	N/A
Potchefstroom Campus	
- University accommodation (on average)	14 770
- Oppirif (self-catering units)	19 700
- Meal fees (average increase)	7%
Vaal Triangle Campus	
- University accommodation (on average)	14 953
- Thutuka, Long Fellow and Horizon housing (on average)	18 396
- Meal fees	N/A
Amount payable on registration	2013 R
Mafikeng Campus	
- Registration fee	1 230
- Tuition fees: first payment	4 750
- Residence fee per semester	Full amount
Potchefstroom Campus	
- Registration fee	1 230
- Tuition fees: first payment	5 350
- Residence fee: first payment	4 800
- Compulsory payment for meals: boarding first-year students	920
- Suggested payment for meals	2 400
Vaal Triangle Campus	
- Registration fee	1 230
- Tuition fees: first payment	5 350
- Residence fee: first payment	4 800

³¹ R3.1.3 bullet 8

MAFIKENG CAMPUS

- **Guidance and counselling**

All students known to be in need of psychological treatment were assisted by the Health Centre and received the necessary support through collaboration with Mahikeng Provincial Hospital, resolving around 95% of referred cases.

- **HIV and AIDS**

The Sexually Transmitted Infections (STI) and Condom Week has become one of the campus' most important ways to educate and empower staff and students about STIs and their prevention, treatment and link to various other

health challenges, including HIV and AIDS. During this campaign, 392 staff and students underwent TB screening while 392 were screened for high blood pressure and 392 for blood sugar levels. In addition, 174 staff and students received voluntary counselling and testing, and 6 000 male condoms and 500 female condoms were distributed.

To mitigate the spread of HIV and AIDS, the campus organised its First Things First campaign in April 2013, when 722 people were tested for HIV. A campus candlelight memorial day was held with the theme "Together, we are the solution", highlighting the importance of inclusiveness when combating HIV and AIDS.

In August 2013, the HIV and AIDS office successfully hosted a Zazi campaign of advocacy, mass media and community mobilisation activities. Among other things, peer educators promoted safe sex.

The World AIDS Day campaign for 2013 had the theme "Zero new HIV infections. Zero discrimination and zero AIDS related deaths".

Information brochures about aspects of HIV and AIDS were distributed in different student residences on pertinent issues such as preventing unwanted pregnancies, family planning and voluntary counselling, testing and treatment.

POTCHEFSTROOM CAMPUS

- **Guidance and counselling**

Student Counselling Services assisted registered and prospective students to make responsible course and career choices by presenting study and life-skills workshops. Where actual or potential problems were identified, the unit referred the students to the appropriate support services, including psychotherapy where necessary.

- **HIV and AIDS**

The Potchefstroom Campus demonstrated its commitment to raising awareness and preventing infection among staff and students through various campaigns and programmes. Voluntary counselling and testing were available to the campus community through the Health Care Centre, which provides a one-stop primary healthcare service and employs qualified healthcare professionals, including a medical doctor, social worker and psychologist.

VAAL TRIANGLE CAMPUS

- **Guidance and counselling**

Student Counselling and Development functions within two spheres on the campus, namely psychosocial wellbeing of students and physical wellbeing through the Health Care Clinic.

During 2013 the department realigned itself with international and national trends, as well as with the current needs of the campus community. Its mission is to provide high-quality service and consultancy that empowers students to be psychosocially well-balanced, career-wise and well-integrated citizens.

An increased demand for counselling services was identified and during the second semester of 2013 a total of 654 students and prospective students made use of therapy, psychological education and career guidance.

- **HIV and AIDS**

During 2013 a total of 5 348 patients were seen for primary healthcare, family planning and HIV testing and counselling. During 2013 the Campus Health Care Centre also signed a memorandum of understanding with the Gauteng Health Department.

The Campus Health Care Centre presented several HIV and AIDS related interventions, including STI awareness week, a candlelight memorial service and a campaign around World AIDS Day. Almost 1 500 students were voluntarily tested at these events.

The anti-retroviral treatment rollout and HEAIDS programme for HIV and AIDS entailed ongoing monitoring and support for all students and staff members who are HIV positive. Health professionals ensured that each individual received an optimum chance to maintain a normal lifestyle.

ACADEMIC RISK

MAFIKENG CAMPUS

- **Peer assisted learning in Logistics Management**

Following poor student performance during early assessment opportunities, an innovative Peer Assisted Learning (PAL) programme was introduced as an intervention strategy in a third-year logistics module (LMNM 311) with 123 students. This programme differs from Supplementary Instruction (SI) in that it is more informal and involved “peer mentors” in the same class as opposed to senior students.

Based on their performance, 13 mentors were identified and agreed to act as mentors. Participation was voluntary. The whole class was invited to take part but students who obtained less than 50% in the first two tests were expected to participate. Some mentors arranged sessions while others operated on a consultation basis only. Towards the end of the semester both mentors and mentees were requested to voluntarily complete a questionnaire about the effectiveness of the PAL programme.

The pass rate increased from 32% for an informal class test and 38% for the first semester test to 92% for a second opportunity first test and 63% for the second semester test. The final throughput (success rate) for the module was 85%. An analysis of the questionnaires suggests that the PAL programme contributed significantly to improving the study skills and critical thinking skills of both mentors and mentees, and also helped to develop or improve the management, communication and teaching skills of mentors.

- **Student-staff indaba held**

The Faculty of Law held a student-staff Indaba at which a strategy and action plans for 2013 and 2014 were adopted to address identified challenges, particularly for student throughput. Various strategic interventions were agreed to, including the introduction of a new module on Language in Legal Context, the introduction of blended learning in all modules, the appointment of Supplementary Instruction tutors for all modules and the production of study guides for the new curriculum.

It must be noted that nationally, the average learner takes five and a half years to complete the four-year LLB programme, hence the current national debate about the future of that programme.

The Law Faculty is considering introducing new programmes in the form of a BCom (Law), a specialised Professional Master of Laws in Criminal Law and Procedure and a PhD in Law and Development. It is hoped that these new programmes, when approved, will widen access to advanced legal education and open up new areas for research leading to advanced doctoral degrees.

POTCHEFSTROOM CAMPUS

In identifying and managing academic risks, the responsibility of Senate and Senate Committees on campuses is addressed in standing items on the agendas. These items focus on the processes and mechanisms in place to monitor and remedy matters relating to student recruitment, admission requirements, financial aid, social adjustment, general welfare, skills and ability to function in an academic environment and the monitoring of throughput and success.

The campus's Admission Committee has made good progress in revising the admissions requirements for first years and through a consultative process has ensured that these requirements address the needs of all three campuses where programmes are aligned.

As is the practice, all first-year students were required to sit for the academic literacy tests and remedial actions were taken to improve academic literacy and especially the reading skills of those students who underperformed in these tests. In

addition a short course to refresh first-year students' mathematical skills and knowledge was offered during the orientation period.

Through the Supplemental Instruction system a large number of facilitators have been trained to support students formally through additional tutoring and academic guidance throughout the year. Recruitment was started early in the year and the number of students recruited exceeded that the figures submitted to the DHET in the enrolment plan by approximately 30% to provide for possible drop-out at the beginning of the next year. Drop-out rates were monitored and followed up by contacting students who were admitted but did not register.

The bursary and loans division was active throughout the year and particularly during the first part of the first term when first years students arrived on the campus and NFSFAS bursaries were awarded and administered. The division also contributed to the administration of a fund providing food to needy students.

VAAL TRIANGLE CAMPUS

To ensure quality of teaching and learning, the campus conducted an academic preparatory programme, monitored enrolment in accordance with the approved enrolment plan and used technologies such as the SmartPodium and Flipped Classroom.

SmartPodium is used for concept capturing and the Flipped Classroom teaching approach. Academic and Development Support (ADS) provided individual and group training for the use of concept capturing within a blended learning approach. On 17 and 18 June 2013, ADS hosted a virtual attendance of the 6th annual FlipCon 13 Conference broadcast from Stillwater, Minnesota on Flipped Learning. Three ADS staff members and 10 lecturers from the campus attended.

After analysing the 2012 first-year throughput for the first semester, the Vaal Triangle Campus recommended that all first-year students attend an academic preparatory programme during the official Reception and Welcoming programme of the first year intake of 2013.

The Academic Preparatory Programme (A+ Programme) was developed to address study competencies and use of the eFundi Learning Management System, as well as to familiarise students with ADS services.

CONCLUSION

Throughout 2013, Senate ensured that the academic and research business of the university proceeded smoothly while looking ahead to the medium-term and longer range challenges and opportunities in higher education.

The NWU embraces the opportunity to play an expanded role in providing high-quality tertiary education in South Africa and further afield in Africa, and is preparing for this by exploring blended learning, enhancing distance education delivery and strengthening continuing education policies and capacity.

Key milestones in these areas in 2013 were the launch of the Unit for Open Distance Learning and the development of a framework for continuing education. Much more work is needed on the continuing education portfolio, which has been identified as an area for immediate, ongoing attention on the NWU risk register.

The review of the state of teaching and learning at the NWU is another important initiative with the potential to inform the development of the university's revised Teaching and Learning Strategy. It is imperative that the widest possible range of opinions be taken into account during the review and Senate is committed to ensuring the inclusiveness of the process and its outcomes.

Similarly, Senate is taking a close interest in the evolution of the university's Teaching and Learning Technology strategy and its potential to improve access to higher education in South Africa and beyond.


Student throughput and graduation rates will remain a priority for the university, and Senate is carefully monitoring the impact of foundational programmes, Supplemental Instruction and the various campus initiatives, such as Peer Assisted Learning at the Mafikeng Campus. At the same time, the university is making a considerable investment in developing the teaching skills of our lecturers and rewarding those who inspire their students and serve as role models of excellence for their peers,



The academic and research results of 2013 demonstrate that the NWU is generating skills and solutions that the economy needs to grow and compete, and to address the many socio-economic challenges that confront South Africa as a developing nation.

SUMMARY

Note: All research outputs reported on are as submitted to DHET on 15 May 2014, and may change after that date.



	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Total student enrolment	40 145	38 596	38 709	44 726	47 008	50 589	55 732	56 641	58 752	60 975
Undergraduate pass rate (contact and distance)	75,20%	78,80%	78,36%	79,48%	81,20%	83,6%	83,5%	85,2%	88,2%	85,1%
Total degrees and diplomas awarded	9 657	7 746	9 825	11 345	12 337	13 445	15 083	15 904	14 669	15 464
Master's degrees awarded	626	700	765	618	583	659	633	639	670	781
PhDs awarded	87	85	110	124	100	123	129	115	154	168
Article equivalents published	275	326	361	376	503	448	578	734	869	1227
Total weighted Research output units	798	865	1 074	1 061	1 083	1 190	1 318	1 483	1793	2237
NRF-rated researchers	73	85	82	95	103	116	117	125	140	169
Graduation rate	24%	20%	25%	25%	26%	27%	27%	27%	25%	25%
Postdoctoral fellows	9	17	18	34	38	48	69	89	114	140



DR T ELOFF
CHAIRPERSON OF SENATE

REPORT OF THE INSTITUTIONAL FORUM ³³



DR KL MABE

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

Specific matters on which the forum advises Council are senior management appointments, policies on race and gender equity, codes of conduct, management of cultural diversity and policy on mediation and dispute resolution procedures.

MEMBERSHIP

After serving as chairperson of the Institutional Forum from 2008 to 2012, Prof C de W van Wyk's membership expired in May 2013. The forum expressed gratitude for his leadership. Adv M Kruger acted as Chairperson until August 2013 when the Institutional Forum's Executive Committee was elected. Dr KL Mabe, who was elected chairperson for 2013, is the first woman to hold this position.

The Executive Committee of 2013 consisted of the following three members: Dr KL Mabe (chairperson), Adv M Kruger (deputy chairperson) and Mr W Coetzee (secretary).

According to the NWU Statute, the Institutional Forum may have up to 29 members representing a broad range of stakeholder constituencies. The following table lists these constituencies, together with their representatives for 2013.

Council	Rev SA Musa
Institutional Management	Prof H van Schalkwyk
Senate	Prof RS Letšosa, Dr KL Mabe, Prof H van der Merwe
Academic staff (non-Senate)	Prof C de W van Wyk
Non-academic staff	Mr W Coetzee, Mr JA van der Walt, Mr A Scheppel
Unions	Ms S Klink, Mr K Odav, Mr PJ van Niekerk, Ms L Waugh
Students	Ms C Burger, Mr OE Ditshwele, Ms D Makanazi, Mr O Matshediso, Mr J Ncedani, Ms S Schlebush
Civic society	Mr T Kgomo, Adv M Kruger, Mr GJ August
Convocation	Ms HK Coetzee, Dr MB Sekatane
Special Expertise	Prof R Fick

A recognition agreement was signed between the NWU and NEHAWU during July 2013, upon which NEHAWU was invited to nominate two members to represent it on the Institutional Forum.

Four vacancies arose during 2013, comprising two members from the Academic staff (non-Senate), one member from civic society and one member with special expertise. An election process facilitated by the Institutional Registrar commenced to fill the vacancies of Academic staff members. The member from the civic society would be filled on nomination by the Institutional Office management. The previous member with special expertise regarding human rights will be filled when a manager was appointed to that portfolio again.

MATTERS DEALT WITH

On 31 January 2013 the Institutional Forum was invited to an oversight visit of the Parliamentary Portfolio Committee on Higher Education and Training at the Institutional Office where members were requested to give their views on various matters such as transformation, among others. Members expressed the need to have a forum meeting prior to the visit so as to set priorities and in this way make the best possible use of the opportunity.

The Code of Ethics that Senate approved during 2012 was contemplated and accepted without any comments. The forum expressed the view that the university should consider introducing the Code of Ethics to all stakeholders at a special event. In compliance with the Rules of Appointment of Senior Managers (approved by Council in 2007), the forum was included in processes to appoint senior managers.

- **Consultation on senior appointments**

Upon receiving a notice about the position of Vice-Chancellor becoming vacant, some members observed that the appointment of a new Vice-Chancellor should be a public process, as is the case at certain other universities. However, the forum had to adhere to predetermined processes specified in the Statute and the Higher Education Act.

During a special meeting in October 2013, the forum resolved by majority vote not to proceed with the four candidates shortlisted for the position of Vice-Chancellor. The reason was that voting could give rise to a conflict of interest since the acting chairperson of the forum was representing both Council and the Institutional Forum on the Search Committee.

During May 2013, the Executive Committee received an electronic communication from the Vice-Chancellor to the effect that the position of Institutional Registrar had become vacant. This notice was in line with the Rules of Appointment of Senior Managers, which provide for consultation with the Institutional Forum as part of the appointment process. As with the appointment of the Vice-Chancellor, the forum decided by majority vote to request Council to restart the process for the shortlisting of candidates.

The Institutional Forum also advised Council on the reappointment of Mr VL Mothobi as Executive Director: Human Capital. After noting concerns such as the lack of relevant background information, the forum resolved to advise Council that Mr Mothobi was suitable for reappointment to the position.

Prof H van Schalkwyk represented the forum on the interview panel established to consider the reappointment of Prof L du Plessis to the position of Vice-Rector: Academic, Quality and Planning at the Vaal Triangle Campus. Prof L du Plessis was duly re-appointed.

The Potchefstroom Campus Registrar consulted the forum on the appointment of a Vice-Rector: Teaching-learning. Owing to vacant membership positions, the forum as a whole was consulted to indicate their preferred candidates on the shortlist provided. Prof R Letšosa was designated for the position.

- **Transformation matters**

Transformation was perceived as a priority for the Institutional Forum. The vacancy of the position of Executive Advisor: Transformation and Diversity was noted, along with the Vice-Chancellor's decision to refer the filling of this position to the new Vice-Chancellor. The Institutional Forum received a report by Prof M Verhoef about transformation at the university from 2004 to 2013. She was invited to present this report to the Institutional Forum. Owing to time constraints, the presentation was postponed to 2014.

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

- **Feedback from students on orientation**

All three campus student representative councils submitted their reports on the campus orientation programmes for first-year students. Student leaders highlighted the growing need for financial support for registration and related expenses. The orientation programmes were perceived as successful, according to the reports, which referred to academic processes and social and national developments, among other things.

Health and safety aspects during orientation were scrutinised, especially following the tragic drowning in 2012 of Thabang Mokhoang, a first-year Engineering student at the Potchefstroom Campus. The campus Rector, Prof Herman Van Schalkwyk, presented feedback on the investigation following this unfortunate incident and the recommendations made by Council.

- **Feedback on the implementation of Council's recommendations was presented**

The forum decided to accept the report as presented by Prof Van Schalkwyk. A recurring concern was raised to the effect that Thabang's mother was not being allowed to finish her grieving process. No new information was provided, however. The Institutional Forum resolved that this matter be put to rest and reopened if new evidence was submitted.

The forum identified the need for regular reports from students throughout the year. To this end, a standardised template for reports is to be compiled in consultation and conjunction with the Institutional Deans Forum.

CONCLUSION

Constant attention is given to transformation and human rights matters to enhance quality within existing processes; the Institutional Forum has both the mandate and the capacity to fulfil the important role intended for it in the Higher Education Act and the NWU Statute. The forum is widely accepted as a credible body that is willing and able to play a constructive role in promoting an institutional culture built on tolerance, respect and integrity.



DR KL MABE
CHAIRPERSON: INSTITUTIONAL FORUM

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





REPORT OF THE VICE-CHANCELLOR ³⁴

DR T ELOFF



INTRODUCTION TO PORTFOLIO

I want to express my gratitude to Management and the staff who contributed to yet another excellent performance during 2013. Ten years into the merger, our core business is healthy and growing. The performance with regard to teaching-learning and research is extensively reflected in the Senate report, and is not repeated here.

PRINCIPAL MANAGERIAL/ADMINISTRATIVE ACHIEVEMENTS MEASURED IN TERMS OF THE PLANS, GOALS AND OBJECTIVES FOR 2013 ³⁵

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

The overall strategic roadmap of the North-West University rolls out by means of the Institutional Plan (also known by the abbreviated term IP) that actively pursues the vision and mission of the university and is updated annually. The NWU Institutional Plan is target oriented and continues to drive the purposeful attainment of the university mission.

A start was made in 2013 in utilising a dashboard in order to provide a graphical representation depicting at certain intervals the extent of the progress being made with the realisation of the Institutional Plan. The NWU Council is normally provided bi-annually (in June and November) with an update on the progress made with the realisation of the NWU Institutional Plan goals.

The following section provides a summary of the extent to which the Institutional Plan goals have been reached in 2013:

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

³⁴ R3.1.5

³⁵ R3.1.5 bullet 1

In order to reach the first mission element, which deals with transformation, 10 goals were identified:

1.1 Mainstream transformation to ensure that it becomes a natural and measurable part of all the NWU's operations in accordance with the Transformation Charter and IP elements

- A transformation module was implemented for the Leadership Academy and included in the New Manager Development Programme, which 22 potential managers attended. Transformation was also included as part of the New Manager Orientation Programme, which will continue to be conducted annually (1.1.3 of the IP).

1.2 Access: Ensure at all campuses that policies, processes and practices are directed towards ensuring increased and broadened participation in line with enrolment targets agreed with the DHET and the diversity targets set by Council in November 2010

- The UniPrep project was continued in order to increase the preparedness of first-time entrants. The number of UniPrep students grew from 26 in 2012 to 102 in 2013. More information is contained in the Senate Report (1.2.1.2 of the IP).
- Fair progress has been made with the pursuit of the minimum diversity targets agreed upon by Council in November 2010. More information is contained in the respective campus reports.

1.3 Alignment: Ensure that policies, practices, and processes are adjusted in order to establish a sustainable synchronisation of growth and development in the university core business

- Progress was made in utilising the extensive HEQSF project as a vehicle to determine an as-is as well as an ideal future view on academic programme alignment at the NWU and to implement plans to achieve the ideal future alignment. Delays caused by various circumstances beyond the control of the NWU have hampered the progress of the project. In a sense this was to the advantage of the NWU as it was afforded much-needed time to conclude some of the more difficult cluster conversations where the complexity of the combination of qualifications required some further consideration by academic owners responsible for the various programmes across the three campuses. The NWU is now part of an HEQC pilot project to refine the system for submission of the S2 and S3 templates for the completion of Phase 2 of the project (1.3.2.1 of the IP).

1.4 Diversity: Ensure that the NWU grows systematically as a multi-campus university that draws on its diversity in terms of demographics, socio-economic background, status and socio-cultural viewpoints. In particular, it wishes to promote multiculturalism and the open exchange of diverse views in a context that allows different traditions, beliefs and viewpoints to co-exist harmoniously, thus enriching each other within NWU as a dynamic and unitary community

- A concerted effort was made in 2013 to capitalise on the open exchange of diverse viewpoints. A project was launched from the Office of the Vice-Chancellor to encourage all academic staff members to become involved in discussions on transformation at the NWU. While the Mafikeng and Vaal Triangle campuses continued with their respective established practices of inviting speakers to their campuses to lead discussions on the matter, a series of open discussions on transformation took place in each of the faculties at the Potchefstroom Campus (1.4.1 of the IP).
- Implementation of the revised NWU Language Policy continued. The policy pursues functional multilingualism in all environments at the NWU and was approved by the NWU Council in November 2012 (1.4.2 of the IP).

1.5 Ensure that policies, processes and practices are directed towards proactively addressing historically entrenched forms of discrimination. This pursuit is to take place within the guiding principle that all the NWU campuses should reflect a diverse student and staff population within the parameters of achieving the agreed minimum diversity targets

- Progress was made in terms of "growing own timber" projects in faculties by having the Growing our own Timber guidelines formally approved by Institutional Management in October 2012 for implementation. The initiatives are reported under the heading Growing our own timber below (1.5.2 of the IP).
- An investigation into the adequacy and efficacy of current institutional structures in relation to human rights and their protection at the NWU was finalised. Advocate Rehana Rawat was appointed as the new independent chairperson of the NWU Human Rights Committee, and an internal process followed in order to enhance the

effectiveness and efficiency of the committee. Its main function is the protection of human rights of staff and students (1.5.3 of the IP).

1.6 Increased unity: Co-ordinate the review, optimisation and implementation of policies, processes, procedures and systems that support the core business, while recognising its integrated nature towards the establishment of an inclusive institutional culture based on the value system of the university

- In 2013, the following policies received particular attention as part of the overall policy management at the NWU:
 - Four new policies/sets of rules were approved.
 - Ten policies were reviewed and approved.
 - One policy was referred back by Council for further consultation and editing and will be tabled in 2014 at Council for final approval.
 - Five policies were edited to correct technical mistakes.
 - The NWU currently has 54 Council-approved policies.

1.7 Quality: Ensure that quality is managed as an integral part of all facets of the NWU's core-business.

- In support of quality awareness, and also for the purpose of enhancing efficiency and effectiveness, the development of Quality Manuals for all 15 NWU faculties continued. This was done in order to streamline and document, among others, all faculty-specific processes that emanate from legislative and statutory frameworks, both internal and external to the NWU.
- In terms of support departments' overall quality assurance processes, various Quality Manuals - 21 in total - were redeveloped, updated and placed on the intranet for ease of reference by all concerned.
- The annual Quality Indaba aiming to inculcate a general awareness of quality management among support departments was hosted in October 2013. The topic that was discussed in depth during the Indaba, addressed by Dr Johann de Jager, dealt with communication as part of a general service delivery agreement.

1.8 Redress: Ensure that policies, processes and priorities aimed at redressing systemic and organisational imbalances and inequalities are in place, with specific reference to rectifying historically entrenched practices

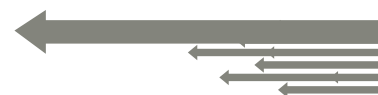
- Best-practice principles for strategic procurement management, broad-based black economic empowerment and local business support were pursued. The criteria for the tender evaluation procedure were applied consistently in 2013 (1.8.3.1 of the IP).
- The target of 50% for the compliance with the B-BBEE policy of all procurement activities has been exceeded. Of the R824 million procured in 2013, 78,60% (2012 – 79,67%) qualified as B-BBEE contributions (1.8.3.2 of the IP).

1.9 Resource allocation: Ensure, through proper processes and structures, that the distribution of NWU resources are aligned, equitable and transparent to support the core business strategies of the NWU

- The NWU continued with the ongoing optimisation of the budget process and three changes were made to the process that was implemented in 2013 (1.9.1 of the IP).
- At a strategic level, the Institutional Budget Committee worked on the assumption that the broad strategic drive (as derived from the Institutional Plan) for 2014 would not change materially and that 2014 would be regarded as a year of consolidation of all mission elements. Equitable and transparent resource allocation aligned with the Institutional Plan remains the key assumption to ensure that agreed upon outputs would be reached. In the report tabled at the November 2013 Council meeting, the Institutional Budget Committee listed a number of examples of resources that could be linked directly to specific goals included in the Institutional Plan (1.9.3.2 of the IP).

1.10 Student experience: Ensure that a suitably enabling environment is created for students, conducive to the creation of a balanced student experience as regards academic, social, cultural and sport activities in and across campuses; and also in terms of the development of students into leaders

- As part of the pursuit to continue establishing a sound and balanced student experience, including organised student life, sport and cultural activities, taking into account the imperative of academic activity (1.10.1 of the



IP), an extensive Student Culture and Climate Survey was done in 2013. The intention was that the respective campus managements could utilise the outcome of the survey to attend in a focused way to the continued improvement of a balanced student experience at the campus concerned.

- During 2013, a task team was established to develop a first-year survey instrument to conduct a survey of the first year academic experience on all campuses. The first year questionnaire will gather information on the overall character and quality of the academic experience of first-year students (1.10.1.4 of the IP).



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.

In order to reach the mission element of innovative and-high quality teaching-learning, 12 goals were pursued in 2013:

2.1 Improve the quality of teaching-learning on a continuous basis

- At the Institutional Committee for Teaching and Learning, a concept document outlining a systematic review of the status of teaching and learning at the NWU was taken note of. The NWU contracted the services of a consultant to execute an overall review of the status of teaching and learning at the institution. Particular attention was given in 2013 to the meticulous development of a set of interview questions that took the different campus environments and circumstances into account in order to determine staff perceptions, policy documents and other observations by the interviewer (2.1.1.1 of the IP).
- Further progress was made with drafting the revised Teaching and Learning Framework of the NWU. A task team was convened to drive the process and to see to adequate consultation in order to solicit inputs from all relevant stakeholders. The progress made in 2013 outlined a number of contextual challenges related to teaching and learning that higher education faces nationally and internationally (2.1.2.1 and 2.1.2.2 of the IP).
- In November 2013 the NWU joined the Open Educational Resources University (OERU) network as an anchor partner to share in the collaborative work on the development of open educational resources with partner institutions around the world. This exposure is expected to be of great benefit in the development of the overall Teaching and Learning Strategy, and will inform the redrafting of the Teaching and Learning Technology Framework. This work could also shape key decisions of the university's response to changing modes of delivery in a technology-rich environment and the opportunities that these would afford for creating a sustainable future for the NWU. Regular progress reports on Teaching and Learning Technology were tabled at the ICTL and dealt mainly with the progress made in the development of the Framework in relation to information on the status quo of implemented systems and processes (2.1.3.1. and 2.1.3.2 of the IP).

2.2 Within the overarching scope and framework for innovative learning, implement a blended (or multi-modal) learning model and continue with investigations into the optimal use of information and communication technologies (ICTs) in all NWU teaching and learning environments

- An important aspect that came to the fore during the work on the Teaching and Learning Strategy in 2013, and which is expected to continue to grow in importance, is the world-wide trend in changing modes of educational provision. Increasingly, face-to-face (campus-based) methods of teaching and learning and distance methods are expected to converge into mixed-mode forms of provision by means of a blended-learning approach. The NWU's strategy, which might shape the university's approach to Open Distance Learning, is currently being revised on the basis of feedback received to date, and also on the changing higher education landscape in South Africa. Pilot projects for blended learning commenced in 2013, and the findings of these should feed into the articulation of the Teaching and Learning Strategy that is to be finalised in 2014 (2.2.1.1 of the IP).

2.3 Ensure effective academic planning and programme development and approval processes that result in a dynamic, integrated, responsive and relevant PQM in accordance with the needs of the country

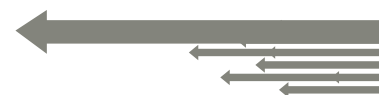
- During 2013, the university submitted an enrolment plan to the DHET for the next enrolment cycle. The submission of the plan followed extensive consultative processes on each campus, during which faculties and schools developed enrolment targets (2.3.1.1 of the IP).
- A Size-and-Shape exercise was conducted in 2013 to determine the quantitative parameters for academic planning and to develop an academic profile of the NWU by classifying its programmes into the categories of career-focused, professional and general-formative at the institutional and campus levels. This process was done according to the HEQF programme clusters exercise and also formed part of the comprehensive project of drafting the NWU enrolment plan (2.3.1.2 and 2.3.1.3 of the IP).
- The NWU, during 2012, embarked on a special project to evaluate the financial viability of academic modules and programmes in order to make sure that the NWU's staff complement is both optimal and efficient. The result of this project based on the actual figures for 2011 rolled out early in 2013. The actual figures for the 2012 financial year were taken into account in August 2013 and a certain amount of the information available from the model was already taken into account for the 2014 budget process. The usefulness of this management tool will be determined by the extent to which management on different levels makes use of the viability model (2.3.1.4 of the IP).
- To complete the re-curriculation of category B qualifications and programmes, and in order to co-ordinate the programme alignment process, 15 programme clusters were constituted according to broad disciplinary groupings. It was foreseen that Phase 2 of the NWU's project for aligning its qualifications/programmes with the HEQF would be in the final stages by the end of January 2013. However, delays caused by various circumstances have hampered the progress of this project and in August 2013, the CHE informed the NWU that the closing date for submission of the Category B programmes was planned to begin early in 2014 and should be completed in the course of 2015 (2.3.2.1 of the IP).
- To optimise and streamline the academic programme approval process as managed by the Institutional Committee for Academic Standards (ICAS), amendments were made to the current internal approval process. Particular attention was given to additional support that is to be provided to academic staff for documenting information relating to programme approval applications (such as technical support and language editing in order to provide an additional layer of much-needed quality assurance). In addition, the redesign of the process for receiving and distributing information relating to programme approval and accreditation by external bodies also received attention. The format of the feedback letter was designed to alert academic programme owners to further action needed. In addition, a sophisticated electronic system is awaited to improve the operation aspects of the programme development and approval phases of the programme management process, and an interim system for managing documents and aspects of workflow was developed to speed up service delivery to end users (2.3.3.1 and 2.3.3.2 of the IP).

2.4 Continue to use the enrolment plan as a steering mechanism to address national needs in a balanced way across campuses in accordance with the targets

- The university's approved enrolment plan remained a steering mechanism. It formed the basis for the DHET's allocation of the teaching input subsidy that is provided to the sector, but is also used by the department, in conjunction with the plans submitted by all the universities, to plan the size and shape of the sector, to plan and monitor the sector's performance in the development of high-level skills, especially in scarce skills areas, and to negotiate with the National Treasury for funding based on the extent to which the sector performs in terms of student success, graduation rates and research outputs (2.4.1 of the IP).
- An enrolment monitoring report for 2013 was submitted to the Senate meeting in October 2013 (2.4.2.1 of the IP).

2.5 Engage in an ongoing process of curriculum transformation, to promote the development of well-designed academic programmes that contain an appropriate balance of theoretical and practical knowledge, and that inculcate in students the ability to engage with the philosophical foundations of their fields of study, to understand and evaluate the influence of different knowledge traditions in the validation of knowledge, and to develop the principles of Good Citizenship

- Reading ability is essential for academic and professional success. A majority of learners in higher education need to read a vast amount of text for their academic courses, and may need help with reading long texts and information from a variety of sources. NWU provides academic literacy development in the form of compulsory



modules (AGLA/AGLE 111 and 121), as well as through resources such as writing and reading centres on each campus. During 2013, discussions began on strategies for contextualising academic literacy courses within specific disciplinary contexts. The Senate Standing Committee for Academic Literacy reported to the Senate meeting of October 2013 (Agenda Item 8.11) that the committee was planning a project to redesign the modules for academic literacy (AGLE/ AGLA 111; and AGLE/ AGLA 112). The committee developed a project proposal for a multi-year project to redesign the academic literacy module from 2014 onwards. This proposal will be submitted to Institutional Management in 2014 in order to ensure strategic funding for the project (2.5.1.1 of the IP).

- The HEQSF alignment project is undoubtedly the most comprehensive initiative for curriculum renewal to date. The work of clusters will need to continue beyond 2013 to ensure engagement at an even deeper level of the curriculum than what is currently required by the external body (2.5.2.1 of the IP).

2.6 Develop and maintain effective programme management processes that ensure consistency of academic standards across NWU's campuses through effective programme coordination and alignment processes

- Two major aspects related to the programme development, management and review processes were identified during the course of 2013. In light hereof, revised policies and procedures had to be drafted and systems development completed. A report to the ICTL meeting of September 2013 also identified two more matters that arose during the course of the work to deliver on these matters and to improve the programme/qualification related aspects of Teaching and Learning (as identified in the root-cause analysis completed after the finalisation of the IP 2013. As an interim measure, urgent attention had to be paid to the quality of submissions to external bodies as poorly prepared documents were impacting on the success of submissions and also held a potential reputational risk (2.6.1.1 of the IP).
- SENEX agreed on the composition of a task team that would steer the revisions of the Academic Programme Management Policy. This task team took responsibility for reviewing the current policy, which developed into what is currently referred to as the Draft Policy for Programme Development, Management and Review as reported on at the ICTL meeting of September 2013 (2.6.1.1 of the IP).

2.7 Continue with the optimisation of the work of the Career Centre to promote the placement prospects of NWU graduates, as well as to receive feedback on curriculum issues and to trace graduate output in general terms

- During 2013, the Career Centre, in association with SAGDA, arranged a Graduate Empowerment Seminar (GES) for each NWU campus. SAGDA is a not-for-profit organisation dedicated to addressing the problem of unemployed graduates. It works with private companies and government departments to assist in placing graduates in employment. The GES consists of various presentations by highly qualified professionals with relevant experience and with a passion for, and contacts in, graduate employment opportunities. The presentations cover topics such as graduate preparedness; talent development in scarce and critical skills; employment and skills development opportunities for students; values and attributes of professionals; the psycho-social milieu for preparing students for the world of work; effective job search processes; requirements for future employees; starting out, and employment opportunities for graduates. Around 150 NWU students at all three campuses attended the various events, roughly 50 per campus. It is planned that this initiative will be repeated in 2014. This seminar gives students insight into the world of work and encourages them to think about a career not just as a series of jobs, but rather as a continuous process of lifelong learning, growth and development. The Career Centre has a regular weekly slot on the student radio station, called "Bridging the Gap". The careers consultant spoke live on the show on four occasions, on the topics of CV writing, interviewing and on the Graduate Empowerment Seminar. The careers consultant also contributed to fresh and relevant articles in the 2013/14 Career Guide and the information officer published a vibrant, well-designed publication (2.7.1 of the IP).
- The Career Centre has the mandate to engage in a variety of activities to promote the employability of NWU students, and to create networks within which employers could become aware of the strengths of NWU students and where feedback may be sought on the qualities of its graduates. One careers consultant serves all three campuses and tries to ensure service equity among the three. The Career Centre was also encouraged by the fact that during 2013 more academic staff invited the career centre consultant to present to their students. Workshops were presented to 14 large groups in 2013.
- The draft Teaching and Learning Strategy takes the graduate attributes as a point of departure. To this end reporting on graduate attributes formed part of the reporting on the development of the strategy. It

is important to note that the Career Centre was closely involved in the development of the set of graduate attributes as it stands. A report served at ICTL in April, supported by a presentation by the Career Centre (2.7.2 of the IP).

- Universum Communications undertook three independent annual surveys among South African students at the undergraduate and graduate levels. In all surveys, the service provider partnered with a select number of universities, business schools and professional/alumni associations. The first South African Student survey was undertaken at 13 institutions in 2004. From 2006 onwards, they included all 23 universities, previously through a partnership with Magnet Communications, but now directly as Universum, which conducts surveys in 35 countries around the world. The survey results assist universities and employers to understand the motivational factors and goals of today's students and young professionals. In 2012, only 893 NWU students participated in the survey, while the national participation number was 16 990. As the NWU response in 2012 was relatively low, efforts continued throughout 2013 to increase the NWU participation rate.
- In 2013 the NWU took part in the Universum Professionals' Survey for the first time. The survey gathers data pertaining to professionals' preferences, experiences and opinions regarding a number of career-related factors, their communication preferences and data on their university and alumni experience.
- The SAGRA surveys alert universities to the demand for graduates in terms of industry requirements, skills requirements and the methods employers use to access graduates. The final objective of these surveys is to inform the university about graduate recruitment patterns and to prepare its graduates for the transition to the world of work. During 2014 the university will continue its work on graduate tracer studies (2.7.3 of the IP).
- The Career Centre provides the platform for the network of NWU alumni to share their expertise with students via various mechanisms. There are opportunities for alumni to volunteer their services as mentors to students, to present guest lectures on their professional experiences and career paths, and to host student interns within their organisations. In addition, alumni may make use of the CareerZone for their personal searches on career opportunities. In 2013 the Career Centre initiated a process for investigating a Career Services management system to enhance the processing and sharing of information both within the university and among students, employers and alumni (2.7.4 of the IP).
- The Teaching and Learning Strategy, which was a central focus of the work in the Teaching and Learning portfolio in 2013, focused strongly on graduate attributes. The strategic focus on graduate attributes tied in well with 2013 IP Goal 2.7.5, namely to "develop a framework for the articulation between teaching and learning activities and the career centre". It is believed that the key to a well-rounded academic experience is helping a student to develop both hard skills that can be directly applied in the professional/vocational environment and a variety of soft skills and life experiences that would allow them to adapt to a dramatically changing workplace. While these skills are fostered through academic programmes, the Career Centre offers added value to both students and graduates in this regard. The Career Centre furthermore provides constructive feedback on a regular basis to the Institutional Committee for Teaching-Learning and the Teaching-Learning Forum on Career Centre activities, as well as on specific needs articulated by employers and professional groups (2.7.5 of the IP).

2.8 Ensure that learner participation in work integrated learning (WIL) and service learning is optimised

- The draft WIL policy was developed and submitted to ICTL in September 2013.

2.9 Develop a strategy to optimise the opportunities for Continuous Professional Development

- Work started on the development of a document with the working title Framework for the Provision of Continuing Education. The term "continuing education" is used as an overarching phrase which includes continuing professional development and other related activities in the teaching and learning field. After considering the out-dated Policy on Short Courses at the NWU, a need became clear for a more comprehensive approach and to ensure that regulatory and business decisions help shape the policy. It was therefore deemed necessary to create a framework that would capture the NWU position on both the academic and non-academic arrangements before attempting to refine the policy any further. A work group contributed to the development of the outline of the proposed framework and guidelines. The guidelines are generic in nature and were designed to be independent of the business model, which is yet to be designed, and platform agnostic as far as systems support is concerned (2.9.1.1 of the IP).
- Elements of the above-mentioned framework served as input in a comprehensive audit by Internal Audit of short courses and similar offerings across the campuses. The findings fed into the further development of the Framework for the Provision of Continuing Education, and also assisted in the prioritisation of a number of issues for which interim measures needed to be put in place (2.9.2.1 of the IP).

2.10 Ensure that quality management is addressed as an integral part of all facets of teaching-learning at the NWU. (Cross reference: Section 7 of the Institutional Plan for Action Plans and Deliverables for General Quality Management purposes)

- Practices in support of academic quality improvement continued by means of internal, external and professional body/statutory body evaluations. External evaluations were conducted on the BA Hons Art History (Potchefstroom Campus); BA Communication (Mafikeng Campus); MA/MSc Research Psychology (Potchefstroom Campus) and the BCom Information Systems (Mafikeng Campus). A follow-up evaluation was conducted for English as subject on the Mafikeng Campus (2.10.1.1 of the IP).

2.11 Implement diverse strategies to improve student success

- A report was submitted to Senate in October 2013 that measured and reported on student achievement against NWU targets for teaching and learning success (2.11.1.1 of the IP).
- In order to continue with the implementation of Supplemental Instruction (SI) in an equitable manner across all campuses and see to the expansion of the regional footprint of the NWU SI office, a report was submitted to Senate in May 2013. This report discussed the implementation of SI in 30% of all at-risk modules on each campus and the institutional systems used to implement, support and quality assure the SI system (2.11.2.1 and 2.11.2.2 of the IP).

2.12 Cultivate the scholarship of teaching and learning to ensure best practice

- The university supported the implementation of projects relating to the Scholarship of Teaching and Learning (SoTL) at all campuses, as well as the Institutional Office, and continued with the presentation of the annual SoTL conference. Following the allocation of R1 million to support the SoTL project from strategic funding at the start of 2013, the framework for the allocation of funds for projects on SoTL was presented to the ICTL meeting of 17 April 2013. The Annual SoTL conference was held from 19 to 21 November 2013, with the theme "The university in the 21st century: Cultivating inquiry-driven students". The guest speakers were Distinguished Professor Clifton Conrad from the University of Wisconsin-Madison in the USA, and Dr Melissa Layne from the American Public University System (2.12.1.1 and 2.12.1.2 of the IP).
- The presentation of the Institutional Course for New Lecturers (ICNL) to all new academic staff in February, June and November continued and a report was submitted to the ICTL in September 2013 (2.12.2.1 of the IP).
- The approach to the Institutional Teaching Excellence Awards (ITEA) was reviewed in order to ensure optimal participation by increasing the number of participants, as well as to achieve consistency of standards in the evaluation of teaching portfolios. The focus of the Institutional Academic Development and Support office shifted toward the quality assurance of the ITEA process and cross-campus moderation by teaching advisors for each campus was done to ensure consistency in the allocation of awards. Six ITEA portfolios were also moderated externally. A revised ITEA framework was presented to and approved by Senate in October 2013 (2.12.2.2 of the IP).
- The development of communities of practice that will focus on curriculum design, assessment and moderation and integration of strategies into the NWU Teaching-Learning Framework was dealt with as part of the development of this framework (2.12.2.3 of the IP).
- A strategy for the implementation of a mentoring-the-mentor programme was also dealt with as part of the Teaching-Learning Framework (2.12.3.1 of the IP).

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.

In order to reach the mission element of high-quality, relevant and focused research, 10 goals were pursued:

3.1 Create an enabling environment for research staff in order to develop into a university where research and teaching-learning are balanced

- A system of task agreements is used and managed by line management on campuses. The task agreements are used, among other things, to balance staff time allocation to core business activities. (3.1.1.1 of the IP)
- The number of postdoctoral fellows at the university rose from 114 to 140, NRF-rated researchers increased from 140 to 169, and following an increase in article equivalents output of 32% in 2011, and 22% in 2012, the increase in 2013 was 41%, from 869 (approved) in 2012 to 1227 (provisional) article equivalents (3.1.2.1 of the IP).
- The NWU participates in nine collaborative research programmes which formed part of the European Union Framework Programme. The Technology Transfer and Innovation Support office continued to lead the commercialisation of the ignition project in Europe, and was also involved with a proposal and negotiations for the development of an engine test facility at the NWU. The Technology Transfer and Innovation Support office financed attendance of international conferences to market various NWU-developed technologies. A collaboration agreement was negotiated and concluded with Siemens in Germany and service level agreements were concluded with Microsoft and some United Nations entities, among others (3.1.3.1 of the IP).

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 NWU among the top six universities in terms of total research and innovation output

- The university started the academic year with 140 NRF-rated researchers and, in February 2013, submitted 40 rating applications to the NRF. Of these, 25 were successful and one is still outstanding. Owing to the natural attrition of researchers, it is expected that at the end of January 2014 the NWU will have 172 NRF-rated researchers (3.2.1.1 of the IP).
- The ratio of postgraduate component enrolments in relation to the total contact student headcounts improved marginally from 2012: NWU enrolled 2 871 master's and 1 171 doctoral students in 2013 against the previous year's 2 828 and 1 048 respectively. In 2013, the master's degrees awarded grew by 16,57% and PhDs awarded grew by 9,09 % in comparison to the output in 2012. The research master's degrees as a percentage of total master's degrees awarded increased by 0,2% to 64,8% from 64,6% in 2012. In 2013, the NWU awarded 781 master's and 168 doctoral degrees, compared to the 670 and 154 in 2012 respectively. The substantial increase in postgraduate degree output includes an increase in research master's from 365 in 2011 and 433 in 2012 to 506 in 2013 (3.2.2.1 of the IP).
- The NWU postgraduate bursary fund is benchmarked annually and the new postgraduate bursary scheme was implemented in 2013. During the year, the NRF contributed R7,213,398 to support students at master's level and R6,513,650 for doctoral students (3.2.3.1 of the IP).
- The NWU's subsidised publication output consists of accredited journal articles, books and conference proceedings. Total publications output for the year came to 1227 (provisional) units, which is an increase of 41% against the previous year's 869 (approved) units submitted. Of the journal articles published, 64% (676 units) appeared in Institute for Scientific Information (ISI) journals, compared to 66% in 2012. (3.2.4.1 and 3.2.5.1 of the IP).
- A total of R23 million was awarded for expensive research equipment on all three campuses, based on campus priorities (3.2.6.1 of the IP).
- Two new tier NRF Chairs were awarded to NWU in 2013: a Chair in the Early Detection and Prevention of Cardiovascular Disease in Africa (Prof Alta Schutte, Faculty of Health Sciences) and a Chair in Coal Research (Prof John Bunt, Faculty of Natural Sciences), both from the Potchefstroom Campus. (3.2.7.1 of the IP).
- For 2013, 64% of all journal papers were published in ISI journals and 34% in local journals. The Institutional Research Excellence Awards (IREA) incentive scheme was revised in order to expand the focus on ISI journals (3.2.8.1 of the IP).
- The Quaquarelli Symonds (QS) Stars Rating System (QS Stars) revealed an urgent need to not only ensure accurate records for South African-based systems of measuring research output but also to begin a process of accurately identifying and recoding data relevant to international benchmarks and practices. Briefly these include the following:
 - Academic reputation: the number of academic referees endorsing institutions in the QS Global Academic Survey.
 - Citations per paper: this is adjusted for institutions with negligible activity in medicine, science and technology.
 - Papers per faculty/arts-related outputs: research papers (Scopus) per faculty member/recognition of academic outputs in disciplines where journal articles are not pervasive.
 - Prolific academic experts: the number of faculty members achieving international recognition through awards (e.g. Nobel Prizes or equivalent awards) (3.2.8.2 of the IP).

- In September 2013, the NWU decided to participate in the QS Stars Rating System, making it the first university in Africa to join the ranks of QS Star-rated universities. In this context the following criteria are assessed:
 - Research quality (worth 150 points);
 - Teaching quality (150 points);
 - Graduate employability (150 points);
 - Infrastructure (100 points);
 - Internationalisation (150 points);
 - Innovation and knowledge transfer (50 points);
 - Third mission (50 points); and
 - Specialist subject criteria (200 points).

Each criterion has its own indicators and weightings.

After several months of deliberation the NWU finally learned that it had scored 415 out of the possible 1 000 points and accordingly had been awarded an overall QS Star Rating of Three Stars in May 2013. This was based on the following results:

- Research quality (45 points/2 stars);
- Teaching quality (46 points/ 2 stars);
- Graduate employability (61 points/ 3 stars);
- Infrastructure (67 points/4 stars);
- Internationalisation (83 points/3 stars);
- Innovation and knowledge transfer (40 points/5 stars);
- Third mission (23 points/3 stars); and
- Specialist subject criteria (50 points/2 stars).

Remedial actions for each criterion are spelled out in the QS rating process for the first cycle, 2013. A special student satisfaction survey was undertaken for QS and as a result, a correction was made to the initially very low Two-Star Rating for Teaching. This was increased to Four Stars in December 2013. It was also established that NWU is very close to qualifying for four stars, a rating which is achieved by world-class universities (3.2.9.1 of the IP).

In April 2013 the NWU was invited to be part of 500 international universities participating in U-Multirank, a new university ranking for higher education institutions of all types, from all parts of Europe and the rest of the world. It is user driven and examines institutions' performance across a wide range of higher education missions. Ongoing dialogue with U-Multirank continued during 2013, and 15 questionnaires and one institutional questionnaire were completed. A student satisfaction survey was undertaken between October and December 2013. The first results for the 500 institutions will be published in mid-2014 (3.2.10.1 of the IP).

3.3 Develop research staff capacity

- An amount of R285,876 was spent on research capacity-building workshops. The NWU provided financial support in the form of bursaries to 51 staff members who were in the process of completing PhD degrees, to the value of R1,651,772. The ratio of staff with a PhD as highest degree increased to 52% in 2013, from 49% in 2012 (3.3.3.1 of the IP).
- As mentioned earlier, the IREA incentive scheme was revised. (3.3.4.1 of the IP).

3.4 Monitor the Research Entities Management Model, expand the external marketing and communication of research and explore cross-campus, inter-university and global collaboration initiatives

- A total of five research entities were evaluated by the external panel in 2013. The Centre for Human Metabolomics was also evaluated by the external panel. The Institutional Research Support Commission met three times in 2013. At the March meeting, three entities were evaluated internally and the external reports of seven entities were scrutinised. At the meeting in September 2013, a number of applications for new entities were considered, and two new entities were recommended. At the final meeting, Prof Susan Coetzee van Rooy was elected as the new Chairperson of the Committee (3.4.1.1 and 3.4.1.1 of the IP).
- Proposals and collaboration agreements were concluded for various development opportunities forthcoming from research entities or its IP portfolio. In addition, constant engagement with private and public funding sources opened up additional funding opportunities for engagement. All new opportunities were communicated through

- the Research Support Newsletter (3.4.2.1 of the IP).
- The NWU participated in the Department of Science and Technology/NRF Centre of Excellence call and, although unsuccessful in its primary proposals, successfully collaborated with other universities in the fields of Mathematics and Food Security. Furthermore, the university successfully entered into an extended collaboration in Indigenous Knowledge Systems with four other higher education institutions.
- The university continues to enjoy funding from the Technology Investment Agency (TIA), DST and Department of Trade and Industry (DTI) for hosting national facilities. These are the Pre-Clinical Drug Delivery Platform, the Metabolomics Platform, the HySA Infrastructure Centre of Competency in Hydrogen and the DTI centre of excellence in advanced manufacturing.
- The NWU continues to be one of the top earners in the Technology and Human Resources for Industry Programme (THRIP) of the NRF. 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.
- The idea of research clusters was further developed through workshops and personal discussions with possible research leaders. At least two potential clusters, Bio-Economy and Digital Humanities, are in the process of being formed. In 2014 more innovation clusters will be developed.
- A Regional Innovation Structure, the North-West Technology Innovation Office, was conceptualised and will support the innovation clusters. Four Innovation Specialists were recruited; these positions are financially supported by the National Intellectual Property Management Organisation for a period of three years (3.4.2.2 of the IP).
- The Research Infrastructure policy has been reviewed and a first draft of the new policy will be submitted to ICRI in April 2014 (3.4.4.1 of the IP).
- In addition to using the regional innovation model, the NWU is identifying new opportunities through interaction with TIA, the DTI, NRF/THRIP and the Industrial Development Corporation. These opportunities will be presented through processes of consultation and strengthened using the quadruple helix approach. This will involve the three levels of government (especially from a strategic perspective), industry and the region's community in the development of NWU's research and innovation strategy (3.4.5.1 of the IP).
- Following the previous rating process outcomes, niche areas should be supported towards commercialisation, incubation and new venture creation, and also to support existing industry needs towards expansion or innovation. In addition, establishment of world-class technology platforms will further support this goal, together with a multi-disciplinary and cross-campus approach (3.4.5.2 of the IP).

3.5 Find and establish an effective mechanism to measure and improve the throughput of postgraduate students

- A project plan and progress report was submitted to ICRI and Senate in September 2013. Good progress is being made (3.5.1.1 of the IP).
- Various aspects of the postgraduate student management system are now being implemented (3.5.1.2 of the IP).

3.6 Refine quality assurance processes and mechanisms

- The programme is underway and managed by the NWU Quality Office (3.6.1 of the IP).

3.7 Optimise strategies to explore full research funding opportunities in the sector

- The Strategic Plan for Research, Innovation and Community Engagement was reviewed through a consultative approach in a working group/committee of Senate. This followed the international audit of NWU Research, Innovation and Community Engagement in 2012 (3.7.1.1 of the IP)

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.

In order to reach the mission element of implementation of expertise, six goals were identified:

4.1 Pursue relevant and dynamic implementation of expertise and commercialisation of research results

- The NWU's third-stream income grew by 9,29% percent in 2013 when compared to 2012 (4.1.2.1 of the IP).
- The Technology Transfer and Innovation Support office presented seven workshops and a seminar on the campuses dealing with entrepreneurship and commercialisation. In addition, a creativity workshop was presented in October 2013. Examples of ICT innovations deployed to reduce cost, improve productivity and services are the Kuali Community Source strategy, atmosphere of abundant capacity, lecture capturing system, private cloud technology implementation and Papercut printing management system (4.1.3.1 of the IP).
- TIA and Sasol sponsored an innovation competition. It was co-ordinated by the Potchefstroom Campus and the Technology Transfer and Innovation Support office supported and ensured that the other campuses were also involved. An Entrepreneur of the Year competition was also advertised (4.1.3.2 of the IP).
- Scouting is done by the Technology Transfer and Innovation Support Office. Through close liaison with existing inventors and visits to researchers in their offices, interaction is stimulated by creating a conducive environment for IP scouting (4.1.3.4 of the IP).
- The Technology Transfer and Innovation Support office started one internal corporate venture at Biochemistry. In addition, the ignition system is a further possibility. Furthermore, there is the possible platform for Pheroids initiative (Technology platform to be funded by TIA) at an advanced stage, together with the NWU's Metabolomics and New Born Screening platforms. (4.1.3.6 of the IP)
- There were seven disclosures in 2013, of which two led to provisional applications. Two more provisional applications were filed from disclosures made in 2012, with two more direct PCT applications. Thus six filings were made. Four other patents were terminated and referred to NIPMO for confirmation. Nine final SA patents were granted in 2013. Third-stream income from royalties and sales increased by R700 000 (4.1.3.7 of the IP)

4.2 Expand community engagement of the NWU so as to share NWU's passion and know-how with communities to generate wider benefits for society and build robust social capital

- Partnerships were pursued as reported in annual report under the heading Community Engagement below. Audited statements were only available by 10 September 2013 and the final reports are available upon request. The total year-on-year amount of donations and interest received was R444 930.00 in 2013 compared to R168 586 in 2012. Project expenses amounted to R434 433 which provided a marginal profit of R10 497 versus an outflow of R141 295 in 2012. The purpose of the Trust is to invest in sustainable projects and not to make a profit (4.2.2.1 of the IP).
- Three part-time employees participated in the social entrepreneurship mentorship programme, namely Johannes (Junior) Kweni, Rudi van der Merwe and Nkosinathi Machine. Their skills are utilised to liaise with the community, organise NGOs' office administration and handle project management. They have accompanied the Director of Community Engagement to several workshops and meetings and are entrusted with specific tasks. They are also encouraged to participate in training opportunities offered to NWU personnel. Some interest has been shown in the skill set of Mr Nkosinathi Machine who has applied for a part-time-position on the Potchefstroom campus. (4.2.4.1 of the IP).

4.3 In a holistic manner, align commercialisation and social engagement activities with core activities

- A soft review of community engagement has been conducted and a report has been circulated for commentary. Gaps will be identified and closed in 2014 (4.3.1.1 of the IP).
- The Green campus committee met in November 2013 to ensure compliance to the findings of the environmental compliance audit. Other activities related to the alignment of community engagement strategies across campuses and teaching and learning started in November 2013 and will continue in 2014 as a matter of urgency. Please refer to the Community Engagement section of the annual report under the heading of Sustainability and integrated reporting, strategy and policy (4.3.1.3 of the IP).

4.4 Refine quality assurance processes and mechanisms

- Various HEQC audit aspects have been reviewed, such as research, innovation and technology transfer, commercialisation and initiatives to increase incubation, new venture creation and industry involvement in quality assurance mechanisms.
- Gaps have all been closed, except for the development of a postgraduate student support system, which is a comprehensive task expected to take more than one financial year (4.4.1.2 of the IP).

4.5 **Develop, integrate and embed sustainability into strategy and standard operating procedures and reporting in all core business activities**

- The Integrated Report was postponed to 2014 due to a lack of funding and human resources. A contract appointment for conducting this particular study and support other community engagement and sustainability research projects was made in December 2013. Permission to roll over residual funds from the strategic fund was obtained from the relevant management levels. The study will commence in May 2014 (4.6.1.1 and 4.6.1.2 of the IP).

MISSION ELEMENT 5

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

In order to reach the mission element of positioning the NWU as an accountable, effective and well-managed institution, nine goals were identified:

5.1 **Continue to build an aligned NWU brand through integrated marketing, communications, development and design efforts**

- The approved aligned brand strategy and creative concept were implemented in 2013, stressing the importance of consistent aligned campus and institutional messages. In order to entrench the NWU's new brand positioning ("It all starts here"), it was decided to actively engage with stakeholders via an advertising campaign to differentiate the NWU brand from other university brands in South Africa (5.1.1 and 5.1.2 of the IP).
- The Brand Identity Policy and the Brand Identity Procedures were reviewed and together with the Mascot Guidelines were approved by Council and implemented with immediate effect (5.1.3 of the IP).

5.2 **Develop an integrated online information strategy that is aligned with both the brand strategy and the communication plan, and that encompasses all appropriate platforms such as social media, the NWU website, intranet and other digital communication and marketing tools**

- The review of the social media guidelines commenced with the assistance of the Potchefstroom Faculty of Law. The process has not yet been finalised. It will be completed during 2014 with the systematic alignment of social media strategies in support of the NWU's core business activities (5.2.1 of the IP).
- The review process of the Web Policy started during August 2013. All three campuses took part in the process under the leadership of the Institutional Office's Web Office. Due to inherent technical requirements and the changing nature of global trends in online media, the name of the Web Policy was changed to the NWU Online Publication Policy. The final draft was approved at the Branding, Marketing, Communication and Advancement Committee in October and approved by Council in November. During 2014 there will be a strong focus to successfully implement the NWU Online Publication Policy (5.2.2 of the IP).
- Institutional Management approved the appointment of a service provider to assist in the upgrading of the NWU website. This seven-month project was successfully completed in December 2013. The Drupal 6 Content Management System was replaced by a Drupal 7 Content Management System. The Drupal 7 implementation was done alongside a Drupal Aegir installation which will assist in the better management of online content in line with organisational accountabilities (5.2.3 of the IP).
- A new intranet environment was created on Drupal 6 to accommodate the development process. To facilitate the redevelopment, a centralised management process to improve content and quality control, was put in place. This included an information architecture blueprint, based on the principle of the availability of topic and search-driven information. The first version of the draft intranet guidelines was also compiled (5.2.4 of the IP).
- After the implementation of the NWU application (app), the task of populating the main news section became the responsibility of Institutional Advancement. When possible, news is updated on a daily basis, and this has proved to be an effective method of communication based on statistics from Google Analytics, which indicated that this specific tool is one of the app items with the most hits (5.2.5 of the IP).

- In conjunction with Research Support, training sessions were conducted for researchers on the campuses to equip them to talk to the media (5.2.6 of the IP).

5.3 Based on an extensive communication plan, increase the frequency of national media coverage in order to enhance the university's public profile

The establishment of a convergence newsroom on the university website, as was developed by the Potchefstroom Campus, was duplicated for the Mafikeng and Vaal Triangle campuses and was fully functional at the end of April 2013 (5.3.1 of the IP).

5.4 Develop and maintain an effective NWU stakeholder management system to ensure active engagement with and mobilisation of the NWU's primary stakeholders with the aim of establishing and enhancing viable, sustainable and mutually beneficial partnerships nationally and internationally

- The call centre that was launched in 2012 to assist with the updating of alumni profiles is continuing its work and played a major role in the database development. A practical and searchable database (NWU Stakeholder Manager) was launched and implemented in March 2013 to assist with alumni communication (5.4.1 of the IP).
- The NWU continued establishing and building sound relationships with various stakeholders (5.4.2 of the IP).
- The 2012 Annual Report, with the theme "It all starts here", was submitted to the Department of Education on 30 June 2013. Subsequently, a glossy version for stakeholders was published in English and Afrikaans, with executive summaries in Afrikaans, English, Setswana and Sesotho. The stakeholder version of the 2012 annual report was changed to bring it into line with current trends and to move towards adhering to integrated reporting with specific focus on the reporting of sustainability. The 2013 version will again see major changes to ensure that the needs of all stakeholders are addressed optimally (5.4.3 of the IP).
- All the donors of the NWU (that qualify to be incorporated on the donors list as per the Statute of the NWU) were invited to attend the Board of Donors meeting in 2013. During presentations by the vice-chancellor to the Board, valuable information pertaining to the NWU was shared and the role of donors as ambassadors for the NWU was emphasised. The NWU continues to receive good support from the donors and is confident that further efforts in 2014 will reap more benefits for the NWU as a whole (5.4.2.3 of the IP).
- The NWU has very strong relations with its donors from the campuses and the institutional office. The Club 1000 contributors were invited to the first Board of Donors meeting in 2013 (5.4.2.4 of the IP).
- One of the main internal communication channels used at the Institutional Office during 2013 was the 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 (5.4.4 of the IP).

5.5 Develop a functioning framework for the establishment of an Institutional Advancement Office

- The North-West Higher Education Trust may (at the discretion of the Trustees) donate profits to the public benefit trust, from where further distribution to the campuses takes place (5.5.1 of the IP).
- The development of an institutional advancement strategy for the NWU received priority attention in 2013. Excellent progress was made towards an integrated institutional advancement strategy for the NWU and a final discussion document on institutional advancement was drafted to guide the process during 2014. (5.5.2, 5.5.1.1, 5.5.1.2, 5.5.2.2, 5.5.2.1, 5.5.2.3 of the IP)
- No formal training on the project budget model took place during 2013 because focus was placed on the revision of policy, guidelines and procedures for third-stream income activities. Informal training was done by Management Accounting Services for role players needing assistance on new or current projects (5.5.2.3 and 4.1.2.2 of the IP).

5.6 Implement the framework for internationalisation while strengthening management and quality

- The first cycle of the QS Rating Process in 2013 required a report to be generated as the first step towards meaningful remedial action to ensure that the NWU achieves and maintains international significance (5.6.3.1 of the IP).
- On 5 April 2013, an internationalisation workshop was held at the Potchefstroom Campus for the international offices of all three campuses. The workshop critically reviewed current practices, identified shortfalls and devised strategies for improved service delivery to both staff and students on all three campuses. Feedback was fed into the design of the new website, as well as adjustments to existing procedures (5.6.4.1 of the IP).
- All contracts are currently being recorded on the new Intium system. All international contracts are to be lodged and collated by April 2014 (5.6.5.1 of the IP).

- A decision has been made to discontinue the KIDZ Customer Relationship Management system. While a new comprehensive CRM is considered, (a report to Institutional Management is due in April 2014), various separate solutions are being adopted for alumni and contracts management, among others. By December 2013, the NWU website was expanded to include interactive data for incoming international students, as well as outgoing NWU students. Aspects of the entire internationalisation website that were revamped and updated included visa and immigration control, campus-based procedures, roles, functions and services and international scholarship applications. A staff intranet with all aspects of internationalisation support, including online documentation and procedures, was completed and will be activated before June 2014 (5.6.6.1 of the IP).

5.7 Ensure effective and adequate support functions and integrated business systems to promote the success of the core business

- In continuing to minimise unnecessary bureaucracy at all business levels of the NWU, the campuses started campus projects that create general awareness of how bureaucracy restricts effectiveness and efficiency. These projects would continue in 2014.
- In addition, the Institutional Quality Office drove an NWU project in 2013 to determine the perceptions and levels of service satisfaction of key support departments at the NWU. Useful information was gathered and is expected to be taken into consideration by the respective support departments.
- The FinOps project commenced in 2013 (although not included in Institutional Plan, initiative was taken). As the need arose, the project charter was adapted as a wholly functional organisational model review (as opposed to strategy development and role clarification). The scope of the project includes all aspects of financial management and administration that are pertinent to strategic intent, structural arrangements, processes and future scenarios. All finance departments are involved in the FinOps project, which entails analysing and re-thinking the whole financial management structure of the NWU. The intention is to continually evaluate all processes and procedures with the aim of identifying and eliminating possible bureaucratic features (5.7.1.1 of the IP).
- In terms of quality in support departments, 21 Quality Manuals were redeveloped, updated and placed on the intranet for ease of reference by all concerned. This furthermore culminated in the compilation of a hard copy that consolidated the published Quality Manuals of 55 support departments (5.7.1.3 of the IP).
- During 2013 the NWU focused on streamlining processes in Management Accounting Services (MAS). As the MAS team members were newly appointed, the NWU concentrated on internal processes for 2013 and worked closely with the finance offices on the campuses to improve processes and ensure that functions were not duplicated (5.7.1.5 of the IP).
- The Oracle HR System was upgraded to Version 12 as part of the broader initiative aimed at the systematic renewal and improvement of the human resources (HR) and finance business systems of the NWU. Access to HR information has been improved and extended through further development of the HR Reporting platform (5.7.1.6 and 5.7.1.8 of the IP).
- Significant progress has been made by both ICT and Management Information Systems (MIS) in becoming strategic differentiators at the NWU (5.7.1.7 of the IP). Particular attention was given by the MIS department to the development of instruments to service client needs. Remarkable progress was made in streamlining the data warehouse in order to provide a reliable dashboard interface environment.
- In August 2013, ICT was subject to a large-scale quality assessment conducted by means of a peer evaluation process. This process followed a period of extensive self-evaluation. The expectation is that the outcomes of this peer assessment will assist in tangible terms in the continuous improvement of the appropriateness of service delivery by ITC.
- During 2013, a Culture and Climate study on the provision of “one-stop” student services was conducted by Spearhead, an external consultant, among students of all campuses, and feedback was given to Institutional Management on the findings. Further feedback will be given in 2014 to student line management for consideration and execution (5.7.3 of the IP).
- A comprehensive report on the state of libraries was developed for inclusion in reporting to the HEQC in the required format as part of the post-audit improvement plan. An amount of R5 million was made available by Institutional Management to enable the libraries to enhance their book stock. The libraries also conducted a reclamation project on the accuracy of library holdings on OCLC databases. A comprehensive peer evaluation for the library on the Potchefstroom Campus was followed by two soft reviews for the libraries of the Mafikeng and Vaal Triangle campuses (5.7.4.1 of the IP).
- Current IT strategies are broad and generic, serving all aspects of the core business. The strategies have been approved and communicated to all levels of management for the past three years, with general acceptance. The IT Advisory Board failed as a governance mechanism and must urgently be replaced by alternative mechanisms

in 2014 (5.7.3.1 of the IP).

- The Business Continuity Plan is a prerequisite for an improved Disaster Recovery Plan. Kuali Ready has been selected as an appropriate platform. The implementation project will be launched in the first half of 2014 (5.7.3.2 of the IP).

5.8 Ensure that policies and action plans are in place to promote staff wellness

- In the interest of improved productivity, work engagement and employee morale, the NWU has a well-structured Employee Health and Wellness (EHW) programme that takes into account the psycho-social, emotional and physical well-being of staff. Through the programme, employees have access to a range of health and wellness services, including health screenings, general programmes encouraging staff to move around and get fit (known as “Be Active” Days), workshops such as stress management and personal financial management, and awareness campaigns such as occupational health and safety, corporate wellness, sun smart behaviour and disability awareness. To enhance the services offered to employees, the external health and wellness providers, ICAS and PLP, were contracted to service full-time and fixed-term employees under the banner of the Wellness 4U programme, which commenced in October 2013 (5.8.1 of the IP).
- In 2013, HEAIDS ran the First Things First Campaign at higher education institutions and the NWU took part in the campaign. Each campus ran the campaign at a time which suited it, while the Institutional Office and Potchefstroom Campus campaigns ran together. The Mafikeng Campus tested 55 staff and 667 students, while the Potchefstroom Campus tested 19 staff and 530 students and the Vaal Triangle Campus tested three staff and 50 students. In total, the NWU tested 77 staff and 1 247 students for the campaign. This was over and above the ongoing testing that takes place at the campus clinics.
- HIV and Aids coordinators reporting to Student Deans are responsible for both staff and students on the Mafikeng Campus and the Potchefstroom Campus. On Vaal Triangle Campus, the Manager of the Health Clinic also acts as the HIV coordinator. Employee Health and Wellness works closely with the HIV and Aids coordinators to ensure that HIV programmes and events are also available to staff at the respective business units (5.8.2 of the IP).


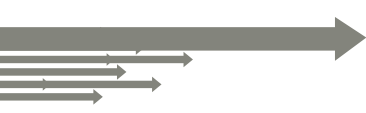
5.9 Maintain a strong focus on risk management and compliance

- The NWU Risk Register was updated by means of a consultative process before the Audit Committee meeting in May 2013. A start was also made in reviewing the risk management process. This was conducted in consultation with the Unit of Applied Risk Management at the Vaal Triangle Campus later in 2013. Presentations on the way forward, including the need to incorporate a more formal risk management process, were made at a meeting of the Institutional Management, Campus Managements and the Combined Assurance Forum. Risk management is included in the Institutional Plan as a strategic objective and is included in Institutional Management performance agreements (5.9.1.1 of the IP).
- Combined meetings of the Assurance Forum and Audit, Risk and Compliance Committee were held during the year to ensure focused attention to risk management by the NWU and to see to appropriate reporting. Details were included in the reports of Internal Audit to the Audit, Risk and Compliance Committee and the report of the Chair of that committee to Council (5.9.1.2 of the IP).

MINISTERIAL STATEMENT ON STUDENT ENROLMENT PLANNING 2011/12 TO 2013/14

The Ministerial Statement on student enrolment planning contains the input and output targets which emerged from discussions with the Minister of Higher Education and Training during 2010.

The following enrolment plan and performance targets for the NWU were approved:

- 
1. **Target:** Headcount totals will be allowed to increase from 50 589 in 2009 to 62 551 in 2013, which represents an average annual increase of 5,4% between 2009 and 2013.
- 

TARGETS MET UP TO 2013:

	2009	2013	Growth rate 2013
Headcount totals	50 589	60 975	4,78%

2. **Target:** *Unweighted FTE totals are expected to increase from 33 050 in 2009 to 43 626 in 2013 with an average annual increase of 7,2% over the same period.*

TARGETS MET UP TO 2013:

Unweighted Enrolled FTEs	2009	2013	Growth rate 2013
Contact	21939.449	29498.678	7,68%
Distance	11110.994	11534.703	0,94%
Total	33 050	41033.38	5,56%

3. **Target:** *The funded teaching input unit total for 2012/13 is 64 641. The funded teaching input unit total for 2015/16 is 73 126. The funded teaching input unit share of NWU will increase from 5,56% in 2011/12 to 5,98% in 2015/16.*

The target is an increase from 5,56% in 2011/12 to 5,98% in 2015/16.

4. **Target:** *The approved number of first-time entering undergraduates for the NWU for 2013 is 8 573. This represents a 9,7% average annual increase from the 5 929 first-time entering undergraduate cohort in 2009.*

TARGETS MET UP TO 2013:

	2009	2013	Growth rate 2013
First-time entering undergraduates	5 952	8 770	10,18%

5. **Target:** *In 2013, the proportion of headcount enrolments by major field of study should be as follows: 17,6% in science, engineering and technology, 15,4% in business and management science, 45,4% in education and 21,5% in other humanities.*

TARGETS MET UP TO 2013:

Year	Science, engineering and technology	Business and Management science	Education	Other humanities
2013	20,21%	16,7%	43,53%	20,09%

6. **Target:** *At undergraduate level, 29,7% of the 2013 enrolments should be in undergraduate diplomas and certificates and 42,7% in undergraduate degrees. At postgraduate level 21,4% should be enrolled in postgraduate qualifications below master's, 4,4% at master's level and 1,7% at doctoral level.*

TARGETS MET UP TO 2013:

Level	Qualification type	2013
Undergraduate	Diplomas and certificates	31,48%
	Degrees	45,82%
Postgraduate	Below master's	15,74%
	Master's	4,71%
	Doctors	1,92%

7. **Target:** *It is expected that distance headcount enrolments will increase from 23 736 in 2009 to 28 178 in 2013 at an average annual increase of 4,4%.*

TARGETS MET UP TO 2013:

	2009	2013	Growth rate 2012
Distance Headcount	23 736	24 780	1,08%
Percentage of total enrolments	46,92%	40,64%	-3,53%

8. **Target:** *Graduates should increase from 13 445 in 2009 to 17 000 in 2013. This represents a 26,4% increase in total. The graduate contribution in scarce skill areas for 2013 should be 201 in engineering, 301 in life and physical sciences, 475 in animal and human health and 2 052 in initial teacher education. Targets for 2013 at postgraduate level are 3 545 honours, 364 research masters and 180 doctoral graduates.*

TARGETS MET UP TO 2013:

	2009	2013	Growth rate 2012
Graduates	13 445	15 464	2,95%
Honours	1 957	2 473	10,83%
Research master's	369	507	5,88%
Doctoral	123	168	7,78%

9. **Target:** *The proportion of the NWU's contribution to the national scarce skills graduate output in 2014 should be 1,8% in engineering, 5,6% in life and physical sciences, 4,8% in animal health and 14,1% in initial teacher education.*

Scarce skills	2013
Engineering	287
Life and physical sciences	721.5
Animal and human sciences	1263.33
Initial teacher education	1566

10. **Target:** *The success rate for 2013 is 84,31% which is 1,0% higher than the actual 83,0% in 2009.*

THE SUCCESS RATE WAS 84% IN 2012.

Completed FTEs	2009	2013	Growth rate 2013
Contact	18443.067	25279.686	8,2%
Distance	8976.15	9317.131	0,94%
Total	27419.216	34596.817	5,99%
Success Rate	82.96%	84,31%	0,4%

MANAGERIAL/ADMINISTRATIVE ASPECTS OF THE OPERATIONS OF THE INSTITUTION – INCLUDING NEW SENIOR APPOINTMENTS ³⁶

The following senior appointments were made during 2013:

- Mr PJ Joubert was appointed as Chief Director Physical Infrastructure and Planning with effect 1 October 2013.
- Ms C North was appointed as Executive Advisor Teaching-Learning with effect 1 January 2013.
- Prof EJ Spamer's position was upgraded to Executive Director with the establishment of a new Unit for Open Distance Learning with effect 1 January 2013.
- Prof RS Letsosa was appointed as designated Vice-Rector: Teaching-Learning at the Potchefstroom Campus with effect 1 September 2013.
- Prof N Smit was appointed as executive dean of the faculty of Law (Potchefstroom campus) with effect 1 January 2013.
- The positions of all the deans were re-evaluated and changed to that of executive dean with effect 1 January 2013.

ACHIEVEMENTS OF THE ADMINISTRATIVE STRUCTURES AND RESOURCES ASSESSED IN TERMS OF REALISTIC EXPECTATIONS ³⁷

HUMAN CAPITAL DIVERSITY MANAGEMENT

- **Disabilities**

During 2013, focus was placed on developing and supporting management strategies for people with disabilities. The new Disability Unit on the Potchefstroom Campus, as well as a designated Disability Office on the Vaal Triangle Campus, showed good progress during the year, while the established Disability Unit on the Mafikeng Campus continued to render a successful and much-needed service to students. In the meantime, the Institutional Disability Office (primarily for employees) acted as a facilitator by assisting and guiding Disability Units and providing reasonable accommodation for employees with disabilities.

With regard to infrastructure, four lifts or staircase lifts were approved for installation on the Potchefstroom Campus from DHET funds and a formal, professional audit of all facilities and infrastructure is envisaged for the near future. This forms part of a Strategic Action Plan for the Management of Disabilities, which takes into account current trends from research on well-established disability units and recommendations from the national Department of Women, Children and People with Disabilities.

- **Diversity awareness**

Diversity awareness has been included in people management training for 2013 and is also part of the orientation programme for new employees and managers.

HUMAN RIGHTS MANAGEMENT

Under the leadership of Adv Rehana Rawat, the NWU Human Rights Committee successfully dealt with all reported cases. A human rights workshop was held on 17 September 2013 on the subject of Disabilities in the Workplace. Key presenters included Adv Bokankatla Malatji from the Human Rights Commission, Mr Jace Nair from the South African National Council for the Blind and Ms Christel van Eeden, a former student of NWU.

A workshop with the Vice-Chancellor, Campus Rectors and Student Deans took place on 23 October 2013. The essence of the workshop was to promote human rights actively amongst students and employees alike. Interaction with student leaders will be pursued in 2014 by way of workshops. Two seminars on human rights issues will be held for employees, students and the public to attend.

EMPLOYEE WELLNESS

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. Employees have access to a range of health and wellness services, including health screenings, general programmes encouraging fitness and healthy movement (known as "Be active" days) and

³⁶ R3.1.5 bullet 2

³⁷ R3.1.5 bullet 3

workshops on stress management to improve coping skills and personal financial management. Another aspect of the EHW programme is awareness, consisting of campaigns on occupational health and safety, corporate wellness, sun smart behaviour and disability awareness, among others.

- **Wellness4U Programme**

- To enhance the services offered to employees, the external health and wellness providers ICAS and PLP were contracted to service full-time and fixed-term employees under the banner of the Wellness 4U programme which commenced in October 2013.
- The overall take-up rate in the programme, based on employee wellness data collected from October to December 2013, stood at 16,2%. Individual utilisation of the services, at 6,7%, was slightly above the ICAS average for comparable organisations in the public sector, of 6.3%. This suggests that the EHW programme has been widely accepted as a support and counselling service.
- Nine participants were assisted with group trauma counselling during the period under review and some success was achieved in profiling employees. The aim is to attain a 20% profiling rate, which would be a statistically representative sample that would allow the NWU to identify and assess the health-related risks that the organisation faces or is likely to face.
- Stress was the most prevalent problem during the period under review and should be monitored going forward as it has the potential to affect productivity, absenteeism rates and employee health and morale.
- The most commonly utilised EHW service was professional counselling, accounting for 57,7% of total engagement.
- Only two formal Employee Assistance Programme (EAP) referrals were made to the EHW in 2013. In the coming year, managerial and supervisory staff will be encouraged to identify troubled employees and refer them to the EAP service for further assistance.
- Other projects included:
 - Health and fitness projects such as Be Active, ExecuWell, health screenings and wellness day;
 - Work-life balance projects that save time, such as assisting employees to obtain identity documents, passports, international driving permits and motor vehicle licences;
 - Educational projects such as health awareness campaigns;
 - The Inter-Campus Social Day on 15 March 2013 for employees from all four business units;
 - Addressing Stress and Burnout project, which manages workplace stress; and
 - Employee Assistance Programme for employees who have work-related or personal problems that affect their attendance or job performance.

- **Institutional Health and Wellness Coordinating Committee**

The Institutional Health and Wellness Coordinating Committee (IHWCC) is coordinated by the Employee Health and Wellness office and is chaired by the Director: Human Capital Development. The committee is progressing well in working towards better coordination and cooperation and reducing overlap between the different spheres of health, wellness and safety.

The committee has been involved in the following:

- NWU Strategic Plan for Health & Wellness 2013-2015
- An operational plan for Health & Wellness 2013-2015
- A Disability Management Strategy
- Alignment of Job Descriptions for HIV Coordinators
- An Institutional Primary Health Care Policy

HIV AND AIDS MANAGEMENT

HIV and AIDS coordinators reporting to the Student Deans work with both staff and students on the Mafikeng and Potchefstroom campuses while on the Vaal Triangle Campus, the Manager of the Health Clinic also acts as the HIV and AIDS coordinator. The Employee Health and Wellness unit in Human Capital Development works closely with the coordinators to ensure that HIV and AIDS programmes and events are also available to staff at the four business units.

In 2013, Higher Education AIDS (HEAIDS) ran the First Things First Campaign at higher education institutions. NWU took part and each campus ran the campaign at a time of its choosing. Collectively, 1 247 students and 77 staff members underwent voluntary counselling and testing during the campaign. This is over and above the ongoing testing at the campus clinics. An effective response to HIV and AIDS is a holistic and integrated one. Integrated activities and milestones of the year include the following:

- An HIV and AIDS operational plan for 2013 to 2015 was developed as part of the NWU's strategic health and wellness;
- The Vaal Triangle Campus signed a memorandum of understanding (MoU) with the Department of Health in Gauteng, replacing the existing when it ends on 30 June 2014;
- Aligning and evaluating the job descriptions of campus coordinators, ensuring a coordinated approach across the three campuses.

TRAINING AND SKILLS DEVELOPMENT

Funding was made available to enable academic and support staff to further their qualifications and occupational skills. Internal and external training was conducted and employees could enrol for full tertiary qualifications from the NWU and UNISA.

An ongoing ABET programme gave staff the opportunity to acquire an NQF level 1 qualification (up to Grade 9).

During 2013, the university received funding for 32 interns from the ETDP SETA to help alleviate scarce skills within the sector. The interns were placed at the three campuses and the institutional office.

The university also received a skills development refund of R5 665 164.12 from the ETDP SETA. In another skills development highlight, Council reviewed and approved the Training and Development policy in September 2013.

REMUNERATION AND ORGANISATIONAL DEVELOPMENT

Changes to the staff budget management process were implemented to improve transparency for campus financial directors and campus HR managers. The job structure was reviewed to improve job equity.

Further, the job evaluation process was revised to increase transparency and allow for decentralised decision making from campus management.

The NWU continued to review and improve remuneration processes in order to attract, motivate and retain the calibre of staff that will enable the university to accomplish its goals.

The Oracle HR system was upgraded to Version 12 as part of the broader initiative to renew and improve the HR and finance business systems of the NWU. Access to HR information has been improved and extended through further development of the HR reporting platform.

EMPLOYEE RELATIONS

Training of all staff on the Behavioural Manual commenced in 2013 and will continue in 2014. The manual sets out the procedures for dealing with disciplinary issues, employee grievances, harassment, abscondment, suspension, intoxication, personal searches of employees and reporting acts of dishonesty to the SAPS.

The approved procedure on sexual harassment makes provision for an external ombudsperson, who was appointed during 2013.

The university currently has two recognised trade unions, namely SAPTU at the Institutional Office, Potchefstroom and Vaal Triangle campuses, and NEHAWU at the Mafikeng Campus. In February 2014, officials from SAPTU and NEHAWU will attend workshops on the Behavioural Manual and related procedures, as well as negotiation skills.

INSTITUTIONAL STUDENT AFFAIRS AND SPORT (ISAS)

A successful intercampus student sports day was held on the Mafikeng Campus on 9 March 2013 and was well attended. On 14 September 2013 the Potchefstroom Campus hosted an extremely successful intercampus cultural day where students from all campuses performed.

During 2013 a Culture and Climate Survey was conducted among students across the university. The final report and findings were submitted to the Institutional Management for their information and further action. The report will be presented on the various campuses during 2014.

As an information-gathering and benchmarking exercise, the Institutional Student Representative Council (ISRC) attended the 70th annual intervarsity in Bloemfontein in August 2013 between the NWU Potchefstroom Campus and the University of the Free State



From 11 to 13 October 2013, elected SRC members from all the campuses attended a leadership workshop which was held at Sunwa River Lodge in Parys. Members of the ISRC attended the National General Conference of the South African Union of Students (SAUS) at the Cape Peninsula University of Technology from 9 to 12 December 2013.

HUMAN CAPITAL OPERATIONS AND CLIENT SERVICES

To improve the way staff leave is managed and to lessen the risk of leave being inaccurately captured, a monthly leave report was produced to give line managers an overview of the annual, sick, family responsibility and other leave taken.

The guidelines for recruiting permanent and fixed term staff members were revised and a new guideline was developed for temporary employees, outlining the circumstances in which line managers may appoint and extend temporary appointment contracts. All these guidelines will be effective from 2014.

An initial investigation into an online recruitment platform was completed. More than 1,5 million job seekers can be accessed which could help to shorten the placement period, and in addition, it is a more cost-effective method of recruitment. Client service was enhanced through the introduction of an SMS line for employee complaints, suggestions and compliments on human capital matters. As an initial phase of this pilot project, the SMS line was made available to staff from the Institutional Office and Potchefstroom Campus. During 2014, the line will be expanded to the Mafikeng and Vaal Triangle campuses.

INSTITUTIONAL ADVANCEMENT

During 2013 the process of establishing the Institutional Advancement function gathered momentum. This paved the way for engagement with the three campuses that contributed towards building awareness and a shared understanding of the advancement function at the NWU.

- **External communication**

To continue positioning the NWU among key external stakeholders and to engage actively with them, the department introduced an extensive advertising campaign consisting of radio, print, digital media and outdoor billboards. McCann Worldgroup assisted with the campaign.

Approximately 735 863 readers and 7 372 000 listeners and viewers were reached through the campaign, and 20% value-added impressions on digital media was served. Figures on the impact of the billboards will be known at a later stage as the campaign ran over into 2014.

Media monitoring conducted by Newsclip showed that a total of 9 290 media items appeared and were analysed. The 2013 articles had a total advertising equivalent value of R263 415 047. Although this was slightly less than in 2012, the number of articles still reflects favourably when compared to previous years.

Of the 9 290 items analysed, 5 025 appeared in the print media, 1 311 in broadcast media and 2 954 in the online media. More than half of the print articles appeared in daily and Sunday newspapers, followed by community newspapers, trade publications and then consumer publications. Of the 1 311 articles carried in the broadcast media, more than 80% were on radio.

Most of the coverage of the NWU is still generated when experts are quoted, and these items are categorised as factual or balanced. The list of NWU experts published on the university's website is regularly updated and made available to all media, giving them easy access to these academics and researchers.

Most of the favourable coverage resulted from the NWU's research achievements, as well as the growth in research outputs on the campuses and the participation in the Varsity Cups for rugby, soccer and netball.

All the negative publicity received was as a result of articles on the termination of the contract of the Executive Advisor: Transformation and Diversity Management, renewed coverage of the drowning incident on the Potchefstroom Campus in January 2012 after the Minister for Higher Education and Training apparently called for an investigation by the Hawks, the suspension of the six Protection Services employees on the Potchefstroom Campus and various comments by the Higher Education Transformation Network (HETN).

The negative articles were analysed by McCann, the agency appointed to assist in positioning the NWU. A strong recommendation was made that a serious effort be made to promote the issue of transformation at the NWU. Much has already been achieved in this regard, but a concerted effort will be made in 2014 to ensure that the

transformation message is communicated effectively, not just in the media but also at every other possible platform which the NWU is afforded.

All existing newsgathering efforts and initiatives on the campuses were maintained and are being expanded. The external communication team is moving ahead with the establishment of a convergence room (as envisaged in the Institutional Plan). At a meeting on 1 March 2013, it was agreed at the Branding, Marketing, Communication and Advancement meeting that all news articles, when distributed at campus level, be simultaneously forwarded to the Institutional Office together with a the distribution list used. This has enabled the Institutional Office to expand the distribution list and widen potential coverage of stories by using other platforms.

Following the Potchefstroom Campus's development of an electronic newsroom on the university website, similar newsrooms were introduced for the Mafikeng and Vaal Triangle campuses and were fully functional at the end of April 2013.

A sustained increase has been noted in the number of articles published in specialised publications since the beginning of 2012. This can be attributed mainly to the three campuses proactively sourcing stories from researchers and academics, and also the strategy of making use of freelance journalists and communication students to assist with the writing of stories. In addition, McCann negotiates on behalf of the NWU with targeted niche publications to ensure the publication of the stories.

For the fourth year, the Spokesperson of the Year cocktail event was held and total prize money of R60 000 was awarded. The award winners were identified through a report received from Newsclip, based purely on the number of times an individual was quoted or referred to in the media. This event is also used as a training session to prepare experts for the challenges they face when dealing with the media, especially new media and social media. For this purpose, media specialists were invited to address the audience. In conjunction with Research Support, a similar training session was conducted for researchers on the campuses.

The NWU again sponsored the National Press Club's Journalist of the Year and Editor of the Year competition. A networking event was also hosted where the Vice-Chancellor gave an overview of the successes and challenges of the NWU, and addressed pressing matters in higher education as a whole. This sponsorship creates positive exposure and strengthens relationships with individuals and organisations in the media.

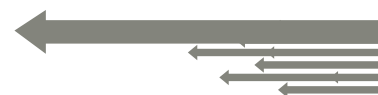
Corporate publications were used throughout 2013 to promote the university's brand and strengthen its key strategic messages. The flagship print publications were:

- The 2012 annual report, with the theme "It all starts here", was submitted to the Department of Education on 30 June 2013. Subsequently, a glossy version for stakeholders was published in English and Afrikaans, with executive summaries in Afrikaans, English, Setswana and Sesotho. The stakeholder version of the 2012 annual report was changed to bring it into line with current trends and to move towards integrated and sustainability reporting. Major changes will be made to the 2013 version of the report to optimally address stakeholders' needs.
- Pocket Statistics, a foldout brochure containing a summary of management information.
- Two editions of the alumni publication NWU & U, which were distributed to all convocation members and to the alumni offices of the three campuses.
- The research annual report, the planning and execution of which was handled by Institutional Advancement.

To ensure that external publications remain relevant to the target audiences they are meant for, they are annually entered into a competition run by the SA Publication Forum. The NWU & U received a certificate for excellence in writing, and was a finalist in the category for Best External Magazine. The feedback received about the corporate profile and the annual report was much more positive than in previous years, and saw the annual report receiving certificates for excellence in communication and writing. The annual report was also a finalist in the categories for Best publication cover and Best annual report.

In another annual competition run by Marketing, Advancement and Communication in Education (MACE), the NWU & U received an excellence award and was also recognised for design.

To reach a wider audience and reduce the NWU's carbon footprint from printing, the annual report, corporate profile and alumni publications were again made available digitally in 2013, and were published on the university website.



After the implementation of the NWU app, the population of the main news section became the responsibility of this department, which updates the news daily whenever possible. Based on figures from Google Analytics, which indicated that this specific tool is one of the app items with the most hits, the NWU app is proving an effective communication tool.

- **Internal communication**

Internal communication was again a priority in 2013 as a result of the continuing process of streamlining and aligning activities between the Institutional Office and the three campuses. Institutional Advancement is constantly ensuring that internal communication is adapted to achieve the desired outcomes.

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

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

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 in September 2013. A one-page summary in Setswana was included, as well as general information about the higher education sector.

In September 2013, the staff newsletter, Eish! was a finalist in the category for Best internal newsletter and runner-up in the category for Publications with a smaller budget. Certificates were also received for excellence in writing and communication. In addition, the Editor: Corporate Publications at the Institutional Office was announced Editor of the Year.

In the Marketing, Advancement and Communication in Higher Education (MACE) competition, the Eish! received a merit award in the category for Best internal newsletter.

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

- **Stakeholder relations**

The NWU continued establishing and building sound relationships with various stakeholders as outlined in the Institutional Plan.

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. Local business people in Mafikeng, Potchefstroom and Vanderbijlpark were invited to attend, along with members of the media.

Dr Eloff held 19 breakfast meetings with members of staff on the Mafikeng, Potchefstroom and Vaal Triangle campuses, as well as at the Institutional Office. These were aimed at facilitating internal communication, especially about the role of staff in contributing to achievements of the university. As the concept of Institutional Advancement is new, as well as being a strategic priority in the Institutional Plan, specific focus was placed on communicating about it with internal audiences.

A meeting was again held between an NWU delegation and the Governance and Administration EXCO Committee of the North West Provincial Government. Various members of senior management members represented the university, while the government delegation consisted of the MECs for Education, Health, Social and Economic Development, Public Works and Sport. The aim was to inform provincial government of the strategic priorities and current status of the university. The outcome was very positive and various task teams were identified to continue the discussions in future.

Establishing and maintaining constructive ties with the industries in which NWU students are to be employed is of the utmost importance to the NWU. In 2013, workshops were again held for academics and industry representatives,



focusing on how the existing links between the workplace and the university can be strengthened, and how the NWU can adjust its programmes to meet the workplace needs. During the year, three workshops were conducted for disciplines within the faculties of Natural Sciences, Health Sciences and Information Technology.

- **Brand and corporate identity management**

By the end of the year, the university had fully implemented the approved and aligned brand strategy and creative concept. The strategy emphasises the importance of consistent, aligned campus and institutional messages.

To entrench the university's new brand positioning ("It all starts here"), the NWU decided to engage with stakeholders via an advertising campaign that differentiates the NWU brand from other university brands in South Africa. In collaboration with McCann Worldgroup, a brand positioning campaign was decided upon where various platforms of communication were established. The campaign was targeted at five key stakeholder groups, namely government, the private sector, alumni, staff and students.

The radio campaign ran for three weeks in Afrikaans, English, Sesotho and Setswana on OFM, Lesedi FM and Motsweding Stereo radio stations. The print campaign started with advertisements in the Sunday Times, City Press and Rapport and was followed up with various similar advertisements in the specialised media. After careful research and analysis of the digital sphere, a decision was made to participate in a digital campaign; research shows that consumer use of the digital media is increasing rapidly. The sites utilised for this purpose were City Press, LinkedIn, Sake 24 and The New Age.

The overall brand campaign was executed according to expectation and reached a wide spectrum of stakeholders, over and above those specifically targeted. The lessons from this campaign will be used to further increase the return on investment of future campaigns.

The first Alumni awards of the NWU were awarded during September 2013, after which an advertisement was placed in the Sunday Times, Rapport and City Press. Although the advertisement focused on the alumni being recognised, it also supported the brand positioning campaign. Towards the end of 2013, another national billboard campaign was executed. Seven billboards with an average size of 4,5m x 18m were strategically placed as follows: two in the greater Gauteng, and one respectively in Bloemfontein, Cape Town, Mafikeng, Potchefstroom and Vanderbijlpark. The Brand Identity Policy and the Brand Identity Procedures were reviewed and together with the Mascot Guidelines were approved by Council and implemented with immediate effect.

The process of revising and streamlining the Corporate Identity Manual in conjunction with the campuses is well advanced and will be finalised during the first part of 2014. As part of this, the visual styles will be aligned across all four business units.

An integrated strategy to commemorate and celebrate the 10th anniversary of the NWU was finalised with inputs from the three Campus Directors: Marketing and Communication. The strategy, together with a 10-year logo, was approved by the Institutional Management. The overall goal is to align the new brand positioning and the 10th anniversary with the objectives of an advancement strategy, and to be part of the 10th anniversary of mergers in higher education by showcasing the NWU's post-merger success as a stable, progressive institution.

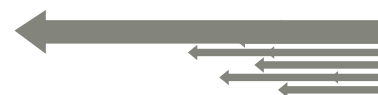
The 10th anniversary campaign will primarily focus on government, alumni, students, staff, business and donors. The campaign was rolled out during December 2013 and will continue for the whole of 2014 across all four business units of the NWU.

- **Convocation and Alumni matters**

The undoubted highlight of 2013 was the hosting of the NWU Alumni Awards on 6 September 2013. The NWU publicly recognised alumni for their personal career accomplishments and exemplary contributions to society. The call for nominations was communicated extensively through the university's communications channels to all alumni and staff.

On this prestigious occasion, Mr FW de Klerk, former State President, received the Lifetime Achievement Award for his contribution to peace and reconciliation. The following alumni received recognition for their contribution in their specific fields.

- Judge Yvonne Mokgoro, former Judge of the Constitutional Court
- Justice Bess Nkabinde, Judge of the Constitutional Court



- Dr Bismark Tyobeka, CEO of the National Nuclear Regulator
- Prof TT Cloete, an acclaimed Linguist
- Dr Johan van Zyl, President and Executive Head of Toyota SA
- Mr De La Rey Venter, Executive Vice-President of Shell Upstream International
- Mr Eric Bukasa Ntumba, Corporate Manager of the Commercial Bank of the Congo
- Prof Johann Coetzee, industrial and consulting psychologist
- Mr Maans Pretorius, President of Seadrift Coke

The NWU Alumni Association was established on 29 February 2013 and a draft constitution was accepted. The NWU Alumni Association's role is to coordinate engagement and communication with alumni across the campuses and the Institutional Office, and to serve as the central point for campuses and their alumni to engage with the NWU. The association consists of members of all three campuses. The ex officio members of the association board are the Director: Development and Alumni Relations from the Institutional Office and the Alumni officers of all three campuses.

After thorough investigation, the concept of a graduation ring for the NWU was approved and will be implemented in 2014. All alumni who meet the definition in the NWU statute will be eligible to purchase such a ring. Proceeds will form part of the fundraising activities launched specifically for alumni of the NWU.

The call centre that was launched in 2012 to assist with the updating of alumni profiles is continuing its work and played a major role in the database development. A practical and searchable database (NWU Stakeholder Manager) was launched and implemented in March 2013. This new development has made it possible to simplify and automate alumni updates and communication, and has strengthened the focus on our alumni.

On 1 July 2013 the NWU sent the first birthday greetings via email or SMS to the list of updated alumni. Alumni have responded favorably to the latest database developments, especially the automated online update functionality. Alumni can use this function to update their detail online, and the changes are administered, authenticated and updated at the Institutional Development and Alumni Relations Office. At the end of 2013, the database had 19 554 validated profiles of alumni.

In October 2013, the Director: Development and Alumni Relations at the Institutional Office accompanied the Vice-Chancellor to London for an alumni dinner. High-profile alumni were invited to the function as a first step towards reactivating NWU alumni in the United Kingdom and Europe.

• **Institutional Advancement**

The Advancement Projects Evaluation Committee (APEC) held several meetings during 2013. To assist the campuses with the coordination of advancement projects, a Campus Fundraising Forum was established on each campus, reporting monthly to the APEC.

The development of an institutional advancement strategy for the NWU received priority attention in 2013 and the IM approved the appointment of Dr Riaan Els, a well-known and respected strategist in the higher education advancement arena. Several high-level meetings and workshops were hosted with the Vice-Chancellor, Campus Rectors and development, marketing and alumni staff from all three campuses. As a result, rapid progress was made in preparing an integrated Institutional Advancement Strategy for alumni relations. A final discussion document on Institutional Advancement was drafted and will guide the process during 2014.

In tandem with the strategy design process, the university will draw up an internal development plan to build staff capacity, deal with policy development and streamline third stream income activities.

For fundraising, the NWU has taken the strategic decision to follow a hybrid model. The campuses will be responsible for raising funds for their projects, with support from the institutional office. Fundraising for flagship projects will be conducted by the Institutional Office, with the valued involvement of the North-West Higher Education Trust (NWHET).

A public benefit trust will be the mechanism for receiving all philanthropic donations from donors and will also issue 18A tax certificates to the donors. A close working relationship between the Trust and the Development and Alumni Relations offices will ensure that funds received are captured on the database for reporting purposes.

The NWHET will attract investors and use the funds available for commercialisation purposes, focusing on property, seed capital, venture capital, equities and corporate social investment projects.



At the discretion of the trustees, the NWHET may also donate profits to the public benefit trust for further distribution to the campuses.

The Club 1000 was discontinued and donations will now be received through the newly established NWHET. International funding opportunities received attention in October 2013 through a visit to the UK Trust Board meeting in London. Although the outlook in the UK is bleak for funding, the trustees gave valuable input as to certain parts of the EU where funding may be obtained. The future of the NWU UK Trust will be decided upon when the new Vice-Chancellor visits the UK in 2014 to meet with them.

The NWU has very strong relations with its donors from the campuses and the Institutional Office. The Institutional Office hosted two Board of Donor meetings in 2013. The Club 1000 contributors were invited to the first meeting and a new Board of Donors was elected at the second meeting on 30 October 2013.

All donors who qualify to be incorporated on the donors list as per the statute of the NWU were invited to attend the October meeting, where valuable information about the NWU was shared and the importance of donors as ambassadors for the NWU was emphasized. The university continues to receive good support from donors and is confident that this will continue in 2014.

- **Brand and corporate identity collaboration with campuses**

At the beginning of 2013, Corporate Affairs and Relations was restructured and renamed as Institutional Advancement. The Branding, Marketing, Communication and Advancement Committee was established under the chairpersonship of the Executive Director: Institutional Advancement. This committee replaced the former Electronic Communication Forum and the Institutional Corporate Brand Identity Committee. It comprises the heads of the Marketing and Communication departments on the campuses and the heads of the institutional sections. The new committee has enhanced internal consultation on brand and corporate identity matters, such as the finalisation of the new brand strategy and creative concept. There was ongoing liaison through sharing of information, monitoring of corporate identity elements, communication of developments and involvement in the external awareness campaign.

ENSURING LEGAL AND REGULATORY RESPONSIVENESS

During 2013, Council appointed one of the department's senior legal advisors, Mr James Botha, as acting Institutional Registrar. He was specifically mandated to manage and oversee the process of recruiting and appointing a new Vice-Chancellor and a new Institutional Registrar with effect from 2014. This important task was successfully completed for the agenda of the Council meeting of 22 November 2013.

In addition, Mr Botha served as one of five representatives on the legal advisory committee of Higher Education South Africa (HESA). This committee provides legal advice to HESA and the higher education sector. One of the most challenging items on the committee's plate was the promulgation of the controversial Higher Education Amendment Act. Mr Botha also continued to serve as a representative on the specialist committee of the National Research Foundation, which is responsible for the international development of the Cherenkov Gamma Telescope funded by the European Union.

In carrying out its core legal affairs responsibilities, Legal Services attended to matters involving the negotiation and drawing up of contracts, intellectual property, rules and policies, litigation and general legal advice to management, schools and faculties.

Some important contracts were entered into during 2013.

One was the new agreement was concluded with the Dramatic, Artistic and Literary Rights Organisation (DALRO) on the use of copyrighted material for teaching and learning.

Several major sport and sponsorship contracts were signed, including:

- An agreement with South African Universities for the successful delivery of the Varsity Sports Project in the form of soccer, athletics, beach volleyball and basketball events.
- High-level co-operation agreements, involving rugby coaching and specialist support, between the NWU-PUK Rugby Institute and Leopard Rugby.
- A Memorandum of Understanding between NWU and the renowned Kaizer Chiefs Football Club with a view to establishing a Kaizer Chiefs Innovation Centre at the Vaal Triangle Campus.
- Co-operation agreements with foreign universities, including the Sorbonne (France), the Catholic University

of Cameroon (West Africa) and JSSC Rusatom Overseas (Russian Federation). The NWU currently has 88 similar agreements with institutions worldwide.

- The department also attended to property deals with a transactional value totalling R36 million.

- **Intellectual Property**

Legal Services is responsible for protecting NWU's trademarks and maintaining its trademark register, and several new trademarks were registered during 2013. There have been some instances of unlawful use of the university's trade marks by outside parties, and Legal Services has taken appropriate remedial steps. Various schools and individual staff members sought the advice of Legal Services in matters involving plagiarism and the infringement of copyright. Legal Services continued to give presentations on plagiarism at the request of faculties.

- **General advice**

The university is subject to an ever-increasing body of legislative and regulatory measures. During the year, Legal Services provided specialist advice to divisions on statutory provisions on occupational health and safety, procurement, the Protection of Personal Information Bill, Consumer Protection Act and Promotion of Access to Information Act (PAIA). Members of the department attended seminars on topical issues such as strategic corporate legal risk and intelligence and hazardous waste management. In collaboration with Internal Audit, a senior member of Legal Services delivered a directional presentation to all managers to combat crimes such as fraud and theft.

- **Velodrome project**

Negotiations and consultations on national and international level on the implementation of this project, initiated by the Director of Legal Services who is also a past president of Cycling South Africa, continued in 2013. The NWU Council has decided to invest an amount of R15 million in the project and Legal Services has been setting up of the necessary legal structures for this. The department also played a major role in the registration of a long-term notarial lease with the Tlokwe City Council for a site at the Lakeside Resort, where the Velodrome is to be erected. This project will benefit the North West province and the country as a whole.

FINANCE AND FACILITIES

- **Capital expenditure on new and upgrading projects in 2013**

A total amount of R208,73 million was spent on capital infrastructure projects and the macro maintenance programme in 2013. The DHET Infrastructure and Efficiency Fund awarded R211,373 million to the NWU for various infrastructure projects for the 2012 to 2015 cycle. During the year, R54,979 million was spent on DHET projects across the three campuses. Approximately 45% of total capital expenditure for the year was disbursed to Broad-based Black Economic Empowerment (B-BBEE) contractors.

MAFIKENG CAMPUS

A total amount of R59,695 million was spent on infrastructure projects in 2013 on the Mafikeng Campus. The table below gives details of the amount spent on larger projects which were under construction in 2013. Some of the projects started in 2012 and will continue into 2014/15.

PROJECTS	Expenditure in 2013 R 000	Total project cost to date R 000	Source of funding
New student residence, phases 1 and 2	R22 354	R23 629	DHET project
New Science Complex (phase 2)	R10 870	R11 317	DHET project
Upgrading of Sedibeng Residence – Phases 1 and 2	R4 369	R4 369	DHET project
Additional postgraduate student housing	R3 263	R8 429	NWU
Upgrading of James Moroka Residence (phase 2)	R2 561	R5 991	DHET project
Upgrading of sports facilities	R1 825	R3 335	NWU
Upgrading of Gloria Park housing	R1 199	R1 293	NWU

Various smaller projects were also completed during 2013.

POTCHEFSTROOM CAMPUS

On this campus, infrastructure expenditure for 2013 amounted to R110,025 million.

The table below gives details of the amount spent on larger projects which were under construction in 2013. Some of the projects started in 2012 and others will continue into 2014/15.

PROJECTS	Expenditure in 2013 R 000	Total project cost to date R 000	Source of funding
New building for Metabolomics	R15 768	R23 711	NWU
Additions to building F13 - School for Social and Government Studies	R8 440	R8 532	NWU
Upgrading of Minjonet ladies' residence	R8 054	R8 054	NWU
New men's residence	R7 053	R41 043	NWU
New Pharmacy building	R5 646	R5 646	DHET project
Upgrading of Sanlam Auditorium	R3 501	R3 501	NWU
Upgrading of Library in phases	R3 121	R3 121	NWU
Refurbishing of building G10 for HySA Research Unit	R2 534	R2 884	NWU
Furbish of first floor of building B11a - for School for Continuing Teacher Education	R2 005	R4 466	NWU
Upgrading of research infrastructure – PhASRec	R1 943	R1 943	DHET project
New training grounds – soccer and rugby	R1 570	R1 570	NWU
Additional mini-substation at Fanie du Toit Sports Grounds	R1 127	R1 127	NWU

Various smaller projects were also completed during 2013.

VAAL TRIANGLE CAMPUS

On the Vaal Triangle Campus, the total capital expenditure for 2013 came to R37,464 million.

The table below gives details of the amount spent on larger projects which were under construction in 2013.

PROJECTS	Expenditure in 2013 R 000	Total project cost to date R 000	Source of funding
New Library	R29 170	R55 679	NWU
New student residences (phases 1 and 2)	R5 597	R6 447	DHET project

The upgrading and refurbishment of the Oewerspens Building was initiated in 2013, and will be completed in 2014.

Various smaller projects were also completed during 2013.

INSTITUTIONAL OFFICE

The projects were largely focused on the upgrading of infrastructure. The upgrading of one of the IT server rooms of the NWU and Building C11 for Institutional Advancement was undertaken at an expense of R10,391 million.



PROJECTS	Expenditure in 2013 R 000	Total project cost to date R 000	Source of funding
Upgrading of IT server room 1	R9 807	R10 258	NWU
Upgrading of building C11 (macro maintenance)	R584	R584	NWU

- **Looking ahead to 2014**

In 2014, Finance and Facilities will focus mainly on making progress with the DHET projects and various macro maintenance projects (where infrastructure is being upgraded according to a planned maintenance cycle of 10 years). Smaller capital projects will also be completed on the various campuses.

MAFIKENG CAMPUS

Construction will continue on the second phase of the new student residence. Work will start on the new building for Nursing and continue into 2015.

The upgrading of the campus water infrastructure will also be undertaken in 2014.

POTCHEFSTROOM CAMPUS

The main focus will be on the new Pharmacy and Biological Science building which was started late in 2013 and will be completed in 2015. Various buildings will be upgraded as part of the macro maintenance programme. The last phases of the revamping of the Library will be attended to and may continue into 2015. Additions will be made to the Over-de-Voor men's residence to increase the capacity. The residence will also be upgraded as part of the 10-year macro maintenance plan.

Various academic research spaces will be refurbished to support the campus to increase research outputs.

VAALE TRIANGLE CAMPUS

A new building for African Languages will be constructed in 2014 from DHET Infrastructure Funding. Building 3, which previously housed the Library, will be refurbished for the School of Information Technology. A new facility for commercial research, to be known as the Kaizer Chiefs Innovation Centre, will be constructed. Other projects for 2014 are landscaping around the new Library and the first phase of upgrading the campus electrical infrastructure.

- **Finances**

During 2013, the Finance team engaged in a project named Optimisation of the Financial Management and Administration Function (FinOps project). Financial management is an activity that enables performance and compliance, enhances the management of risk and is part of the overall value chain and business model of the NWU as opposed to a standalone function. . Aspects of ownership with appropriate collaboration and appropriate transparency are considered critical and are made possible by the interactive management model of the NWU. The scope of the project included all aspects of financial management and administration that are pertinent to the NWU's strategic intent, structural arrangements, processes and future scenarios.

Please refer to pages 197 onwards for the complete financial overview and consolidated financial statements for the year ended 31 December 2013.

- **Financial planning and budgeting**

The Institutional Budget Committee worked on the assumption that the broad strategic drive for 2014 (as derived from the Institutional Plan) will not change materially and that 2014 will be approached as a year of consolidation of all mission elements. Equitable and transparent resource allocation that is aligned with the Institutional Plan was a key factor in ensuring that agreed outputs were reached. For this reason, the Institutional Plan targets were taken into account on every level of the budgeting process. Variances were stringently and proactively managed. Managers engaged on a monthly basis and the Institutional Management on a quarterly basis with the various business units to obtain the necessary feedback and enable them to act proactively rather than reactively on variances.

Over and above the FinOps project, the department was involved in several other projects that will promote and support better planning and budgeting. These entailed:

- Implementing a new method of compiling a target to guide the budget process;
 - Finalising the Financial Viability model, which can be used to review the cost effectiveness of academic programmes, modules, schools, faculties and other units;
 - Testing the HEDA Funding Allocation Module (FAM), which can be used in the budget process when budgeting for subsidy (accounting more than 40% of NWU's total income);
 - Upgrading the IDU software for budgeting and reporting.
- **Centralised procurement, payments, control over fixed assets and bank accounts**
The NWU has a centralised procurement management structure that provides control and coordination without inhibiting evaluation, recommendation and authorisation powers on a decentralised divisional level.

The department strives to obtain the best value for money on each procurement transaction while meeting the requirements of fair and transparent trade ethics. It also strives to adhere to the requirements of the Public Procurement Act.

Centralised payment ensures university-wide adherence to financial policies and guidelines approved by the Institutional Management Committee. It also forms the basis of a cost-effective and specialized process of servicing the university's expense obligations. During 2013, the committee developed and approved a document entitled "General Financial Guidelines". All financial procedures were also revised and published on the intranet.

The department is experiencing an increase in attempted fraud. To counter this, it continuously revises the internal control systems to ensure that only bona fide payments are processed.

No material discrepancies were reported on by the external or internal auditors during the course of 2013, and the level of service delivery to academic and supporting departments remained at a high level.

The Procurement department saw to it that B-BBEE-qualified suppliers were used for the sourcing of goods and services. Of the R824 million procured in 2013, 78,6% (2012 – 79,7%) qualified as B-BBEE contributions.

This department also participated in the development of the new Quali Financial System project and the FinOps-project.

- **Payroll**
The Human Capital and Payroll system (utilising the Oracle eBusiness Suite V11) has been in use since 2006. Although the system was stable and functional, an upgrade to a later version was necessary at the end of 2013 (as notified by Oracle). The Payroll department played an essential role in the successful upgrading of the Oracle Human Capital and Payroll system from release 11 to release 12 of the software.

The new version was successfully implemented on 1 September 2013, well before the deadline given by Oracle.

The department continued to revise processes and procedures for achieving optimal effectiveness and efficiency in its functioning.

- **Financial reporting and system management**
The annual financial statements were prepared in accordance with International Financial Reporting Standards (IFRS) and within the regulations in terms of section 41(2) of the Higher Education Act of 1997 as amended.

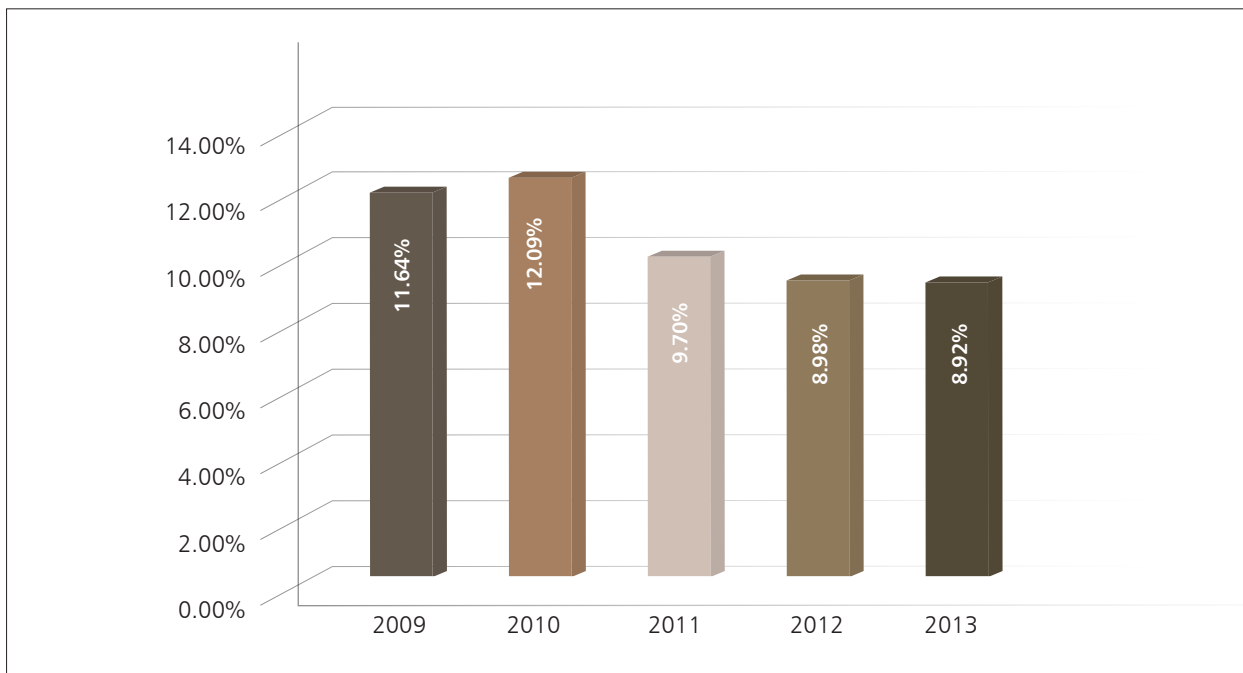
The Quali approach to system development is an important long-term strategy of the NWU. The Quali Financial System (KFS) implementation is making good progress, according to schedule, with regular demonstrations of completed modules. The expected go-live date is the beginning of 2015. This will enhance accountability at all management levels and improve financial reporting.

The NWU was again part of the task team of the Financial Executive Forum of HESA in designing a set of financial indicators or criteria which will serve as early indicators for universities that may encounter financial problems. These indicators can also be used in benchmarking exercises sector wide. Valuable input was provided in updating the regulations for annual reporting by public higher education institutions.



- **Money market**

The Money Market Manager managed the university's cash flow on a daily basis in order to generate additional income. This led to a positive variance of 3,85% per annum between the actual yield and the benchmark yield, resulting in a "profit" of R33,4 million for the money market portfolio.



- **Tax Services**

The Tax Administration Act has increased the requirements for tax compliance. Tax Services plays a primary role in reducing the greatest tax risk for the university, which is always reputational risk mainly due to non-compliance.

Based on the risks identified in the Tax Administration Act, Tax Services focused on the following:

- Registration as tax practitioners of staff responsible for communication with the South African Revenue Services (SARS).
- The issuing of the necessary letters of authority to staff involved in submitting and calculating employee tax and similar transactions.
- Corrections of tax directives.
- An investigation into the personal information of staff as captured on the database of the NWU and which is therefore declared to SARS by means of IRP5 certificates.
- Investigations into fringe benefits, including their disclosure and the taxability of these benefits. This involves investigating allowances for studies, accommodation and travel.
- Investigating international travel expenses incurred.
- Improved treatment of the payment of independent contractors based on continuous guidance provided by Tax Services.
- Raising awareness of the Tax Administration Act within the NWU.

Tax Services played an active role in the development of the new VAT module for the new Quali financial system since VAT did not exist as a module in the system.

As in the past, Tax Services made a significant contribution to the detection of errors that resulted in increased VAT inputs.

The department served as facilitator between the university and SARS in dealing with enquiries during SARS audits, in lodging objections where necessary and in the administration of tax clearance certificates.

Tax Services are part of the tax task team of HESA.

- **Business and enterprise development**

Cachet Park, the Potchefstroom shopping centre that belongs to the NWU, maintained a 100% occupancy rate during the 2013 financial year and realised a profit of R5,41 million in 2013.

- **Enriched multi-purpose student card project**

A project was approved in 2013 by the NWU Institutional Management by means of which further functionality would be added to the current student access cards. The overarching goal of the project is to integrate the functionality of the current student card with fully-fledged financial services within a mobile banking environment.

2013 was predominantly used for the conceptualisation and negotiation phase of the project. Apart from a redesign of the current access cards in order to provide for the functionalities that would need to be added, 2013 also saw an extensive consultation process with the student communities at the respective campuses.

The project would continue in 2014, and would focus on additional services to be added to the suite of products that would be available to students. In this regard, the implementation of an SOS emergency function has made substantial progress.

- **Internal Audit**

Internal Audit is an independent, objective assurance and consulting service department. It is responsible for evaluating the effectiveness of governance, internal controls, compliance and risk management, and also conducts special investigations into reported irregularities and fraud-related matters.

Internal Audit operates within the university and is not an outsourced function. The division follows a risk-based approach towards addressing strategic, operational, financial and sustainability issues, and is an integral part of the NWU's combined assurance model, as required by the King III Report of Governance. The unit is represented on both the Combined Assurance Forum and the Compliance Committee.

During 2013, an internal quality assurance review was performed on Internal Audit by an independent team of internal staff members in cooperation with the Quality Office. The aim was to ensure good efforts are made to comply with the requirement of the International Standards for the Professional Practice of Internal Auditing. To further improve the independence of the internal audit function, the administrative reporting line to the Executive Director: Finance and Facilities was restructured. With effect from 1 January 2014, Internal Audit will report to the Institutional Registrar.

Functionally, Internal Audit reports to the Audit, Risk and Compliance Committee.

During the October 2013 meeting of the Audit, Risk and Compliance Committee, the appointment of an information technology auditor was requested and approved. This will ensure effective evaluation of IT governance, risk management processes and control environment.

The external auditors placed high-level reliance on the reviews and activities conducted by Internal Audit.

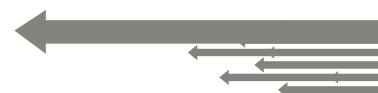
QUALITY

One of the NWU's strategic goals is to pay continuing attention to the Higher Education Quality Committee (HEQC) Quality Audit that was completed in 2009. At the end of November 2013, the NWU Council approved a comprehensive feedback report, which was submitted to the Council on Higher Education (CHE) in December 2013.

A comprehensive list of supporting documents accompanied the report and was made available to the CHE in electronic format. The HEQC thanked the Vice-Chancellor in a letter for the comprehensive nature of the report and the supporting evidence.

The Institutional Plan requires the Institutional Quality Office to have high-level involvement in practices that support academic quality improvement, particularly internal, external, professional body and statutory body evaluations.

During 2013, external evaluations were conducted on the BA Hons Art History (Potchefstroom Campus); BA Communication (Mafikeng Campus); MA/MSc Research Psychology (Potchefstroom Campus) and the BCom Information Systems (Mafikeng Campus). A follow-up evaluation was conducted for English as subject on the Mafikeng Campus. Altogether 21 external scholars participated in the external academic programme evaluations, and four scholars employed in industry participated as panel members during evaluations.



International scholars who participated represented countries such as Canada, Germany, Kenya, the Netherlands, Nigeria, India and the United Kingdom.

The HEQC conducted a national review of the Bachelor's degree in Social Work. This involved all three campuses of the NWU. The UK-based Association of Masters in Business Administration (AMBA) conducted a review and accreditation visit for the MBA that is offered at the Potchefstroom and Vaal Triangle campuses.

The second aligned internal programme evaluation was conducted across the three campuses for the BEd (Hons) in two of the curricula or programmes offered as part of this qualification. The Engineering Council of South Africa (ECSA) conducted an accreditation visit for the Bachelor in Mechanical Engineering at the Potchefstroom Campus, resulting in full accreditation for the programme.

The Quality Office continued to support the development of all 15 Faculty Quality Manuals. This was done to document all faculty-specific processes that emanate from legislative and policy frameworks.

For the purposes of quality in support departments, 21 quality manuals were redeveloped, updated and placed on the intranet. This furthermore culminated in the compilation of a print copy that incorporated 55 support departments' quality manuals. Some quality manuals were still in development at the end of 2013 and will be attended to during 2014.

Support departments across the university conducted 17 self-evaluations and developed quality improvement plans.

In one case, Information Technology, the self-evaluation resulted in a comprehensive peer evaluation in which all three campuses and the Institutional Office participated. A panel of eight national and international members sat on the evaluation panel, which interviewed 213 staff members and students at the three campuses and the Institutional Office.

In support of the quality drive for support departments, the Quality Office held the second annual Indaba where the focus was on internal communication. The participants had the opportunity to actively engage and provide constructive feedback on quality issues and the university's anti-bureaucracy project was discussed.

Several processes managed by the Institutional Quality Office were redeveloped, consulted on with stakeholders, documented and implemented. One such process is the external evaluation of aligned programmes across campuses, being introduced in 2014.

GOVERNANCE AND SECRETARIAT SERVICES

Institutional Governance and Secretariat Services ensures that the activities and processes of the Council, Senate, Institutional Forum and Institutional Management with all its substructures comply with statutory requirements and ensure sustainable corporate governance.

Among the highlights and main activities of the year were:

- The annual Council workshop, based on the theme "University of the Future: Positioning the North-West University" and held on 15 March 2013 at the Vaal Triangle Campus. It featured a thought-provoking presentation by Prof Nick Binedell, the Director of the Gordon Institute of Business Science (GIBS).
- Assisting Council and Senate in calling for nominations for honorary awards; this led to the approval of three honorary doctorates and a Chancellor's medal.
- Assisting 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.
- Reviewing the Council committees' membership and, where necessary, designating newly appointed members and redesignating existing members.
- Assisting Council with the required processes to fill vacancies in the Institutional Management. This led to the reappointment of Mr VL Mothobi, the Executive Director: Human Capital, for a second term and the appointment of Prof MM Verhoef as Institutional Registrar as from 1 January 2014 following the resignation of Prof NT Mosia on 30 June 2013.
- Assisting Council with the processes for the appointment of a Vice-Chancellor as the term of Dr T Eloff, the incumbent, was ending on 31 May 2014. Council appointed Prof HD van Schalkwyk as Vice-Principal with effect of 1 January 2014 and Prof ND Kgwadi as Vice-Chancellor as from 1 June 2014.
- Assisting Institutional Management and the Chairpersons of the various Council committees and statutory structures

- with the compilation and submission of reports to Senate and Council and its committees.
- The scheduling of activities and meetings of structures at institutional level and contributing to the compilation of the 2013 institutional almanac.

ADMINISTERING INSTITUTIONAL FUNCTIONS AND RESPONSIBILITIES

In 2013 the content of the annual report was further restructured in such a way that the DHET could more readily access important information. Each section contained the appropriate reference from the Regulations on Annual Reporting. Extending the linkage between planning and reporting in higher education, the NWU annual report contained a detailed section on how the Institutional Plan (IP) performance targets were met for each IP goal. This greatly assisted PWC in their second audit of the IP, which was undertaken in May 2013.

Accordingly, a version that complies with the legislative requirements was delivered to the Department of Higher Education and Training on 30 June 2013. The information gathered and collated for the DHET annual report also forms the basis for the stakeholder version of the report compiled by Institutional Advancement.

In 2013, the Records Management and Administration department dealt with the following policies as part of its policy management programme:

- Four new policies or rules were approved.
- Ten policies were reviewed and approved.
- One policy was referred back by Council.
- Five policies were edited to correct technical mistakes.

The NWU currently has 54 Council-approved policies.

Other ways in which the department contributed to the smooth functioning of the NWU during 2013 were:

- ensuring that the 2014 institutional calendar was completed and approved by Council by June 2013;
- administering ex officio Commissioner of Oaths services through 76 commissioners across the university; and
- dealing with 27 requests in terms of the Promotion of Access to Information Act (PAIA), a slight increase from 2012. Many of the requests received were for research purposes and necessitated the reworking of data on the Management Information System (MIS) rather than access to specific records. In the case of eight of the granted requests (30%), the records provided were records from the MIS that had to be created from various data sets. The other 19 granted requests were for records held by the NWU in the original form. This is a decrease from the 50% research requests in 2011/12.

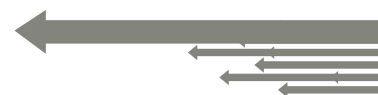
Complete PAIA refusals were based on the following reasons:

- Mandatory protection of certain confidential information and protection of certain other confidential information of third parties; and
- Mandatory protection of commercial information of third parties in terms of article 36 of PAIA.

In the spirit of openness, accountability and administrative justice, many requests for information not publicly available are dealt with outside the realm of PAIA, especially in cases where no personal information is concerned or where the legal implications of providing the information are negligible.

Other PAIA-related activities for 2013 were:

- Distributing the Information Manual of the NWU and a précis of the Act to staff.
- Presenting a series of workshops on the Consumer Protection Act; these also covered the role of PAIA in protecting consumers and their rights to information.
- Ensuring that PAIA and its implications were included for noting on the agendas of various management committees.
- As per the requirements of the Act, delivering a PAIA report to the South African Human Rights Commission by 30 April 2013.
- Undertaking the ninth revision of the PAIA manuals.



TECHNOLOGY TRANSFER AND INNOVATION SUPPORT

The Technology Transfer Office supports the innovation and commercialisation activities of the university by providing a wide range of support services, from assistance with patent applications to negotiating innovation-related agreements, exploring new business opportunities and doing training and capacity building. The team has strong relationships with business, industry and government innovation agencies. For example, the director of the office chairs the Department of Trade and Industry's Centre of Excellence in Advanced Manufacturing.

- **Patent applications**

The following patent activities were undertaken during 2013:

- Six NWU disclosures and two requests from non-NWU inventors were filed.
- Four provisional applications and two Patent Cooperation Treaty (PCT) applications were filed.
- Four patents were referred to the National Intellectual Property Management Office (NIPMO) for approval of their termination.
- Continued processing of about 300 registrations world-wide.
- The NIPMO subsidy application was completed and filed on 30 October 2013 together with bi-annual reports to NIPMO.

Each year, NIPMO supports the NWU's innovation drive by contributing up to 50% of the cost of patenting and paying awards incentives to individual inventors. Based on its patent performance, the university estimated that it would receive approximately R4,8 million from NIPMO for the claim period.

- **Contracts**

The Technology Transfer and Innovation Support Office assisted NWU entities and inventors to conclude a wide range of contracts and agreements during 2013. These comprised 28 non-disclosure agreements, four material transfer agreements, 17 service level agreements, 20 research or collaboration agreements, five licencing agreements, four Memoranda of Understanding and 12 other contract types. The memoranda of incorporation and shareholder agreements of CFAM and Afriforté were updated to comply with the new Companies Act.

- **Training and capacity building**

Financial support was received from NIPMO for three years to build capacity at the Technology Transfer and Innovation Support Office. Five new staff members are being appointed and will start work in February and March 2014. The office has also acquired a new documentation system for patents and contracts.

Staff from the office led training sessions and workshops at the three campuses on topics such as intellectual property rights management, commercialisation and entrepreneurship. Six workshops were held in all and two visits each were paid to the Mafikeng and Vaal Triangle campuses.

A creativity workshop was held in October 2013 at the Riverside Lodge and the speaker was Dr Kobus Neethling, President of the South African Creativity Foundation.

The Faculty of Engineering on the Potchefstroom Campus requested the office to participate in the teaching and evaluation of business plans in courses on engineering in practice.

- **Commercialisation**

The NWU develops and patents promising inventions, establishes spin-off companies and other business ventures and joins forces with like-minded development partners to commercialize the technology.

Important commercialization activities of 2013 included the following:

- Together with a commercial partner, Ambixtra, the office continued with the development of a new ignition system for high-pressure petrol engines. This project was in a challenging phase, comprising second-round financing of R15 million and an international proof of concept phase based on automotive system engineering standards. Two international accredited verification agencies tested the prototypes and indicated that the electronics of the NWU system is most advanced. These agencies are willing to introduce the technology to vehicle and ignition system manufacturers.
- The Solid-state Pharmaceutical Innovation & Nanotechnology (SPIN) series of six patents was supported. These patents included Pharmaceutical patents relating to Nivrapine, an anti-retroviral, Roxithromycin an antibiotic and

Azithromycin also an antibiotic. As part of the commercialisation process marketing strategies were used and included distribution of a capability statement, visits to manufacturers, conferences and targeted campaigns.

- A new internal venture was set up at Biochemistry to manufacture and sell Co-enzyme A. Another internal venture for the manufacturing and sales of an anti-halitosis tablet is planned in the Faculty of Health Sciences on the Potchefstroom Campus. Pharmacy students are going to practically register the product as an over the counter substance and learn to market and sell same as part of their studies.
- Six other patents are actively being commercialised but are still in early stages.
- Eight patents are being investigated for termination due either to technical aging or a lack of funding for patenting.

• **New business development**

The Technology Transfer and Innovation Support Office is constantly seeking out opportunities to bring in new innovation and commercialisation business. A highlight of 2013 was the introduction of the National Tooling Initiative Programme (NTIP) to the Engineering Faculty. NWU now earns revenue through participating in the NTIP, which is a strategic government initiative to stimulate the development of manufacturing and technical skills, and at the same time extends the NWU brand and network into the advanced manufacturing industry.

In another development, this time with the potential to extend the university's international innovation profile, the office initiated discussions with a United Kingdom-based group of venture capitalists that assists universities with the internationalisation of their technologies.

PATENT PORTFOLIO

Disclosures, filings and registrations	2004-2008	2009	2010	2011	2012	2013
Disclosures	21	11	11	3	6	4
Provisional applications	20	5	8	1	2	4
SA final granted	19	5	3	2	2	8
Total number of RSA-patented inventions	30	35	38	40	42	50
No of co-owned patents included in RSA	0	0	4	4	5	5
First internationally granted patents	-	5	1	1	2	2
Total no of first internationally patented inventions	-	14	15	16	18	20
Number of countries in portfolio	47	47	47	47	47	47
Models registered (this year/ total)	2/2	0/2	0/2	0/2	0/2	0/0
Patents terminated	-	-	-	13	8	0

Note: that one invention could be registered in many countries. It is reported here as only one. NWU has 14 USA-registered patents to date

PATENT SUPPORT

Year received	2004-2008	2009	2010	2011	2012	2013
Amount awarded to NWU	3 739 135	1 233 269	1 247 855	1 438 505	1 750 451	Pending
Number of individuals	3	2	16	None	None	None
Total awarded to individuals	617 000	40 000	160 000	none	None	None

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

LICENSING, ROYALTIES AND PRODUCT SALES

	2004- 2008	2009	2010	2011	2012	2013
New licence agreements	13	1	0	1	1	1
Agreements terminated	4	0	0	1	0	0
Total active agreements	12	14	14	14	15	16
Total royalty income (excluding product sales)	5 681 088	1 593 006	2 144 448	1 427 107	912 378	1 040 870
Royalties distributed to inventors	671 616	31 026	66 548	16 337	71 263	Pending
Gross income from product sales based on own Intellectual Property	13 375 625	1 026 251	1 530 243	1 937 142	1 373 055	1 908 651

SPIN-OFF COMPANIES (INDEPENDENT, ASSOCIATED AND SUBSIDIARIES)

	2004-2008	2009	2010	2011	2012	2013
New spin-offs	7	1	0	0	0	1
Total technology spin-offs since 1999	15	16	16	16	16	17
Technology spin-off companies still active	12	13	13	13	13	10
New investments in companies (including spin-offs)	4	0	0	0	0	0
Number of exits/divestments	3	1	1	0	1	0
NWU subsidiaries and associated companies at end of year	6	5	4	4	3	3
Income derived from disinvestments	250 000	Support	76 000	39 107	0	0

COMMUNITY ENGAGEMENT AND SUSTAINABILITY

• Strategy and policy

Please refer to the Report of the Chairperson of Council for a discussion on the university's community engagement strategy and policy. The remainder of this section reports on the NWU's community engagement awards, partnerships, participation in sectoral initiatives, environmental sustainability initiatives and progress towards integrated reporting.

• Awards

Each year since 2010, the NWU has recognised outstanding achievements in community engagement through the annual Vice-Chancellor's Awards for Excellence in Community Engagement. In 2013, awards were presented to five recipients:

- Mr Andre Mulligan from the Community Law Centre on the Mafikeng Campus, for providing legal services to the poor and practical training for paralegals;
- Dr Elbie Mwenesongole and Dr Myrtle Erasmus from the NWU/ Virginia Tech Collaborative Project, Mafikeng Campus: Faculty of Teacher Education and Training, for building the scholarship of engagement with regards to child care, old age care and education;

- Dr Ona Janse van Rensburg from the Faculty of Education Sciences on the Potchefstroom Campus, for social change in Early Childhood Development training;
- Ms Liesbet Barratt from the Water Innovation Network (AUTHer) of the Faculty of Health Sciences on the Potchefstroom Campus for building inter-sectoral partnerships to improve rural health and well-being; and
- Prof Elsa Fourie of the Faculty of Education Sciences on the Vaal Triangle Campus, for the Siyakhulisa project that empowers Grade R Early Childhood Development practitioners from township ECD centres.
- **Partnerships**
 - The NWU's Community Engagement office is open to partnerships with external parties that share the university's commitment to supporting development projects that are sustainable and have measurable impact. In 2013, the office met with a number of external parties and invited various campus partners participate:
 - Ms Mara Glennie of Tears sought assistance in developing a board game and applications to teach children about rape, violence and all the related issues. Vaal Triangle Campus experts were invited to connect with her and she was introduced to Bana ba kae, a Potchefstroom NGO that promotes rape awareness and prevention strategies among men in communities.
 - A well-known member of the Potchefstroom business chamber and motivational speaker, Mrs Santi Britz, requested the campus to assist with the training and support of lay counsellors to assist rape victims in communities. A business plan is being compiled in collaboration with Community Engagement, members of the Faculty of Health Sciences and the student health clinic.
 - Mr Vusi Moyake of the Rainbow Foundation requested assistance in developing the Chris Hani School in Jouberton, which is a Premier's school upliftment project. Representatives from the Potchefstroom and Mafikeng campuses visited the school to identify potential remedial and development actions. Proposals are being developed based on the needs of the school and encompass learner assistance, arts and sports development and assistance with a school garden.
 - Mr Frank Juskowietz approached the NWU for assistance in a buddy programme for quadriplegics who are interested in scuba diving; The School of Sport and Recreation Sciences at the Potchefstroom Campus is exploring a potential partnership.
 - Lafarge sought assistance with an impact assessment of the Bodibe Village Schools project for Lafarge Education and Community Trust. Lafarge is a cement company in Lightenburgh who has their own development foundation.
 - Platinum Metals Group (PTM), a Canadian-owned company operating in Rustenburg, approached the NWU about a potential partnership in corporate social investment projects in sport and tourism, vegetable gardens, an international nursing exchange and TB research. Some of these projects will be implemented in 2014.
 - The university participated in three meetings with the North West Province CSI (Corporate Social Investment) Forum, organised by the Department of Labour. A new proposal is under development for youth development in basic life skills, personal development and entrepreneurship. Funding will be sourced from some of the CSI managers in this forum.
 - The NWU and Royal Bafokeng Nation have signed a memorandum of understanding on sustainable development projects, a feasibility study is underway to investigate the possibility of having a satellite campus in Rustenburg with Engineering, Agriculture and Education as the first faculties. Other sustainable development projects included aquaculture and bio-fuel production with assistance from experts at the NWU Potchefstroom campus.
 - Orbit FET College requested a partnership for the further education and training of their personnel, collaboration on short courses at NQF level 4 and lower, and sports competitions for their students. Both the Royal Bafokeng Nation and PTM have identified a need for some form of partnership between NWU and this college in order to address seamlessly the training needs of communities. .
 - Ages, a Potchefstroom-based company that hosts the Touching Africa Development Trust, explored collaboration with the NWU Community Engagement office. Qualified students assisted them to disseminate information on dolomite and training workshops in the Ikageng community.
 - The manager of community development projects at the Potchefstroom/Tlokwe Business Chamber collaborated with the NWU Community Engagement office and other NWU partners on the Foodbank, 'Trees for Cansa' fundraising project and 'Stop begging' campaign. Discussions on student volunteering activities, RAG, moral regeneration, job creation projects and green initiatives were also on the agenda.
 - The NWU presented a proposal to Anglo Gold Ashanti and the National Development Agency for the funding of training of trainers of NGOs in the province and the development of a quality framework for evaluating NGOs.
 - In partnership with Dr Rudi van der Walt from the Technology Transfer office, the CE office made contact with the Department of Science and Technology with the Regional Innovation System/Network in mind and a

potential partnership that can assist local communities in the ICT context.

- Discussions were held on the topic of further support and collaboration with the Faculty of Health's Wellington campus (a satellite of the Potchefstroom Campus).
- Planning meetings were held with several NGO stakeholders and academics on the development of a skills development course for the NGOs of the Forum for Continuous Community Development (FCCD).

- **Training, workshops and conferences**

- A colloquium on 'Community engagement for a better understanding' was held in collaboration with the Vice-rector of the Potchefstroom Campus. It was well attended by academics from all campuses and the speakers came from universities such as Stellenbosch, Fort Hare, Zululand and Tshwane University of Technology.
- The Forum for Continuous Community Development (FCCD) held an NGO consultation workshop on skills needs assessments.
- A train-the-trainers workshop was held for field workers, sourced from the FCCD NGO membership, for the Siyafunda programme. This will be rolled out more widely within the NW province and more ICT hubs are planned in communities in collaboration with Siyafunda, provided that affordable and sustainable internet access for the communities can be negotiated with service providers in the province
- Lifeplan certificates of attendance were handed to the FCCD members from Matwlang village who completed the course.
- The Director: Community Engagement and three members of her staff attended three South African Higher Education Community Engagement Forum (SAHECEF) workshops (please see below) and another on 'Linking knowledge producers and marginalised communities', which was hosted by the Department of Science and Technology, the Human Sciences Research Council and the University of Cape Town on 15 November 2013.
- Several academics from NWU, the representatives of the CE office and the Vice-Rector: Teaching-Learning of the Potchefstroom Campus attended the 5th International Symposium of Service learning in Stellenbosch from 20 to 22 November 2013.
- The CE office attended the launch of an impact assessment measurement tool on 7 August 2013, which was designed by Next Generation Consultants to determine community development impact and quantify return on investment. The tool will be used in determining the impact and excellence of CE projects of the NWU. The impact assessment study is scheduled to commence in May 2014 under the leadership of Mr Hendri Coetzee who joined the CE team in December 2013. He is available to assist with all CE related research projects that require the expertise from social development and environmental impact assessment angle.

- **South African Higher Education Community Engagement Forum (SAHECEF)**

The Director: Community Engagement is the NWU's representative on the board of SAHECEF and a member of the executive committee, handling marketing and communication. She was re-elected as a member of the steering committee for the fourth year and is now the longest-standing member of the executive committee since its conception in 2010.

The web site www.sahecef.ac.za, is hosted by the NWU and the Director: CE acts as the administrator. Registration is free online and academics are encouraged to participate in the working groups for sharing of good practice and collaboration. Posters for marketing membership to SAHECEF were distributed to all universities in October 2013.

The first SAHECEF board meeting of 2013 was held at the University of Limpopo on 14 March 2013, and addressed issues around good practice and reports from the various working groups of the association. A second meeting, the annual general board meeting, was held in Bloemfontein on 18 October; the proceedings included an annual report and the election of the executive steering committee for 2014.

Additionally three executive committee meetings and three workshops (funded by the Walmart Foundation and Talloires Network and hosting university partners) were held to advance the collective contribution of South African universities to CE. The workshops were on the following topics:

- Developing a green economy: renewable energy, climate change and social justice' 19 and 20 February 2013, UNISA;
- 'Building local economies: enterprise development, entrepreneurship and innovation', 7 and 8 May 2013, University of Johannesburg, and
- 'The National Development Plan (NDP) and the role of higher education institutions in meeting the goals of the NDP', 17 October 2013, Central University of Technology in Bloemfontein.

A proposal was also submitted to the Talloires Network/Walmart Foundation for developing focused interventions for example “Women in rural areas: Sustainable livelihoods in South Africa” and Strategies to stimulate entrepreneurship.

The director participated in advocacy meetings which were held with CHE and HESA on behalf of community engagement in higher education in South Africa. Certain community engagement issues that were commented on by SAHECEF in the Green Paper were subsequently incorporated into the recently released White Paper for Higher Education.

All Mandela Day activities of the various universities were posted on the SAHECEF website. NWU projects included the launch of the Mandela online game from the Vaal Triangle Campus and the distribution of blankets to the primary school learners of the Jane Letsapa School at Matlwang in the Dr Kenneth Kaunda District. NWU staff and students made various charitable donations as part of their Mandela Day contributions.

- **NWU Community Development Trust**

Previously known as the NWU Social Development Trust, the trust has been renamed and registered as the NWU Community Development Trust. Its purpose is to invest in sustainable community development projects and not in philanthropic projects, its goal is to ensure impact by leveraging scientific research and expertise provided by NWU academics.

An audit was completed on the income of the trust by Philips Miller Inc and the final reports for 2013 are available upon request. The total year-on-year amount of donations and interest received in 2013 was R444 930.00. Expenses in projects amounted to R434 433.00, resulting in a marginal surplus of R10 497.00.

Several of the projects in which the trust has invested have been performing well.

One of these is Mosaic SA, which has a memorandum of understanding with the trust as a partner of the NWU. The Community Development Trust considers Mosaic SA as a prime candidate for fundraising assistance and support because of the sustainability of the overall programme, which includes triple bottom line outputs. Mosaic SA has undergone a due diligence and its Director, Meyer Conradie, is now registered as a trustee. The organisation collaborates with the NWU, other NGOs, volunteers from Germany and local community members. To date, it has built 21 houses for families that take care of Aids-affected orphans and also runs after-school programmes, parent support and training and sporting activities for the children in Ikageng, Tlokwe. In addition, Mosaic SA runs two B-BBEE enterprises and has a scorecard rating of Level 3.

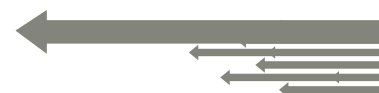
Using the label “Made by Mosaic”, the organisation sells baked products, leather handbags and knitwear to NWU staff and is exporting goods to the USA. They recently opened an administration building and training facility for the project, and recycle plastic bottles and tins as a partner of the NWU Institutional Office.

The X20 programme was delivered in Ikageng near Potchefstroom and has been able to secure approximately R500 000 for socio-economic development and enterprise development from B-BBEE scorecard contributors. The trust administered the funds for a 12% fee. Due to changes within the X20 organisation, it has requested the renegotiation of the MoU with the NWU Community Development Trust. This will be preceded by due diligence. Interviews with stakeholders such as the recipients of training by X20 were conducted in November 2013.

Another NWU Community Development Trust project is the Dr Kenneth Kaunda Resource Centre. This virtual empowerment centre is currently enabling the placement of computer training facilities in Ikageng, Itsoseng, Madibogo and Zeerust through the NWU’s partnership with Siyafunda.

Additionally, a learnership training programme was negotiated with the Culture, Arts, Tourism, Hospitality Sports Sectoral Education and Training Association (CATHSETA) and the district municipality to train 21 unemployed youth as sports administrators. The NWU High Performance Institute and Dr Kenneth Kaunda District’s Department of Basic training will assist as host employers and an accredited service provider, Education Training Association (ETA), will do the training.

Another initiative also funded by CATHSETA was rolled out for the training of 10 employed learners in the food and beverage sector, with partnerships in the Tlokwe municipality. The accredited service provider is Tswelopele Hospitality Academy. Both of these learnership projects commenced on 30 September 2013 and end in October 2014. The NWU Community Development Trust has a governance and support role and will earn 12% of the contract fee of R917 000 for services provided. The process of facilitating the building of a house in Wolmaransstad for Mrs Sannah Makhoang; the mother of the late Thabang Makhoang who tragically drowned in 2012, was completed and the donation of the house took place on 10 February 2014.



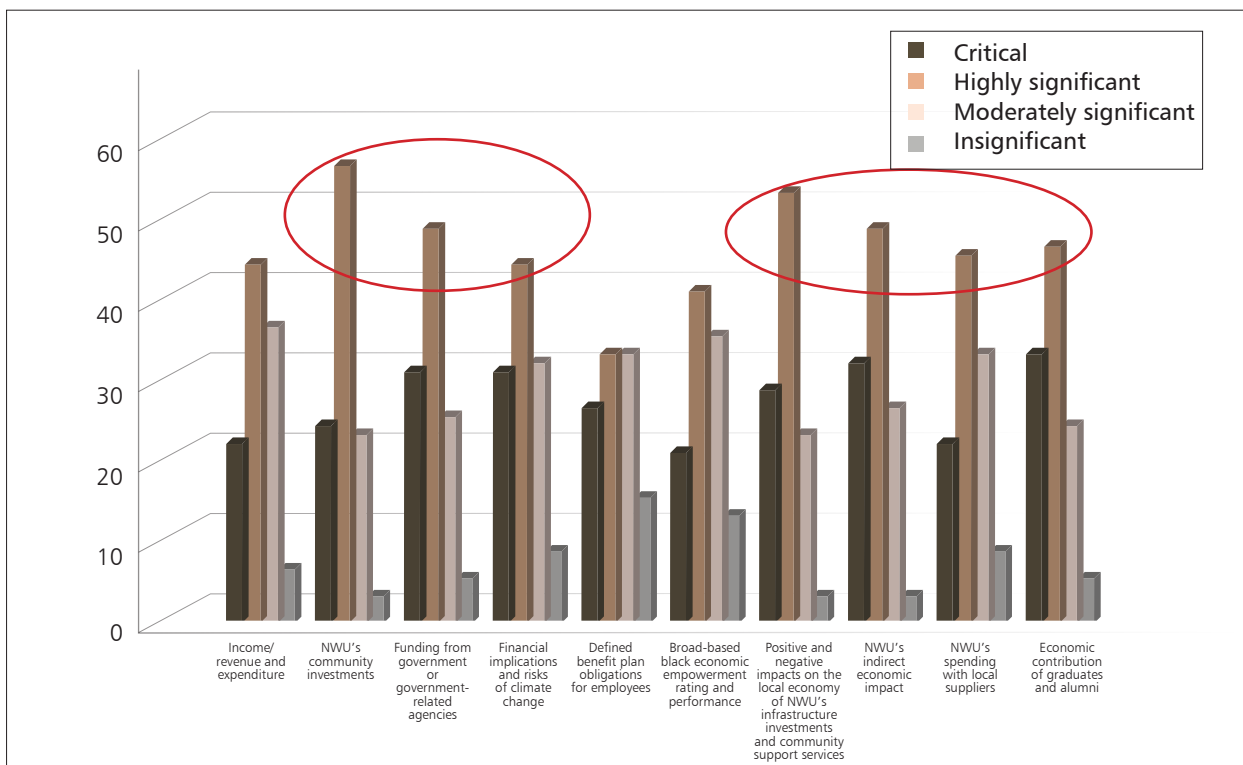
- **Environmental sustainability**

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.

In the environmental sustainability context, the first step in monitoring the university's impact was to conduct an environmental legal compliance audit on all NWU campuses. The final report was finalised at the end of February 2013. This report and the recommended priorities for rectifying infringements, along with a proposed implementation plan, were presented to the Institutional Management team on 24 April 2013. The subsequent changes and initiatives have already been incorporated into the management of waste and dangerous products across all campuses. At each campus, R350 000 was invested for recycling programmes and electricity-saving campaigns, with the student residences competing for prizes as incentives to stimulate awareness. A total saving of R 2 086 614,51 was achieved among the three campuses for the period from May 2013 to October 2013. A green campus committee was formed consisting of campus coordinators and representatives from Institutional infrastructure and Planning and the Centre for Environmental Management. A four-page advertorial was featured in the Green Business Journal of August 2013 on the green campus activities of the NWU.

- **Integrated reporting**

The NWU has committed to compiling an integrated report which will include the integration of social, economic and environmental impacts as an organisation. In order to comply with global guidelines, the university has become a member of the Global Reporting Initiative (GRI) Focal Point in Africa. The Director: CE is now a member of the GRI focal point academic committee in SA. A training workshop on the GRI 4 reporting framework was attended with Mervyn King as keynote speaker. The major differences between GRI 3 and GRI 4 were highlighted, including changes with regards to A, B and C levels of GRI reports, which were discarded. Strong emphasis is currently being placed on reporting on material issues in integrated reports. This means that such a report will have to contain information that stakeholders are interested in hearing more of and not only reports perceived to be important from the side of the reporting party, meaning the university. A process of stakeholder engagement was completed in November 2013. The purpose of the study was to determine stakeholders' views of the relative importance of, among others, the economic, environmental and social aspects of integrated reporting. A total of 4 045 respondents participated in the research. The group, whose ages ranged from 18 to 78 years, was represented proportionally: students accounted for 35,6%, staff for 35,4%, alumni for 17,6%, private sector partners for 3,9 %, local businesses (neighbours) for 3,6% and parents for 2,7%. Overall, there were negligible variances in what respondents viewed as the most significant aspect of integrated reporting (economic, environmental or social). The main findings of this study are summarised below.



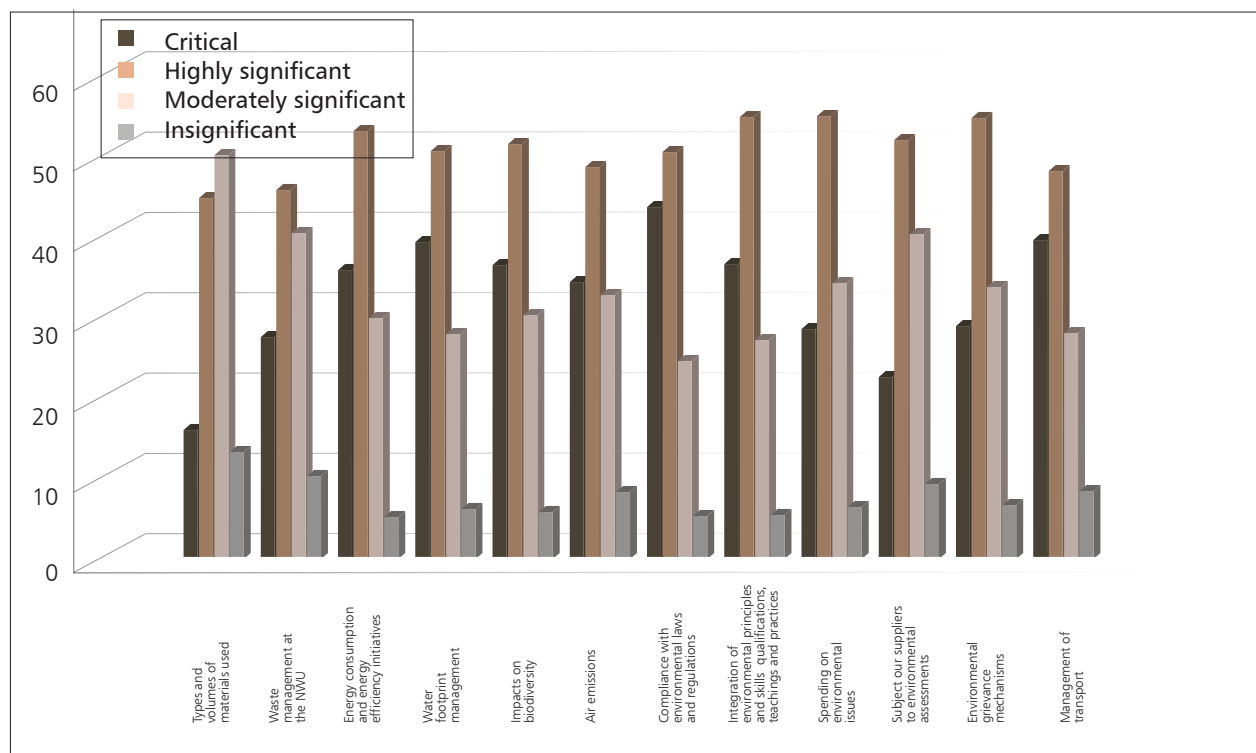
ECONOMIC ASPECTS

Despite the fact that none of the economic aspects were regarded by the stakeholders as of critical importance, eight out of ten ranked them as highly significant. Taking into account the frequency of support in the category highly significant, it seems as if respondents are mostly interested in (from the highest to the lowest percentage) learning more about the NWU's investment in the community, followed by infrastructure investments and community support, the funding the NWU receives from government, the NWU's indirect economic impact, contributions from graduates and alumni, spend with local service providers, revenue and expenditure, the financial implications of and risks associated with climate change, rating and performance with reference to black economic empowerment and, in the final instance, the defined benefit plan obligations for employees.

The three aspects that attained the highest percentages (thus being regarded as of critical importance) are the economic contributions made by graduates and alumni to our economy, the financial implications of and risks associated with climate change and the indirect economic impact of the NWU itself. The three aspects that attained the lowest percentages (thus regarded as less significant) included obligations in terms of the defined benefit plan, ratings and performance with reference to black economic empowerment and the NWU's spend with local service providers.

It is important to note that each economic aspect scored 40% or higher under highly significant, highlighting the fact that stakeholders regard these aspects and

ENVIRONMENTAL ASPECTS



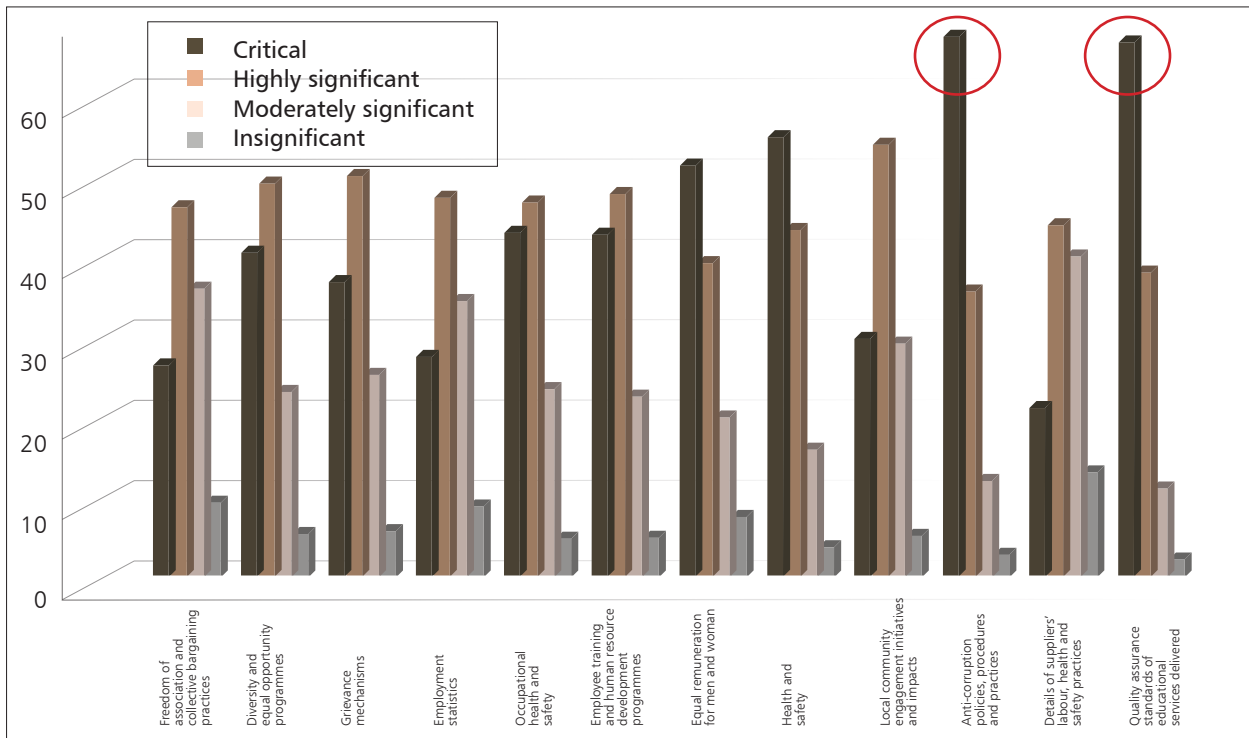
Most respondents are of the opinion that knowing more about the standards applied to the delivery of quality educational services is of critical importance. This aspect outranked all other environmental aspects by far. Also significant here is that the NWU's management of transport attained a very high percentage in the category critically important. This aspect was also largely elaborated upon in the qualitative section of the study.

It seems as if most respondents want to know more (again ranging from high to low) about the mechanisms the NWU puts at the disposal of personnel and students to lodge environmental grievances, followed by the principles and skills subscribed to with regards to environmental issues and the NWU's practices surrounding the subjection of suppliers to environmental assessments. This is followed by the NWU's energy consumption and energy-efficiency initiatives; the institution's impact on biodiversity, compliance with environmental laws and regulations and management of air emissions, water consumption and transport; the type and volume of materials generated by the NWU; and, finally, the standards the institution upholds to ensure the quality of educational services.

Included in the three environmental elements that attained the highest percentages are the standards utilised to ensure that the NWU delivers quality educational services, the NWU's compliance with environmental laws and regulations and the NWU's management of its water footprint.

Based on the weight awarded in the category "not significant", it seems as if the volume of materials consumed by the NWU, suppliers' compliance with/subject to environmental assessments and the management of transport attained the lowest scores. This result should, however, be read in light of the fact that the majority of respondents regarded all three of the afore-going elements as highly significant, with only the management of transport being eliminated from the top three in the category "critically important".

SOCIAL ASPECTS



It seems as if the NWU's anticorruption policies, procedures and practices; the health and safety of personnel and students; and equal remuneration for men and women are regarded as of critical importance.

Engagement with initiatives in the local community where such engagements could have an impact on the latter scored the highest percentage, followed by the grievance mechanisms at the disposal of students and personnel; the diversity and equal-opportunity programmes accessible to students and personnel; the training and development programmes personnel can partake in; compliance with occupational health and safety regulations; statistics relating to employment; employees' right to freedom of association and collective bargaining; suppliers' labour, health and safety practices; equal remuneration for men and women; and the policies, procedures and practices employed to counter corruption.

The three elements that attained the highest percentages under "not significant" include suppliers' labour, health and safety practices; freedom of association and collective bargaining practices for personnel; and employment statistics.

With a view to achieving a logical flow in the reporting of findings in future, especially regarding the relative importance assigned to an issue, the NWU is considering setting out of the report according to the preferences shown.

As information on many of the relevant topics is not currently captured in the university's data bases or MIS, the '2013 Integrated Report of the NWU' will be compiled with references to currently available data and an indication of processes or steps taken to phase in the aspects that are not available for this reporting period. A workshop to train internal stakeholders to capture data for the integrated report was held in February 2014 by Dr Joël Houdet from Integrated Sustainability Services. Dr Houdet is also partnering with the Potchefstroom Business School on a Water Research Council project and with Prof. Klaus Kellner, at NWU Potchefstroom Campus on a community based survey in Mier.

- **National Lottery Development Trust Fund (NLDTF) projects**

A NWU Lotto application under the theme Arts & Culture was submitted in April 2013. Funding for projects relating to crafts business management-training interventions (R2 992 007,32), VTC Library Art Gallery (R502 959,60), NWU Art Collection Publication (R193 276,00) and Campus Go Green (R2 368 966,20) were included and we are still awaiting adjudication.

For project# 27875 of 2009 the requests for deviations from the contract of funds allocated to the contract, are still under negotiation with the NLDTF and we are still awaiting an answer from them. These projects are for arts and culture and include studio equipment, sound equipment and funding towards the radio station at VTC.

For project #32430 (2009) and #49285 (2011) the requests for deviations from the contract of funds allocated to these contracts are under negotiation with NLDTF. Both projects are for sport and recreation, and include sport equipment, floodlights masts and lights, and upgrades on the cricket field irrigation system. The NLDTF has indicated that they have a backlog evaluating applications.

INTERNATIONALISATION

The NWU has for some years been a member of international bodies such as the Association of Commonwealth Universities (ACU) and has collaborative partnerships with over 80 organisations around the world. The university is an active participant at international policy and discussion forums on higher education and seeks out opportunities to give talented staff and students national, regional and international exposure.

During 2013, the university continued to broaden its horizons and raise its international profile at conferences, seminars and workshops, as well as through visits and participation in international ranking processes.

- **Conferences**

This section gives a brief overview of conferences involving NWU staff during 2013, whether as the hosts or organisers, or as delegates or speakers.

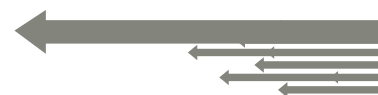
SANTRUST: Prof NPL Allen attended the SANTRUST Workshop on Building Knowledge Networks to Grow Global PhD Capacity, which was held at the Elangeni Hotel in Durban from 21-25 January 2013.

AISA (Africa Institute of South Africa): The Vaal Triangle Campus hosted AISA's Young Graduate Scholars Conference (AYGS), the theme of which was 2050 – Africa's future on the horizon: Prospects and challenges for development. It was held from 19-21 February 2013 at the Quest Conference Centre, the conference was aimed at mobilising young African graduate scholars around challenges such as climate change, energy and water supply security, governance, poverty, development, peace and security.

Eidos: Dr T Eloff, the Vice-Chancellor, and Prof NPL Allen attended the Eidos Third International Public Policy Congress which was held at the Lagoon Beach Hotel, Milnerton, Cape Town from 6-8 February 2013. The Eidos Institute is an international independent public policy think-tank which consists of a network of member universities and supportive industry partners in both Australia and South Africa. From 10-12 November 2013, Eidos held its 9th National Public Policy Congress at the Hilton Surfers Paradise, Gold Coast, Australia. This annual event connects public and private leaders in discussions and projects that contribute to innovative evidence-based policy. It was attended by Dr M Wiggill (School of Communication Studies, PC) and Dr W Erlank (Faculty of Law, PC)

G20 Youth Forum: The G20 Youth Forum was held in St Petersburg, Russia from 17-23 April 2013, and was the largest international event organised for young leaders in 2013. The NWU sent 11 delegates of both staff and senior students from the three campuses. Over 1 500 young leaders, students and academics, representatives of the business world and governments attended. The G20 Youth Forum consisted of four main events running in parallel with each other, namely a youth summit, a conference, an international young parliamentarians debate and an alumni meeting of participants at summits from 2006 to 2012.

Body, Psyche and Space in Old Testament Apocryphal Literature: The Faculty of Theology at the Potchefstroom Campus hosted this international conference from 14-17 July 2013.. Some 23 delegates from South Africa, the Netherlands, Israel, Ireland and the United States delivered papers. The event was co-organised by Prof P Jordaan of the NWU and Dr H Efthimiadis-Keith of the University of KwaZulu-Natal).



The Abe Malherbe Memorial Seminar: This event, entitled The New Testament in the Graeco-Roman World, was held at the Faculty of Theology on the Potchefstroom Campus on 17 July 2013. Some of the world's top theology schools were represented, including the University of Yale School of Theology and (Radboud University in Nijmegen. Bi-annual Congress of the International Reformed Theological Institute: During this congress held from 2-7 July 2013 in Hungary, the Faculty of Theology of the Potchefstroom Campus signed a memorandum of understanding with the Sárospataki Református Teológiai Akadémia in Sárospatak, Hungary.

17th International Education Association of South Africa (IEASA) Conference: The NWU sent three delegates to this conference, held in Bloemfontein from 21-23 August 2013. They were Dr S Soobramoney (Potchefstroom Campus Director: International Office), Mr D Ramatshego (Mafikeng Campus Head: International Office) and Prof NPL Allen (Institutional Director: International Liaison). The theme of this year's conference was Internationalisation in a Changing World: Higher Education's Response.

SARIMA (South African Research & Innovation Management Association): Various SARIMA workshops were held from 7-10 October 2013 in Gaborone, Botswana. A large delegation from the NWU attended, namely Prof NPL Allen, Dr S Soobramoney, Mr JJ Coetzee, Ms M Halgryn, Ms M Meinties, Prof H Moss, Prof H van der Merwe, Ms R van den Berg and Mr BT Zaaiman.

SARUA (South African Regional University Association): Prof NPL Allen represented the NWU at the Third TGM of SARUA, which was held in the Council Chambers of the University of Johannesburg on the Auckland Park Campus on 2 September 2013. The principal purpose of the meeting was to ensure the future sustainability of SARUA.

- **International visits**

Throughout the year, the NWU hosted numerous international visitors as part of existing collaboration arrangements or with a view to exploring potential partnerships. Many of these visitors enriched the academic and research character of the university by presenting lectures or seminars.

- **28-30 January 2013:** A delegation of professors and senior students from the Oberlin College Conservatory visited the NWU School of Music and Conservatory on the Potchefstroom Campus. A special collaborative concert was held at the NWU Conservatory.
- **22 February 2013:** Ms J Burger, Alumni and Academic Exchange Programme Coordinator of the US Consulate General in Johannesburg, visited the Potchefstroom Campus to promote postgraduate applications for the upcoming Fulbright Scholarships.
- **7 March 2013:** Prof R van Eldik, a former NWU alumnus who is now a member of the Department of Inorganic and Analytical Chemistry at Friedrich-Alexander-Universität Erlangen-Nürnberg, presented a lecture on his research in Germany.
- **4-13 March 2013:** The Potchefstroom Campus hosted the joint German-South African Young Scientist Workshop on Sustainable Resource Based Sanitation and Organic Waste Utilisation (Sano). The workshop, which involved both NWU and Bauhaus University staff and students, formed part of the activities within the German-South African Year of Science 2012 - 2013.
- **18-19 March 2013:** Prof J Lennox of Oxford University gave a lecture series at the Potchefstroom Campus on the relationship between religion and science.
- **25-27 March 2013:** Prof J Briggs and Ms H-M Clayton of the University of Glasgow formally visited the NWU to encourage further research collaboration, over and above the existing work on environmental management. They held discussions with senior staff at the Mafikeng and Potchefstroom campuses.
- **25-27 March 2013:** Mr L Mwewa, Dean of Hospitality at Polytechnic of Namibia and Chairperson of the STREAM Intra-ACP Mobility Project, visited the NWU. This intra-ACP academic mobility scheme promotes cooperation between higher education institutions (HEIs) and supports mobility in Africa, the Caribbean and the Pacific (ACP) regions. The programme aims to increase access to quality education that will encourage and enable ACP students to undertake postgraduate studies, and to promote student retention in the region along with mobility of staff (academic and administrative), while increasing the competitiveness and attractiveness of the institutions themselves.

The intra-ACP academic mobility scheme provides support to:

- higher education institutions to set up inter-institutional cooperation partnerships between universities from different countries within the ACP regions;
- individual students, researchers and university staff to spend a study / research /teaching period in the context of one of the above mentioned cooperation partnerships; This programme builds on the African

Union's Mwalimu Nyerere programme for Africa, granting additional funding, and setting up a similar scheme for the Caribbean and Pacific regions. It is funded through the European Development Fund (EDF).

- **25 April 2013:** Prof F Albrecht, Vice-Chancellor of the University of Applied Sciences Zittau/Goerlitz, visited the NWU to discuss cooperation opportunities. He and Dr T Eloff, the Vice-Chancellor, renewed the Cooperation Agreement signed in 2004.
 - **17 May 2013:** Prof O Günther, the President of the University of Potsdam met with Prof F van Niekerk, Deputy Vice-Chancellor: Technology, Research and Innovation, and Prof NPL Allen at the Department of Science and Technology, to discuss the possibility of future collaboration in a wide range of disciplines.
 - **25-26 July 2013:** Prof J van Keymeulen of Ghent University visited the university to strengthen the ties forged through the current MoU initiated by Prof W Carstens of the School of Languages on the Potchefstroom Campus.
 - **17 September 2013:** Mr MS Wleh, Manager: External Affairs and Corporate Responsibility at ArcelorMittal Liberia met with Prof PJJ Prinsloo and various faculty deans, including Engineering and Natural Sciences. In this regard a number of meetings were held across two campuses of the NWU, viz.: Potchefstroom and Vaal Triangle respectively. The objectives of the visit were to finalise an agreement between ArcelorMittal and the NWU on university-level education.
- **International rankings and ratings**

The university aspires to being ranked as one of the world's top 500 higher education institutions and, to this end, participated in the first cycle of the QS (Quaquarelli Symonds) Rating Process for 2013. The university was awarded a three-star rating and became the first university in Africa to be rated in this way. The rating covered a number of categories, including teaching, for which it received two stars, employability (three stars), research (two stars), internationalisation (three stars), facilities (four stars), engagement (three stars), innovation (five stars) and Specialist (two stars) in Life Sciences and Medicine.

Between June and December 2013, the NWU engaged in ongoing dialogue with the QS Audit Division with the aim of correcting certain scores in the initial evaluation. Proof was provided that the NWU should have been awarded four stars for teaching. This means that in the next audit we should achieve this score or higher for that particular category alone.

In April 2013, the NWU was invited to be part of 500 international universities test-driving U-Multirank, a new university ranking for higher education institutions of all types, from all parts of Europe and the rest of the world. It is user-driven, and examines institutions' performance across a wide range of higher education missions. The first results for the 500 institutions, including the NWU, will be published in 2014.

Fifteen questionnaires were completed as well as one institutional questionnaire for U-Multirank.

INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT)

The NWU is highly reliant upon a vast array of IT applications, infrastructure and related support services. During the past year, good progress was made with a range of innovative technologies and processes, as well as the stabilisation and maintenance of existing systems and services.

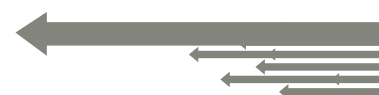
It was a busy and challenging year that saw the ICT department commit to certain long-term development and upgrade projects, improved operational processes and national and international engagement on system development for the long-term benefit and future strategic positioning of the NWU.

One of the challenges was the first external peer review of IT at NWU. Preparation for and participation in this review has been a useful learning experience and will potentially enable NWU IT to identify shortcomings and strengths, and to expand its focus and thinking on the way systems and services are delivered.

ICT at the NWU is in an excellent state. There is a very demanding work load and many areas could be improved, but within the resource and environmental constraints experienced, the IT systems, infrastructure and services perform exceptionally well.

- **Trends in the IT sphere**

The trend driving IT development for individuals and institutions is commonly referred to as BYOD (bring your own device), and refers to applications and other services, as well as certain hardware. Should this trend continue



unbridled, it could lead to organisational chaos. New forms of control and leadership are required to enable innovation yet preserve reliability, integrity and sustainability.

A persistent challenge is to do more with less. In a year where strategic funding and availability of capital were very much constrained, the expectations for new and better IT continued to rise almost exponentially. Although all systems and services are fully operational and serving the university community at a very satisfactory level, there is a growing backlog for enhancements and expansion. For example, the popularity of WiFi network access has created the demand for a ubiquitous WiFi presence, for which IT does not currently have the necessary funding.

Another growing trend is towards decentralised IT support, in the form of a growing number of 'shadow' IT islands across various business units of the university. The relationship between these smaller IT groups and the formal IT structures of the university are not defined, and the roles and responsibilities of the different parties need to be discussed, clarified and formalised.

The NWU's IT team has increased its collaborative involvement in national and international partnerships and forums. The longer term benefit is that the NWU is continually exposed to the driving forces in the environment, thereby benchmarking itself against national and international peers, but also creating learning and growth opportunities for staff.

- **Innovation**

For the first time, NWU IT was recognised for the innovations that enabled the storage and internet abundance strategy, eliminating end-user cost recovery. Two senior staff members received the award for the "most innovative contribution towards improving management systems, functioning or performance", an annual internal award by the Institutional Management.

- **NWU mobile application launched**

The university's involvement in the Kuali Mobile project is bearing fruit. The NWU has successfully implemented a stable, cross-platform mobile application at a fraction of the cost of commercially available frameworks, while also having a significant voice in the future development of Kuali Mobile. This creates a better organisational fit by ensuring that development remains focused on higher education, with features that are relevant to the NWU's specific circumstances.

The mobile app was officially launched in 2013. After a slow start, demand had picked up tremendously by the end of 2013. From August to December, IT recorded 49 000 visits by 7 500 unique users from 241 different devices.

Currently Android (Samsung) is by far the most popular mobile operating system and device accessing the services. The NWU is one of very few universities in the world with a native app for Android, Apple and Blackberry. This app has unique tools and students can, for instance, use it to buy airtime on their student account.

- **Opencast Matterhorn Lecture Capturing System**

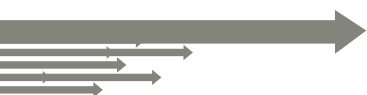
The lecture capture pilot project, which builds on our initial evaluations and tests, is well underway. Currently there are six mobile agents and 12 classrooms equipped with capture agents, and more than 1 000 recorded lectures have been processed.

The project serves a unique need that is specific to higher education's academic mission, with almost no commercial software available in this space. The rapid pace of development in the teaching and learning sphere also favours a more hands-on approach. The department is therefore leveraging the open source, community-driven approach to developing software for higher education, and the solution chosen for this project is jointly developed by leading universities from Europe, the USA and Canada. Several of our 'bug fixes' and enhancements were contributed (and accepted) by the development community.

Opencast Matterhorn was implemented successfully in the Unit for Open Distance Learning, and more than 2 000 lectures were captured in 2013. A broader pilot is planned for each campus in the first part of 2014. There will be at least one lecture hall per campus where capture facilities will be available.

- **Business systems development**

The development of an electronic process for Senate's Institutional Committee on Academic Standards is another strategic IT project. This is well underway in the form of the implementation of Kuali Curriculum Management in the first half of 2014.



Cooperation between the IT department and Teaching and Learning focused on optimising the electronic system to support the current and the new HEQSF process. As part of the alignment of the business process some technical development functionality is being contributed back to Quali. This contribution has been accompanied by intensive discussions with different project groups and now forms part of the next major release of Quali Curriculum Management (July 2014).

The department is on track with the development of a central reporting environment with an integrated operational data warehouse that addresses the NWU IT user communities' need for information availability and cross-functional integrated reporting. The implementation of the first Student System reporting programs has taken place, with the rest of the business areas to follow.

A key focus of business systems maintenance and support is ensuring continuous stabilisation, sustainability, improvement, enhancement and optimising of current and new business processes. Some of the most successful projects were the implementation of the Buy Tool as part of the NWU Mobile App, roll-out of an improved Web applications process for prospective students and a Web registration process, and using e-mail as a correspondence channel (such as for result letters).

IT is an enabler of research at the NWU and has identified the management of the postgraduate process as a business process needing optimisation. During 2013 the first of a series of workshops was held to identify gaps in the current process, align documentation used at the three campuses, and identify and implement 'quick wins' for removing some of the impediments in the current process. Further development will continue in the next year. The department is now using a standardised development methodology (Agile/Scrum) and results are already visible in the development projects. It is easier and faster to measure deliverables, collaborate and ensure timely delivery. The design of business systems architecture and integration is complex with security and redundancy built into the design. To serve future strategic positioning in the business eco-system, the architecture is standardised on a range of strategic core components. During 2013 the provision and support of production systems was successful. Long-term projects lasting more than one year affect the availability of capacity for the delivery of new services. The demand for new and additional applications and systems enhancements still exceeds the supply of resources, by far. The risk associated with this is that departments seek and implement their own IT systems and processes without understanding the complexity in managing data integrity and integration with the NWU central systems and fitting the NWU architecture.

- **Integration services**

Significant work was done on the integration front. The OTRS trouble-ticketing system was fully integrated with the existing back-office environment, and a large number of integration processes were built for the Quali Financial System, ICAS and Quali Mobility for the Enterprise projects, ensuring that these new systems can operate seamlessly in the NWU environment.

- **Internet broadband – SANREN**

The SANREN project, which provides internet services to all South African universities, is a Meraka/TENET project which is largely funded by the Department of Science and Technology. After six years, all campuses of the NWU are now linked into the SANREN backbone at a minimum capacity of one gigabit per second.

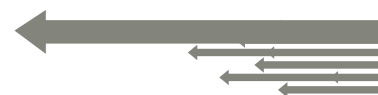
The NWU consumes the largest volume of internet bandwidth of all universities in South Africa. This reflects the high demand for internet capacity and related services among users, students and staff. It also means that the internal network infrastructure is capable of absorbing the large volumes of data without causing bottlenecks or outages.

- **Financial and HR Systems Renewal – KOI Project**

A combined team of IT business system and functional users worked Quali Oracle Initiative (KOI) and successfully delivered the agreed deliverables. These included the smooth upgrade of the Oracle HR system from V11 to V12, participation in the value assessment project, and identifying gaps in HR business processes (HR Value Assessment project) which will be prioritised and improved in 2014. The team also participated in the FINOPS project. The Quali Financial System implementation project, which includes configuration, customisation and re-integration into the existing NWU systems' environment, is well under way and looks highly promising. The target implementation date is the end of 2014.

- **New request management process**

The IT department has implemented an improved process for the analysis, evaluation, approval, prioritisation and communication of user requests for improvements to the systems and services that the NWU utilises. It is based on sound IT architectural principles, and provides a standardised way for the university community to engage with IT



for new projects. It also institutes a whole-architecture approach to new projects, which simplifies planning and prioritisation, and should contribute towards better returns on the NWU's IT investments.

More than 100 major IT projects were completed during 2013, while 76 requests for system or infrastructure improvements, extension or changes were received.

- **High performance computing for research**

At the end of 2013, we conducted an investigation into the use of Graphic Processing Unit-based hardware for computational research. The results were highly successful. Compared to traditional processors, a GPU-based computer cluster has the potential to significantly lower the cost of hardware when paired with the correct workload.

A major project was conducted to upgrade the High Performance Cluster (HPC) to cater for specific requirements of the Physics researchers. It included the introduction of Infiniband inter-nodal connectivity, as well as high-powered server nodes and disk storage. Thanks to good collaboration with a knowledgeable visiting researcher, the facility could be optimised to satisfactory performance levels.

In general, the HPC usage is steadily growing among more research groups, and participating users are experiencing excellent performance.

- **Partnerships and collaboration**

The partnership with the international Kuali community, a community source consortium of universities developing an administrative software suite for its members, strengthened. A very successful first South Africa Kuali Conference was held in March 2013 in Stellenbosch and will be an annual event. The Kuali visit was extended, with parallel workshops at NWU, exposing the broader user community to the Kuali initiative.

During the International Kuali Day Conference in San Diego in November 2013, the NWU delegates presented three presentations and were involved in several workshops, project workshops and project meetings and additional meetings to strengthen the NWU contribution.

This involvement in the community presents further collaboration opportunities and future visits from the community. The technical skills of the development team presenting the NWU's Kuali contribution to the Kuali Student System Development are in high demand. Their work has contributed to the release of the KS Curriculum Management module (January 2013), as well as the development of a generic core rules engine for different prerequisite testing in a student system (October 2013) and the Founders release of KS Course Offering module in the Student system (January 2014). As a result of this successful collaboration, the Kuali Student memorandum of understanding has been extended for another two years.

Nationally, the division delivered presentations at National ASAUDIT Technology Event and the South African Kuali Community inauguration event in Stellenbosch.

- **Performance and benchmarking**

An important aspect of IT's strategy of continuous improvement is to measure performance, cost-effectiveness and alignment to business and user requirements. For this reason, the first external peer evaluation of IT was conducted from 19 to 23 August 2013. This comprehensive process has resulted in the updating of the Quality Manual and completion of self-evaluation reports, culminating in improvement plans where needed.

At the Mafikeng Campus, an annual customer satisfaction survey was conducted during the first semester for staff. On average, more than 60% of the respondents indicated that they were generally satisfied to very satisfied with the IT services provided and that services had improved over the last year. More than 70% of respondents who completed the student customer satisfaction surveys rated IT services as moderate to good.

At the Vaal Triangle Campus, an evaluation was done on the relevance and usability of the orientation given to first-time entering students. This indicated that there is a strong demand for IT skills training at the beginning of the year. Some students have never encountered a computer and are then expected to submit word-processed assignments. This need will be addressed during 2014 in a way that does not duplicate the AGLE training.

In July 2013 a survey was done with regards to IT services. In general, the participants who constituted a representative sample of the user base were very satisfied with the services rendered. The majority (64%) indicated that the services had improved during the previous year. Another survey, this time on the service rendered in the

lecture rooms, revealed that there are quite a number of lecturers who still use the old technology such as overhead projectors. A need for continuous training was also expressed.

At the Potchefstroom Campus walk-in centre, an electronic response system was introduced to gauge user satisfaction. At least 80% of clients responded and the average rating throughout the year was above 90%.

- **Teaching learning and research support**

The NWU uses eFundi/Sakai as its primary learning management system, which is used intensively by almost every student. More than 85% of modules at the NWU are available on eFundi, which has an average of 2 000 simultaneous student users every day. In 2012 the usage peaked regularly at 3 000 simultaneous users, and in 2013 it was 5 500, nearly double.

The university successfully upgraded to Sakai v2.9.1 in July 2013, which was the newest version at that stage. Sakai was also the first NWU application to make use of the Central Authentication Service, which will be used for reduced sign-on in future.

The anti-plagiarism solution, Turnitin, is very widely used from undergraduate to PhD level. More than 38 000 submissions were made to Turnitin in 2013.

There is high activity in the teaching-learning arena. Electronic study guides are a priority for all campuses. With that comes the need for rich media such as videos and readers for offline access. Accommodating video in rich media poses numerous technological challenges, especially for disk space and network capacity for media streaming.

A student response solution (Drupal quiz) was piloted in 2013 by a senior lecturer, Dr Colin Read. He was so satisfied that he gave a talk at a conference, saying that he will not be able to teach without it any more.

The outdated Webfocus system used for processing test and exam data was decommissioned in 2013. Tests and exams which are completed on multiple choice cards are now processed by using Microsoft Excel and then uploaded to the student system.

A postgraduate template was developed to support students with the formatting of their dissertations, mini dissertations or theses. The information is available on the Library's website under Research support.

The Student Laptop Initiative is now in its second year and has been renamed as the Student Technology Programme. Tablets were added in 2013. Over 5 500 laptops and tablets have been sold and NWU is still one of the top two universities taking part in this initiative.

- **Office and other applications support**

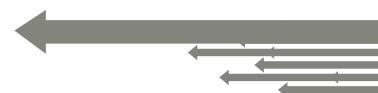
Managed printing was launched to save on printing costs over the next few years. The project incorporates the latest printing methods, including mobile printing from devices such as smart phones.

Connect@NWU is the NWU's new video conference solution that runs on an enterprise edition of Adobe Connect. It replaces the old Tandberg video conference system, giving users full control to set up and participate in web meetings from the comfort of their own office, without the need for expensive equipment.

Since its inception, 198 hosts have used 510 distinct meeting rooms to meet for a total of 4 767 hours. In 2013, Connect@NWU was successfully used to extend lectures beyond lecture halls on the Potchefstroom Campus:

- The Centre for Business Mathematics and Informatics used it to broadcast a master's class on Data Mining to students in Gauteng.
- The School of Accounting Sciences used it to enable a Mergers and Acquisitions expert to present a lecture to Honours students from his office in Johannesburg.

The migration from Windows XP to Windows 7 took place in 2012 and 2013. It took nine months to migrate 2 667 machines on the Potchefstroom Campus. As from 2013 some of the new PCs and laptops were shipped with the Windows 8 operating system. A project for the phasing in of Windows 8 was started in 2013 and will be continued in 2014 to allow these machines to connect to the NWU network. Mobile devices with Windows 8 are allowed to connect to the NWU's network via Wi-Fi.



The NWU website is based on Drupal technologies and was upgraded from version 6 to 7 at the end of 2013, making it easier to implement sub-domains. The NWU website had 9 305 015 visits in 2013 of which 3 279 455 were unique. The average visit duration on the website was 04:33 minutes and an average of 3,04 pages were viewed per visit.

The website has 14 025 published pages, of which 6 255 are in English, 4 925 in Afrikaans and 2 572 in Setswana. This is a complex web site because of its size, number of tools used, and most of all, the implementation of three official languages. The NWU Intranet is in the process of migrating from OpenCMS to Drupal.

As records management becomes more important at the university, a system that can manage content is of utmost importance. The NWU uses Alfresco/Share to manage content, and also used it to develop the Study Guide Material system. Although response problems were experienced in the past, minimal problems were reported in 2013.

Groupwise is the email and calendaring solution of the NWU, and is one of the most widely and intensively used solutions. Each day approximately 100 000 messages enter the university and 17 000 leave. Hundreds of thousands of emails flow internally every day. In 2013, IT upgraded the back end of Groupwise to version 8.

- **End user services**

Users on the Potchefstroom Campus reported more than 52 000 incidents in 2013, fewer than in 2012. This is a very good sign and could indicate that the IT Empowerment initiative is finally bearing fruit. The student walk-in service, which is a relatively new service, also had an impact on the number of calls logged at the service desk.

While fewer calls were logged, the problems reported are becoming much more complex than in the past and affect a much wider variety of devices, operating systems, browsers, user-owned software, and so on. At the Mafikeng Campus, 21 961 IT service incidents were logged by the IT campus service desks; 84% of these incidents were for student support.

Two initiatives that had a major improvement on the productivity and stability of user computing platforms were the migration to Win7 and the File-and-print Tree migration.

- **Student Walk-In Services**

The walk-in services on campuses have grown tremendously and are in demand among students and staff, especially for personal device support. In the space of only two years, the number of incidents served by this service on the Potchefstroom Campus grew by 50% from 5 677 in 2012 to 8 250 in 2013. Students mostly need WiFi setup on their devices, Resnac setup and viruses to be removed from their personal computers.

- **Student computing facilities**

At the Vaal Triangle Campus, the new academic building (Building 13) was completed. This building accommodates the Library, Academic Support Services, Student Development and an IT Support Centre. Two additional computer rooms (one a 24/7 room) are also situated in this building.

At the Mafikeng Campus, 13 new or renovated computer laboratories with a capacity of 490 workstations were commissioned to improve student access to IT services. The total number of computer laboratories was thus increased to 42 with 1 541 workstations distributed across student categories and faculties or departments.

A total of 296 new workstations were purchased for the Mafikeng campus as part of the annual PC replacement programme. Amongst these was the first batch of all-in-one workstations piloted in identified computer laboratories, as well as the 21 Apple iMac workstations purchased for the Communication Department.

Although there has been an increase in the utilisation of the computer laboratories, many of the dedicated laboratories are still underutilised. Most students prefer to use the resource computer laboratories, which as a result become overcrowded. Similarly, although there has been a 21% increase in the use of the workstation booking service, students generally opt not to use this service and have indicated in the customer satisfaction survey that they prefer to wait until a workstation becomes available or would leave and try again later.

At the Potchefstroom Campus, six computer laboratories with 33 PCs were upgraded in the middle of the year. The Library laboratories were moved to the third floor. The decommissioning of one 60-PC laboratory in the Natural Sciences Building is in progress. This was underutilised and the floor space was needed for other purposes.



- **Infrastructure upgrades and maintenance**

A large number of infrastructure maintenance projects were successfully concluded to ensure a sustainable and modern IT ecosystem for the NWU. These included:

- Upgrades of the Siemens telephone exchanges
- Optimising the Share and SMP platforms
- Upgrades to Sakai, Novell and Oracle infrastructure
- Upgrades to various data centres, with a major upgrade in the main data centre in Potchefstroom
- Replacing the Call centre Remedy system with OTRS
- Termination of Citrix
- Capacity upgrades (servers and disk storage)

- **User training and empowerment**

The NWU introduced compulsory training on the IT@NWU module for all new staff members, giving them a general orientation on key IT services. With technology changing constantly, training of end-users is essential to ensure effective and efficient use of technologies.

Although the IT department offers regular IT training, very few end-users sign up for it. As a result, support requirements of some users increase due to lack of end-user IT knowledge and skill. Furthermore, the training programme provided lends itself more to online self-paced training and most respondents who completed the customer satisfaction survey indicated they prefer face-to-face training initiatives.


At the Vaal Triangle Campus, the assessments for the Basic IT Skill Set were launched late in September 2013 and there was strong participation among academic staff, with 59 staff members completing a total number of 276 assessments. Three staff members completed all the modules.

There has been a significant increase in the use of varied technologies on the campuses by both staff and students resulting in a demand for diverse support from IT. This has placed great pressure on limited IT resources.

ADEQUACY OF STAFFING LEVELS, PARTICULARLY IN CRITICAL AREAS ³⁸

Each year, the university monitors specific academic and support departments to ensure adequacy of staff, particularly in critical areas. The cadet programme was approved for expansion into faculties other than Engineering and a succession planning programme was implemented to ensure that the NWU has a pipeline of potential academic and support managers.

Employee statistics are as follows:



STAFF COMPLEMENT OF THE NWU		
NWU employees	2012	2013
Permanent	3 287	3 477
Temporary	3 769	4 131
Total	7 056	7 608

EMPLOYMENT CATEGORIES

Category	2012	2013
Teaching/research professional	3 358	3 574
Executive/administrative/management professional	102	109
Specialised/support professional	586	693
Technical	299	283
Non-professional administration	2 265	2 505
Crafts/trades	31	27
Service	415	417
Total *	7 056	7 608

* Total includes temporary and permanent staff

EXTENT TO WHICH EQUITY TARGETS HAVE BEEN MET ³⁹

WORKPLACE TARGETS AND DESIRED CHANGE

MAFIKENG CAMPUS	Blacks	Whites	Women
Current	87,94%	12,06%	47,08%
Target	91,30%	8,70%	47,10%

Race: The Mafikeng Campus has reached its target in terms of race. Campus-specific targets were set to increase the number of white employees so as to diversify the staff complement.

Gender: In terms of gender, a target was set to increase the number of females employed by the campus. This target has almost been met.

POTCHEFSTROOM CAMPUS	Blacks	Whites	Women
Current	24,95%	75,05%	58,76%
Target	26,70%	73,30%	55,40%

Race: The Potchefstroom Campus has not met its target set in terms of race because the number of employees increased. Although this target has not been met, progress of 0,31% has been made towards achievement of the target.

Gender: In terms of gender, a target was set to decrease the number of females employed by the campus. The target has not been met.

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

VAAL TRIANGLE CAMPUS	Blacks	Whites	Women
Current	35,88%	64,12%	64,64%
Target	35,30%	64,70%	54,00%

Race: The Vaal Triangle Campus reached its target to increase the number of black employees for the second year running.

Gender: In terms of gender, a target was set to decrease the number of females employed by the campus. The target has not been met.

INSTITUTIONAL OFFICE	Blacks	Whites	Women
Current	21,49%	78,51%	56,47%
Target	22,10%	77,90%	55,70%

Race: The Institutional Office has not reached its target to increase the number of black employees.

Gender: In terms of gender, a target was set to decrease the number of females employed by the campus. The target has not been met.

NORTH-WEST UNIVERSITY	Blacks	Whites	Women
Current	35,71%	64,29%	57,36%
Target	38,02%	61,98%	53,05%

Race: The NWU has not met its target in terms of race because the number of employees increased. Although this target has not been met, steady progress was made in increasing the employment of black employees.

Gender: In terms of gender, a target was set to decrease the number of females employed by the university. This target has not yet been met.

Foreign nationals

Foreign nationals are not included in the statistics above, as their representation has no influence on the Employment Equity targets and profile.

Foreign nationals	Total employees	% Foreign nationals
65	3276	1,98%

Employees with disabilities

There are currently a total of 22 employees with disabilities registered with the NWU. This amounts to 0,70% of the total permanent workforce. It is clear the NWU must make an effort to employ persons with disabilities, as the Commission for Employment Equity (CEE)'s Annual Report for 2012/13 shows a national average of 1,4% employment of persons with disabilities.

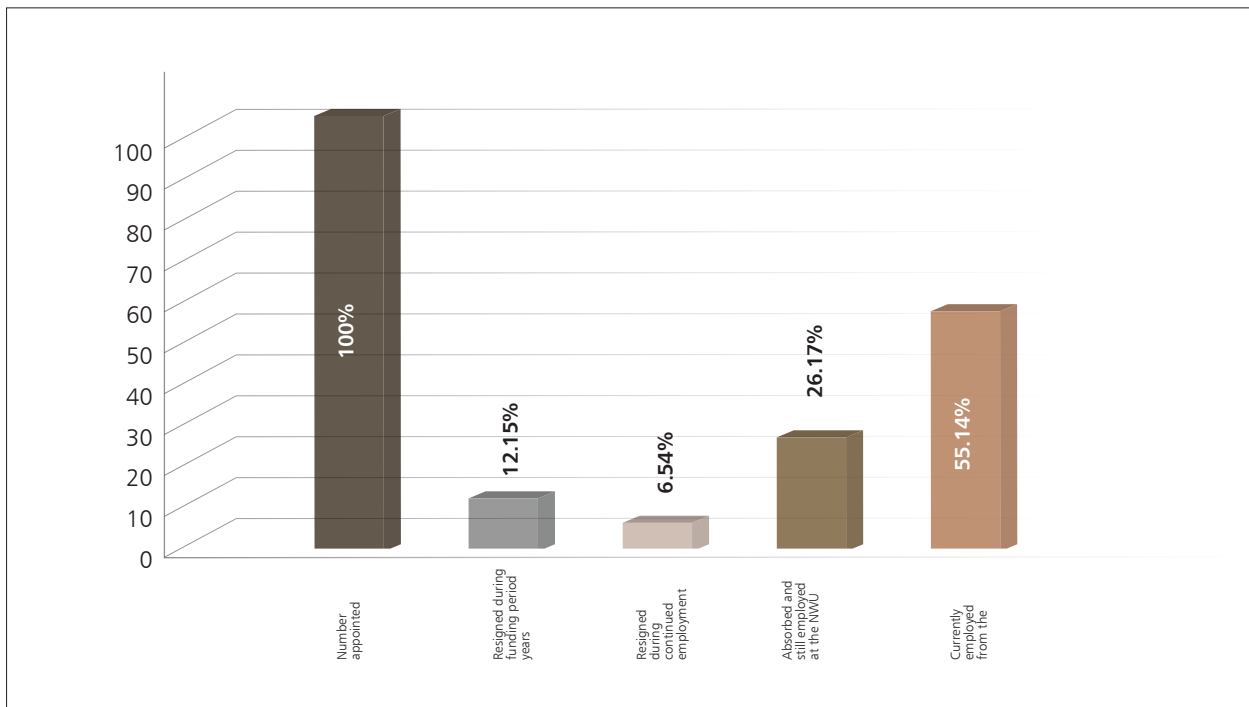
IMPROVING THE EMPLOYMENT EQUITY PROFILE

To improve substantially the NWU's employment equity profile with regard to the appointment and retention of persons from the designated groups, the university has adopted and implemented the following institutional strategies:

- **Capacity Building Fund**
The Fund seeks to facilitate the appointment of candidates from the designated groups through bridging finance

for a maximum period of three years to support capacity building and the Employment Equity Plan of the university. After the three-year period, the positions will be funded through normal staff budgeting.

Since the Fund's inception in 2006, the percentage of employees appointed through the Capacity Building Fund, and still employed with the NWU, stands at 81,31%.



- **Growing our own timber (GOOT)**

The Growing our own timber guidelines were formally approved by Institutional Management in October 2012 for implementation and comprise the following transformation initiatives.

- **Undergraduate Programme**

The Faculty of Engineering on the Potchefstroom Campus currently has two Cadet bursary candidates. Six Cadet bursary students who have completed their studies have been appointed in the Schools for Mechanical and Chemical Engineering by means of the Capacity Building Fund. To ensure the roll-out of the Undergraduate (Cadet) Programme to other faculties, the approved guidelines have identified the following faculties for implementation: Agriculture, Science and Technology (MC); Engineering (PC); Commerce and Administration (MC); Economic and Management Sciences (PC); Natural Sciences (PC) and Health Sciences (PC).

- **Postgraduate Programme**

The Potchefstroom Campus launched a GOOT project during the year 2013, coordinated by the Campus Registrar's Office and a representative committee. In the 2013 budget, provision was made for eight bursaries (one per faculty) of R80 000 per annum each. These bursaries will assist students to complete their studies (masters or doctoral) and subsequently be contractually obligated to work the corresponding number of years for the NWU.

- **Internships**

Through this programme, the NWU intends to afford learning opportunities to all interns so that they can gain practical experience. Where possible, the university would consider offering possible employment opportunities to interns upon completion of their internship period. It is a planned, structured and managed programme that provides work experience for up to 12 months.

- **Succession planning**

The succession planning programme as approved by Institutional Management in 2012, commenced during 2013. The initial focus is on building a sustainable leadership pipeline aligned with the university's Employment Equity targets.

During 2013, potential candidates nominated themselves or were nominated by their line managers. A total of 191 employees were identified as potential future managers, of whom 84 are black and 72 female. Following the nominations, all candidates were taken through an assessment process to determine their potential and development needs. During 2014, individual development programmes will be implemented to ensure that candidates in the succession pool are well equipped for their future roles.

QUALITY OF INFORMATION AVAILABLE TO MANAGEMENT ⁴⁰

- **Reliable corporate records**

In 2013, the Records Management department continued to implement a records management programme to enhance the quality, reliability and accuracy of the NWU's corporate records.

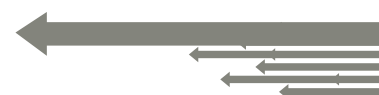
Records management milestones of the year included:

- Providing formal records management training for NWU staff members and presenting information sessions on INSINQ SHARE to staff on the campuses and at the Institutional Office.
- Continuing to provide basic records management information at the Institutional Course for New Lecturers (ICNL), where the basic records management principles for teaching-learning are introduced.
- Ensuring safe and secure physical storage of records by commencing a storage area survey and assistance project. This culminated in the decision to make use of an off-site storage facility company from 2013. Accordingly, various departments transferred records to off-site storage in 2013, enabling them to make better use of their allocated office space and ensuring that the rules for disposal were strictly adhered to.
- Testing and implementing the electronic records management platform of the NWU (INSINQ SHARE).
- Creating a site on SHARE for all the documentation of the Human Capital department, reworking all Human Capital documentation to abide by records management principles and organising the electronic space according to records management principles. This space was also fully integrated with the NWU intranet, setting the scene for work to continue in 2014. The focus will be on providing one-stop services for information of university-wide importance.
- Records Management assisted with the cleaning up of the contracts register and a project was started to scan all contracts from the Legal Office into SHARE and making them available to the contract owners.
- On the Vaal Triangle Campus, a SHARE workshop was held, where the benefits of SHARE and the basic principles were again explained to a group of about 20 employees.
- On the Mafikeng Campus, work continued with the cleaning up of various storage areas and the transfer of examination scripts to safe and secure storage in a central storage facility located near the Archives.
- The Unit for Open Distance Learning (UODL) was specifically assisted with the implementation of the records management programme in their work environment. Two courses were presented at their offices, and Records Management visited them for a week to provide practical guidance.
- The File Plan was reviewed and certain file series were brought up to date to reflect the records produced in business processes.
- A workshop was organised to clarify the link between proper records management and the Consumer Protection Act of 2008. A skilled facilitator conducted day-long workshops for colleagues from various areas of expertise (such as academic administration, marketing and communication and finances), and indicated the importance of good recordkeeping in order to comply with the Consumer Protection Act.

- **Maintaining archives and museums**

The Ossewabrandwag Museum, with approximately 10 000 items, was successfully transferred to the custody of the Heritage Foundation in Pretoria, where a new exhibit will enjoy a larger audience. The much-needed space in the Potchefstroom Campus Library previously occupied by the museum will be turned into a study and research centre for postgraduate students.

Student bodies and organisations made a significant number of transfers to the Archives, demonstrating that the outreach programmes were successful.



The Institutional Archive and Museum received 874 visitors. Researchers' visits doubled in comparison with previous years. Staff members also attended to 585 queries from staff, students and the public in general.

The Archive started with a digitisation project that resulted in 8 020 scanned images of photographs, newspapers and transcripts that give researchers access to these collections.

A total of 14 214 photographs were acquired from academic departments and photographers. Photographs were requested for various publications, reunions and other commemorative occasions on the Potchefstroom Campus. Thousands of duplicate photographs were eliminated after the extensive digital photographic collection was appraised and reorganised.

The main focus of the Mafikeng Campus Archive was the central storage of examination answer books for records management purposes. Three container units have been secured near the Archives Building for the storage of destroyable material. The Archive received two large transfers from the Committee Secretariat and Academic Development Centre, among other smaller ones.

The Vaal Triangle Campus Archive refurbished the archive facility with cabinets, shelves and a filing bay. Burglar proofing, air conditioning, blinds and a fire door were installed. A successful workshop on archiving and records management was held for all the administrative staff.

The Archives continuously strive to preserve the collective memory of the NWU and its student life.

- **Management Information Systems (MIS)**

Highlights for 2013 include:

- MIS compiled and submitted the Enrolment Plan to the DHET for the 2014-2019 cycle.
- Staff data was added to the Management Information data warehouse to facilitate reporting on staff information. Additional development was also done to accurately divide staff heads and FTE's into the correct OU's based on their assignments.
- All final HEMIS submissions, which include Staff, Student and Space, were completed and submitted successfully.
- Over 100 ad-hoc requests were completed during 2013.
- HEQSF category A qualifications were submitted to the CHE.
- Development concerning the Active/Inactive status of registered student was completed.

- **Policy management**

In 2013, Records Management and Administration dealt with the following policies as part of the policy management programme that it runs:

- Four new policies/rules were approved.
- Ten policies were reviewed and approved.
- One policy was referred back by Council.
- Five policies were edited to correct technical mistakes.
- The NWU currently has 54 Council-approved policies.

STUDENT SERVICES AND EXTRA-CURRICULAR ACTIVITIES ⁴¹

The Student Administrative Systems department is concerned with the development, maintenance and training of users in systems designed specifically for the administration of a student's lifecycle from applicant through to graduate.

An objective of the department was to provide equitable services to all students. In the development of a new functionality or the improvement of existing functionality, it strives to make it applicable to all students and staff members on every NWU campus. Considerable development time is spent on improving and developing environments for web applications and web registrations. The student is but one party that benefits from not queuing and posting forms, making it more accessible and reducing the need for them to travel. Additionally, the need for printed and posted documents reduces the burden on administrative staff.

Another initiative that grew significantly in 2013 is the transition from printed calendars to electronic versions. Reducing the unnecessary printing of faculty calendars also reduces the NWU's environmental footprint and operating cost. The

⁴¹ R3.1.5 bullet 7

university also developed and enhanced the functionality to move from posting students' results letters and statements to using email addresses. In December almost 16 000 letters were emailed instead of being printed and posted.

The admission system's functionality was refined and ready to use for the 2014 applications to test each student's application and grade 12 results against the relevant admission requirements. Other enhancements include changes to existing reports and adding new reports to provide interested parties with the correct data.

The department is involved in the academic alignment process, ensuring that only approved qualifications and programmes are available to students and prospective students. The system must be updated to stay within the regulatory framework and be the source for data used in official reporting, two of the areas identified in the university's risk register and elevated as priorities.

RELATIONSHIPS WITH THE COMMUNITY, ACADEMIC AND SERVICE ⁴²

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.

The NWU made reasonable progress in implementing the new community engagement strategy that Council approved in September 2011. The strategy emphasises transdisciplinary development projects that are sustainable and have measurable impact. Such projects have to be aligned with the Millennium Development Goals, the National Development Plan and local Integrated Development Plans (IDP). A new community engagement policy is under development to execute the strategy and will be submitted to Council for consideration in 2014. In addition, a campus implementation plan was developed with the assistance of a special task team on the Potchefstroom Campus. Development of structures for implementation was proposed and included a recommendation for a campus community engagement coordinator for each campus.

The budget was not available to implement these recommendations, however, and it became clear that the university would have to revisit its conceptualisation of community engagement and discuss the draft policy before finalisation. With this in mind, an institution-wide community engagement workshop was held on 12 June 2013. This was followed in October by another gathering to showcase the different kinds of community engagement projects on the Potchefstroom campus. A process for negotiating, planning and finalising the policy and data base will be implemented early 2014.

For more information please refer to the [Report of the Chairperson of Council](#).

CHANGING PATTERNS IN THE PROVISION OF ACADEMIC COURSES ⁴³

The university negotiates an approved enrolment plan with the Department of Higher Education and Training on a cyclical basis, and 2013 was the final year of the approved enrolment cycle for 2011 to 2013. During 2013, the NWU submitted an enrolment plan to the DHET for the next enrolment cycle, from 2014 to 2019. The submission of the plan followed an extensive consultative process on each campus, during which faculties and schools developed enrolment targets for the five-year period. The university met with the DHET on 6 June 2013 to discuss the initial plan, after which the targets were revised and explanatory information was included in the narrative that accompanies the enrolment planning tables.

The plan was submitted at the end of August 2013, and feedback is currently awaited from the DHET. For more information please see the [Senate report under the heading Levels of academic progress in different disciplines](#).

STATEMENT OF SELF-ASSESSMENT OF THE ACHIEVEMENT OF THE VICE-CHANCELLOR ⁴⁴

All NWU activities in 2013 were based on the Institutional Plan, which is a three-year rolling plan. The Institutional 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. Regular reports were submitted to Council by the Institutional management, and at the end of the year an evaluation session of my performance was held by the Chairperson and the Chairperson of the Finance Committee. The Deputy Chairperson was not able to attend this session. The minutes of the meeting recorded that there was satisfaction with my performance.

42 R3.1.5 bullet 8

43 R3.1.5 bullet 9

44 R3.1.5 bullet 10

SUSTAINABILITY

Sustainability is, in addition to the extension and enhancement of the university's knowledge base and increased diversity of the staff and students, a key for the next few years. Sustainability is integrated into all the NWU's core functions and operational processes.

The following contributions were made to the sustainability of the university in 2013:

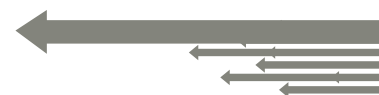
- The Executive Director: Human Capital focused on a succession planning programme for building a sustainable leadership pipeline aligned with the university's Employment Equity targets. This programme commenced in 2013. A total of 191 employees were identified as potential future managers, of whom 84 were black and 72 female. Substantial funds were also allocated for the training and development of staff and managers.
- In compiling the 2012 Annual Report, the Executive Director: Institutional Advancement focused on pointing out to the reader progress made with sustainability at the NWU as a whole. Footprint symbols indicating the university's impact on people, the economy and the environment were used throughout the publication. These footprints illustrated how the NWU strives to act responsibly in managing the impact of its activities on its own sustainability, as well as that of stakeholders and the environment. Based on the needs of stakeholders, the print run of external publications such as the Annual Report and the NWU & U has already been significantly decreased and replaced with a digital version. A survey has been conducted among all staff on their preferences for receiving the internal newsletter Eish! digitally or in print. At the beginning of 2014 this new distribution process will be implemented to address user needs, ensure sustainability and cut back on the print run. In the first phase of this process, all permanent staff members receiving hard copies will have the option to change to an electronic version. All temporary staff will receive the digital version, with the option to change to printed copy.
- The Executive Director: Finance and Facilities focused on energy-saving initiatives as part of the infrastructure projects:
 - Energy-saving shower heads were installed in new and upgraded residences. The new student residences being constructed in 2013 and 2014 will be equipped with solar geyser systems. Energy-efficient hot water systems will be installed in residences being upgraded.
 - Energy-efficient lights, as well as a new hallway lighting system doubling as an emergency light system, are installed in all new and upgraded buildings. Central air-conditioned systems are installed where possible to save energy.
 - The new Pharmacy and Biological Science Building on the Potchefstroom Campus was designed using green principles.
- 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. An environmental legal compliance audit was conducted on all NWU campuses, and the final report was completed by the end of February 2013. This report, together with recommendations for rectifying infringements and a proposed implementation plan, were presented to the Institutional Management team on 24 April 2013. The subsequent changes and initiatives have already impacted on the management of waste and dangerous products across all campuses.
- R350 000 was invested per campus to execute recycling programmes and electricity-saving campaigns, with the student residences competing for prizes as incentives to stimulate awareness. A total saving of R2 086 614.51 was achieved among the three campuses for the period from May to October 2013.
- A green campus committee was formed consisting of campus coordinators and representatives from Institutional infrastructure and planning and the Centre for Environmental Management.
- A four-page advertorial was featured in the Green Business Journal of August 2013 on the green campus activities of the NWU.
- In an attempt to support environmental sustainability, the Career Guide was published as an e-magazine and printed on recycled paper. At the Career Fairs on all three campuses, the Career Centre provided companies with lunch bags manufactured from recycled material, and used stainless steel, refillable water bottles instead of plastic bottles.
- Initiatives such as these are important in that they help to create student, staff and external stakeholder awareness of matters related to sustainability. Having said that, the real engagement with the concept of sustainability and how that translates into significant change in the teaching and learning environment lies at an entirely different level.
- A strong focus on sustainability underpins the academic planning function and, in particular, the enrolment plan of the university in which long-term sustainability is a key driver, not only for the NWU itself, but also for the country.
- The challenge is to translate the meticulous work at the planning level into real value at the point of delivery, namely in the teaching and learning environment itself, and particularly as a tangible output flowing from the graduate attributes as defined in the strategy of the NWU.

- The vision of developing future leaders who will take responsibility for creating a sustainable world will require the NWU to articulate graduate attributes that include an understanding of their role in the global context. The Principles of Responsible Management Education (PRME) suggest that universities should “develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy”. It further suggests that universities “incorporate into [their] academic activities and curricula the values of global social responsibility as portrayed in international initiatives, such as the United Nations Global Compact”.
- The finalisation of the Teaching and Learning Strategy in 2014 will afford the NWU an opportunity to place this broad view of transformation at the heart of the strategy, in line with the earlier adoption by the NWU of the United Nations Global Compact (to which it has been a signatory for some time).

HIGHLIGHTS SINCE 2004

In summary, the following salient features of the past ten years can be highlighted:

- The strategy of focusing on the university’s core business, while embarking on a path of sustainable transformation, has paid off.
- The NWU has been realistic in setting its mission and targets. In the first ten years, the mission was to become a balanced teaching-learning and research university. The achievement of this goal is in sight.
- The student component increased by more 30%.
- The permanent staff complement grew by almost 30%. Inherent to this growth is the unintended consequence that the growing staff numbers impacted negatively on the initial “end-state” Employment Equity targets.
- Since 2008, the NWU has had uninterrupted academic activities and stability on all campuses without any student unrest.
- The strong improvement in the undergraduate pass rate across all campuses from an average of 75,2% in 2004 to 85,1% in 2013 provides an indication of the vitality of the teaching-learning environment at the NWU. The first-year drop-out rate in terms of the first-time entering student cohorts of 2005 to 2010 was an average of 12.5%. This small percentage was largely achieved through supplemental instruction models, as well as peer support, and is in stark contrast to the national drop-out average of 20% to 30%. Underlying this, equity of provision contributed largely to comparable equity of outcome.
- Arguably one of the biggest challenges for the newly established NWU in 2004 was to improve its research output in a sustainable manner. This was done by creating an enabling research environment and establishing a research culture. This strategy is being carried out by establishing research entities in a developmental manner, starting with entry point focus areas, followed by niche areas, research units and ultimately centres of excellence. It is further enhanced by means of substantive investment and financial and other incentives for researchers who perform well. The total number of research article equivalents increased from 275 in 2004 to 1227 in 2013 - an increase of 346%.
- The NWU now stands at 0,94 articles published per full-time equivalent staff member per year, up from less than 0,4 in 2005. Obviously, the growth in staff numbers has had an impact on the initial ratio targets.
- Like the rest of the sector, the NWU experiences challenges in maintaining steady growth in delivering PhD and master’s students.
- The NWU is a financially stable institution. In terms of profitability and growth, total income has increased by 120% since the merger in 2004, and the total income for 2013 was over R3 billion.
- Through a policy of functional multilingualism, the NWU has avoided the pitfalls of language becoming politicised, but has rather made language a symbol of desirable diversity.
- A pleasant, safe and enriching student experience on campuses, conducive to academic activity and producing well-rounded graduates, has been established.
- The NWU management model of a unitary institution, with three campuses managed as decentralised business units, each with a campus rector and all three served by an overarching institutional office, has contributed substantially to stability and growth.
- The NWU declared itself as an institution that will be managed effectively, with individually accountable managers, in a spirit of transparency. This is embodied by the performance management system applicable to all academics and managers, in which recognition and incentives play an important role.



CONCLUSION

As the university prepares to enter its 10th year since the merger in 2004, this is a time for taking stock, for assessing whether the NWU has met its merger and mission objectives and is ready for the next 10 years of the journey.

Reflecting on the NWU's core business performance for the period up to 2013, it is clear that the university has indeed become a balanced teaching-learning and research university as envisaged in its mission statement. Where research was previously secondary to the business of teaching-learning, it is now an equal partner, commanding its rightful share of the university's time, energy and resources. The NWU's reputation for supporting focused, well-resourced research is enabling it to attract some of the best research talent in South Africa and further afield.

In striving for balance in its core business, the university continues to make significant investments in the quality and extent of teaching-learning. This includes ensuring that students have effective support, that lecturers have the scope to hone their teaching skills and be recognised for excellence, and that the NWU's buildings, facilities and IT infrastructure provide a conducive setting for teaching-learning and research. In 2013 alone, just over R208 million was spent on new building projects, renovations and maintenance on all three campuses and the Institutional Office. When it comes to IT infrastructure, the NWU is second to none in providing ubiquitous, abundant internet connectivity and efficient, cost-effective applications to students and staff alike.

Implementation of expertise, the third leg of the university's core business, comprising community engagement and commercialisation activities, has also been strengthened. Commercialisation is a long-standing strength of the NWU, whose impressive intellectual property portfolio spans 47 countries and comprises 50 RSA-patented inventions and 20 first internationally patented inventions.

Community engagement is not being left behind. The NWU has numerous value-adding community engagement partners, is a leading member of the South African Higher Education and Community Engagement Forum and, most recently, has begun measuring and monitoring the progress and impact of community engagement and sustainable development in all communities associated with the NWU. This is part and parcel of the work being done to extend King III reporting processes to all university activities.

The NWU's operations and finances are among the healthiest and most stable in South African higher education. This is not to say that the university has mastered all its challenges. Transformation of the institutional culture and demographics remains an area where substantial work still needs to be done and where the university has sustained reputational damage. Speaking for the Institutional Management, I am confident that the steps being taken to strengthen the university's transformation agenda, such as the Growing our own timber and succession planning initiatives, will bear fruit.

My personal journey with the NWU ends in 2014 after a 12-year relationship that has been a privilege and an honour to experience. I am indebted to the University Council and Institutional Management for their trust and support, and to the entire staff for their caring and commitment. This university is in excellent hands.



DR T ELOFF
VICE-CHANCELLOR



CAMPUS OVERVIEW – MAFIKENG CAMPUS



PROF ND KGWADI

INTRODUCTION

It has become the norm that growth of the Mafikeng Campus continues on a yearly basis especially in its core business and infrastructure. This growth is characterised by a vibrant academic culture among both staff and students. Many campus activities also attracted external stakeholders from all walks of life and parts of the world. In pursuit of excellence, we have been building relationships with international stakeholders, and have received scholars and students from different universities such as Hanseo University in South Korea, Hokkaido University in Japan, Mc Master University in Canada and many more. This year the campus's focus has been on Growing Our Own Timber (GOOT), resulting in many of staff registering for their postgraduate studies and some completing their master's and doctoral degrees.

“ The Mafikeng Campus has since 2004 evolved into a bustling, productive hub for knowledge generation ”

STUDENT ENROLMENTS 2013

The table below indicates the student enrolments for 2013. Enrolments increased in total from 10 256 in 2012 to 10 713 in 2013.

Undergraduate	8 981
Occasional students	19
Honours	491
Postgraduate diploma/certificate	327
Master's	655
Doctoral	240
TOTAL	10 713

COMPOSITION OF UNDERGRADUATE STUDENTS IN 2013


The table below breaks down the composition of undergraduate students in 2013 into first-time entrants and seniors. First-time entrants increased in total from 2 343 in 2012 to 2 382 in 2013 and seniors increased from 6 357 in 2012 to 8 331 in 2013.

First-time entering undergraduates	Contact	2 290
	Distance	92
Seniors	Contact	7 178
	Distance	1 153

DIPLOMAS AND DEGREES CONFERRED IN 2013

The table below breaks down the awarding of diplomas and degrees in 2013.

In 2013 the total number of awarded diplomas and degrees increased to 2 453 from 2 403 in 2012.




Certificates and diplomas	721
Bachelor's degrees	1 296
Honours degrees	277
Master's degrees (including MBA)	145
Doctorates	14
TOTAL	2 453

Graduation ceremonies were held from 8 to 10 May 2013 and on 10 and 11 October 2013.

GRADUATES PER FACULTY IN 2013

Of the five faculties, the Faculty of Education and Training produced the highest number of graduates, followed by the Faculty of Commerce and Administration. The table below shows the number of graduates per faculty.



Faculty of Commerce and Administration	631
Faculty of Education and Training	746
Faculty of Law	113
Faculty of Human and Social Sciences	497
Faculty of Agriculture, Science and Technology	466
TOTAL	2 453

TEACHING-LEARNING ACTIVITIES

The Mafikeng Campus strives to create an enabling academic programme in which students can discover their potential and staff can shape rewarding careers. In 2013, quality assurance, staff development and academic support for students were the main focus of teaching-learning activities.

- **Quality assurance**

Internal and external evaluations were conducted on various programmes. This went hand in hand with site visits by the professional bodies concerned. The processes are facilitated, supported and coordinated by the campus quality coordinator, who constantly communicates with and visits the faculties and support departments to ensure that processes are followed and documents submitted timeously as scheduled. The campus coordinator also communicates regularly with the Institutional Quality Office to ensure the smooth running of these activities.

The quality performance of programmes has improved; in 2013, three of the four programmes evaluated met minimum standards. This is attributed to the quality coordinator's visits and the timely completion of quality manuals, giving academics a reliable reference for improving quality. More attention and assistance will be given to support departments in 2014 so that their service standards can also improve.

Internal programme evaluations were completed for the following qualifications in 2013 in preparation for their external programme evaluations, conducted later in the year: BA Communications, Bachelor of Social Science in Political Studies and International Relations and Bachelor of Commerce in Information Systems. The subject Physics in the Bachelor of Science degree underwent internal evaluation.

Post external programme evaluations were conducted on English as a subject and the Bachelor of Administration and Bachelor of Commerce in Management.

Other quality-related developments of 2013 were the following:


- An accreditation site visit that was supposed to have been conducted for Bachelor of Social Work in 2012 by the South African Council for Social Services Professions took place in June 2013. At the end of the year, the Social Work department was still engaging with the professional body to finalise the report. The programme had also been part of the National Review by the Council on Higher Education in September 2013. That report is also still outstanding.
- Soft reviews were conducted at the Centre for Business and Management Development, the Marketing and Communications department and the Financial Aid department. To date, only the report for the Centre for Business and Management Development has been finalised.
- The Information and Technology department underwent a rigorous peer review in August 2013, together with the IT units of the Institutional Office and the other two campuses. The report has not yet been finalised.

- **Institutional Course for New Lecturers (ICNL Phase 2)**

Phase 2 of the ICNL is offered by the Academic Development Centre on campus and consists of a two-day course.

Phase 2 took place in February and June 2013 and approximately 35 lecturers from different faculties attended. They were introduced to topics such as how to use the eFundi learning management system, how to write an interactive study guide, the use of writing as a process in the classroom, and assessment and teaching strategies.

The table below shows attendance per faculty of the second phase of the ICNL in 2013.




Faculty of Agriculture, Science and Technology	8
Faculty of Commerce and Administration	12
Faculty of Human and Social Sciences	7
Faculty of Law	4
Faculty of Education Sciences	4

- **Institutional Teaching Excellence Awards (ITEA)**

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


Most of the participants from the campus attended workshops in March 2013 on how to prepare their portfolios, what the programme entails and what is expected of them.



Total number of ITEA participants	Number of different categories of ITEA awards presented in 2013		
	A	B	C
15	10	4	1

- **Rapport Awards (Most Inspiring Lecturer)**

The following faculty winners each received a cash prize of R50 000 at a gala event at the end of 2013:



Faculty	Name and school or department
Faculty of Agriculture, Science and Technology	Dr A Mawire, School of Mathematical and Physical Sciences
Faculty of Commerce and Administration	Ms L Olivier, School of Accounting
Faculty of Education Sciences	Mr AL Bechuke, School of Teacher Education and Training
Faculty of Human and Social Sciences	Mr PH Boer, Sport Coaching Science
Faculty of Law	No winner

- **Supplemental Instruction (SI)**

All five faculties made use of Supplemental Instruction during the year, mainly to assist students in at-risk modules but also in some modules with pass rates higher than 50%. Data collected for the impact study in SI showed an improvement in the grades of participating students.

For more detail about SI at the Mafikeng Campus, please see the [Senate report under the heading Supplemental Instruction](#).

- **Academic development and support**

Students appointed as assistants at the Student Academic Development Centre received training on the programmes and skills taught at the Reading Laboratory and the Writing Centre. At the Writing Centre, a total of 225 students attended 255 sessions held in 2013. The writing consultants took the initiative to analyse the documents produced at the centre and came up with a research topic, Writing centres in tertiary institutions: An Investigation into its relevance at the Mafikeng Campus of the North-West University. To this end, the consultants designed a questionnaire and collected and analysed data. A paper is in progress and will be submitted for publication. Respondents who visited the centre agreed that the consultants who assisted them were friendly, the environment was conducive and that the Writing Centre promotes effective academic writing.

The eFundi learning management system provides a platform for managing large classes, distributing resources, sharing study materials and enables lecturers to keep track of students. During 2013, 983 sites were created. For more detailed information please see the [Senate report under the heading Implementation of eFundi at the NWU](#).

The eFundi help desk was successfully launched and three postgraduate and undergraduate students were employed as student assistants. They conducted classes on Clickers and eFundi orientation for students.

Clickers is a programme for first-time computer users, and was initiated in response to computer literacy gaps and the slow implementation of e-education. The programme, hosted on eFundi, was scheduled from February to mid-June 2013 and was conducted on Saturdays.

The Chatroom site on eFundi was used to encourage communication and collaboration among students and facilitators. Students used the messages tool to interact with the facilitators and submit assignments.


Students registered for the University Preparatory programme (UniPrep) received end-user training in the basic skills needed to work within the Microsoft Office 2010 and NWU environment.

- **Mentoring programme**

The pilot mentoring programme offers first-year students a supportive environment for a smooth transition from high school to university, both academically and socially. The support includes an advisory group that meets at least twice a week, ongoing orientation to university and role models (senior students) who set an example, encouraging students to persevere despite the academic challenges they face. Peer mentors recruited 222 first-year students registered for extended programmes in the faculties of Commerce and Administration and Agriculture, Science and Technology.

- **Drop-out rates**

The table below includes the drop-out rates for first-time entering undergraduate contact students in the period from 2007 to 2013:



2007	2008	2009	2010	2011	2012	2013
15%	14%	11%	14%	13%	14%	20%

RESEARCH ACTIVITIES

In recent years, the Mafikeng Campus has been steadily increasing its research outputs and building the research skills of academics and postgraduate students.

- **Research support**

In 2013 the Mafikeng Campus had nine research professors. A total of 14 research capacity-building workshops were conducted for academic staff members during the year. A total of 143 lecturers attended these workshops in the first semester, working out at an average of 10 lecturers per workshop. An external service provider was used for the Assessor and Moderator courses and two colleagues from the Vaal Triangle Campus conducted a presentation skills workshop.

The research and teaching-learning infrastructure of the campus was significantly improved during 2013. The Biological Sciences and Chemistry Departments received state-of-the-art laboratory equipment funded by the Institutional Research Support Commission, and the Anatomy and Physiology laboratories at the School of Agriculture were officially commissioned. A grant was received for phase two of the Life Sciences building, the Biological Sciences building and the Nursing Building.

- **Research funding**

The Clinical Grant Funding from Department of Higher Education for 2013 was renewed and funding for research and related activities was received from Atlantic Philanthropist (AP), the NRF, Medical Research Council, Water Research Council and other donors. For example, the School of Agriculture received R3 million for research from the Water Research Council and other grants from Santam and the Department of Agriculture, Forestry and Fisheries.

The Department of Chemistry received funding for research and bursaries from Sasol Inzalo Foundation, assisting four MSc and two BSc (Hons) students.

Prof Nicolene Barkhuizen visited Nyenrode Business University during June and September 2013 to teach Human Resource Management for the Executive MBA students. The lectures were very well received. Prof Barkhuizen is currently a visiting Professor at the institution and has also been appointed as an external examiner/ moderator for the Institution. Prof Nicolene Barkhuizen chaired the Business Forum titled: Academia Meets Business – Exploring Work Integrated Learning in Emerging Markets at the 6th International Conference on Engineering and Business Education (ICEBE) conference in Windhoek, Namibia. The Business Forum is part of a collaborative research project between the Department of Industrial Psychology and the Polytechnic of Namibia. Four Masters Students from the Department of Industrial Psychology who are currently involved in the project also attended the conference. This Business Forum allowed for great discussions regarding the topic of work integrated learning. Prof Nicolene Barkhuizen, from the Department of Industrial Psychology has been awarded an NRF research grant of R 166 200 for a research project titled: Exploring Work Integrated eLearning in Open and Distance Education: Human Resource Development in Developing Countries.

Ms Dinke De Waal was awarded the NRF Innovation Scholarship for Doctoral Studies for the period 2011 to 2013.

Some of the research achievements of staff were as follows:

- Dr Peter Bogopane, School of Management and Prof Theuns Pelser, Graduate School of Business and Government Leadership achieved exceptional research outputs.

- Prof Nicolene Barkhuizen of the School of Management Sciences established vital links between the Faculty of Commerce and Administration and researchers from Norway, the Netherlands and Namibia.
- Prof Janine Mukuddem-Petersen and Prof Mark Petersen served as editors of prominent edited volumes and special journal issues. In particular, the book "Economics of Debt", edited by Prof Petersen, was launched in New York in September 2013.
- Prof Mukuddem-Petersen was appointed as a National Research Foundation (NRF) Humanities panel member and will evaluate Finance and Economics research proposals submitted to the NRF for possible funding.
- Prof M Mbao and Prof O Olowu of the Faculty of Law continued to serve as external examiners to various universities in the region and also with the South African Law Reform Commission, the NRF and other bodies and as members of editorial boards of various journals. Prof Mbao again served as a member of the Technical Committee of Experts drafting the Zambian Constitution. Prof Mbhuti Hlophe, a chemistry lecturer in the Faculty of Agriculture, Science and Technology, contributed a chapter in the first edition of a book titled Nanotechnology Applications for Clean Water (unfortunately Prof Hlophe passed-on on 18 March 2014)
- The Psychology department established research networks and signed agreements with Bophelong Hospital, Sterkfontein Psychiatric Hospital and the Military Hospital.
- Prof Nehemiah Mavetera and Mrs Chipo Mavetera, lecturers from the School of Economic Sciences received the Best Paper Award at the 19th International Business Information Management Association (IBIMA) conference in Spain.
- The journal article of Mr Itumuleng Mongale from the School of Economics and Decision Sciences, entitled "What causes household debt to increase in South Africa?", was accepted for publication in the leading ISI accredited journal Economic Modelling.

A number of postgraduate students distinguished themselves in 2013:

- Several master's and doctoral students won prestigious scholarships. Ms Kgomoitso Mahole, a postgraduate student, won the 2013 Nelson Mandela-Cecil John Rhodes postgraduate scholarship.
- The MCom registration of Ms Lungile Hlatshwayo was upgraded to a PhD registration. This was the first time this has happened in the Faculty of Commerce and Administration.
- Ms Gisele Mah, now a PhD student, achieved an 89% average for her MCom studies, with 90% being allocated for her research project on the Eurozone sovereign debt crisis. This was the highest mark ever achieved on master's level in the Faculty of Commerce and Administration. She was the recipient of the ABSA Bronze medal
- 12 graduates from the Mafikeng Campus who sat for SAICA's Initial Test of Competency examination (Part 1 of the Final Qualifying Exam) in January 2013. This was the highest number in the history of the campus. Of these 11 passed the examination, allowing them to proceed to Part 2, to be written later in 2013, to qualify as Chartered Accountants.


The table below shows the research output of the campus for 2013.



Accredited journals	Conference proceedings	Books/chapters
280.95	30.8	0.44

• Postdoctoral fellows

The number of postdoctoral fellows increased from 23 in 2012 to 35 in 2013, as shown in the table below.



2006	2007	2008	2009	2010	2011	2012	2013
-	1	2	3	6	14	23	31

• NRF-rated researchers

The table below gives details of rated researchers per category:



Category	2009	2010	2011	2012	2013
B	-	-	1	1	1
C	1	2	6	10	16
L	1	1	1	0	0
Y	1	1	1	2	2

- Research entities**

As at 31 December 2013, the Mafikeng Campus had three research entities.

Title	Status
Material Science Innovation and Modelling (MaSIM)	Focus area
Population and Health	Niche area
Food Security and Safety in the North West Province	Niche area

IMPLEMENTATION OF EXPERTISE

This is the third arm of the university's core business and consists of commercially driven activities and community engagement initiatives.

Most of the commercially oriented work done in 2013 was in the form of short learning programmes in fields such as computer literacy, project management and supply chain management, as shown in the following table.

Short learning programmes offered	Number of students
Advanced computer skills	68
Advanced computer skills Excel module	41
Computer literacy	22
Monitoring and evaluation	101
Policy development and management for public sector	24
Project management	14
Supply chain management	14
TOTAL	284

In an important community training initiative, the Information Systems department in the Faculty of Commerce and Administration joined forces with the CSIR to present a cyber-security awareness training programme. The training covered physical security, malware, countermeasures, software security, database security, file security, safe surfing, cyber bullying, social engineering techniques and other related security topics. The students who attended are in turn expected to train educators at schools in and around Mafikeng. The teachers will then train school children at participating schools.

The faculties of Law, Human and Social Sciences, and Agriculture, Science and Technology were especially active in the community engagement arena.

- **Faculty of Agriculture, Science and Technology (FAST)**

The Madibogo Water Nanofiltration project at Batlhaping Primary School supplied potable water to 1 000 learners and their educators every day. The system purified an average of 10 000 litres of groundwater a day, effectively removing pollutants such as nitrates, chloride and magnesium. Working with emerging farmers, particularly female farmers, the Centre for Animal Health Studies contributed to better livestock care and value. Services include training in animal husbandry, providing access to a genetic pool and weekly visits to communities.

The Nguni cattle programme continued. This has been running since 2006 and assists emerging farmers to raise herds of indigenous Nguni cattle. FAST works in collaboration with the North West Provincial Government and the Industrial Development Corporation.

Other important community engagement projects are the animal hospital, which is operational 24 hours a day, the animal ambulance service, the Science Centre and the Farmer's Market, a partnership between FAST, Mega City and the provincial Department of Agriculture.

- **Faculty of Law**

The Community Law Centre was again at the forefront of providing legal aid and access to justice to individuals and communities in need.

Its work in 2013 comprised the following activities:

- Visits to paralegal advice offices in February, April, June, August, October and November 2013.
- A community workshop at Lichtenburg in February 2013, which 44 people attended.
- Visits to two schools around Mahikeng to conduct workshops for 371 learners, in partnership with Students for Law and Social Justice.
- Interviews and programmes on local radio stations, namely Motsweding FM and Mafikeng FM, the Community Law Centre had a guest slot throughout the year. In all, the centre featured in 22 radio programmes.
- An agreement with North-West University FM, was entered into for presentations on topical issues.


- **Faculty of Human and Social Sciences**

In this faculty, the departments of Theology, Social Work and Psychology provided much-needed empowerment and counselling services to communities:

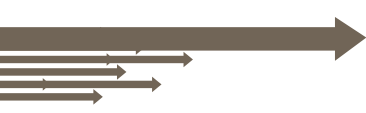
- The Theology programme was involved with an empowering and skills development project at Rooigrond Prison. They also held three one-day pastoral conferences to equip inmates for the ministry.
- The Social Work department ran a school tree planting project.
- The Psychology department provided psychological consultation services to cancer patients and their families involved with the Cancer Association of South Africa (CANSA).
- The Ipelegeng Child and Family Centre provided psychological consultation services to students and community patients, spread knowledge on psychological matters via North-West University FM and used positive psychology principles and techniques to assist student bursary holders.

MARKETING AND RECRUITMENT ACTIVITIES


From the beginning of 2013, the recruitment department recruited students at national and international level. The following tables set out the provinces and countries visited.



Provinces	Schools visited	Career exhibitions attended
North West	50	11
Limpopo	-	5
Gauteng	11	5
Northern cape	1	2
Free State	6	3
Mpumalanga	-	2
Eastern Cape	-	1
Northern Natal	6	1



- **Southern African Development Community countries**



Schools visited	NAMIBIA	SWAZILAND	LESOTHO
	14	10	11

Visits to foreign countries are coordinated with the relevant departments of education.

Campus tours were also conducted to give prospective students a first-hand view of the campus's ambience and amenities. In all, 16 individual and group tours were arranged for learners in grades 10 to 12.

An open week in the form of an exhibition was held for grade 12 learners from five areas around Mahikeng, Zeerust and Lichtenburg. In total, 125 schools and approximately 10 000 learners attended.

The campus continued with the highly successful Ikateleng project for learners in grades 10 to 12. Ikateleng entails offering the learners extra classes in Business Studies, Accounting, Physical Science, Life Science, Mathematics and Economics. The programme runs for 11 weeks, with classes on Saturdays and then one full week. During 2013, the programme had 340 participants, consisting of 43 learners in grade 10, 130 in grade 11 and 167 in grade 12.

During the recess in June and July, a Winter School was presented for 1 000 grade 12 learners on the campus. This was done in collaboration with the Education District Offices of the Dr Kenneth Kaunda and Dr Ruth Mompati municipalities. A follow-up Winter School was held in Vryburg and approximately 1 600 learners attended. The Winter School has become very popular and District offices are approaching the campus with requests to assist with camps as this approach has been shown to improve the marks of learners, which in turn assists the Districts to reach their pass rate targets. Subjects that were offered were Mathematics, Physical Science, Life Science, Maths Literacy, Accounting, Economics, Business Studies and English, which was compulsory.

The closing date for study applications for 2014 was publicised during all school visits and exhibitions, as well as through advertisements in six local newspapers in Klerksdorp, Taung, Kuruman, Vryburg, Lichtenburg, Zeerust and Mahikeng. An electronic advertisement was placed on the advertising board in Mahikeng and the campus radio station was also used.

- **Communication**

The Mafikeng Campus has many success stories to tell about the growth in research, infrastructure development, partnerships with communities and distinctive programme offerings. During the year, a good deal of effort went into publicising the campus's achievements through media coverage and advertising.

For the year, 175 reports about the campus were published in the printed media and 56 reports were broadcast. A total of 26 advertisements were published in local newspapers (The Mail 7, Mmegadikgang 3, Youth Today 3, Rustenburg Herald 1, Stellalander 1, Klerksdorp Record 1, Kurumane Cronocle 2, Economist 2, Zeerust News 2).

The Campus Facebook page has grown to 12 700 'likes'. Important messages are posted regularly, especially on student issues, events and finances, and the page is monitored on a daily bases

The Campus Radio Station is broadcasting 24 hours a day and has a listenership of over 70 000.

- **Events**

The campus hosted a full programme of events, functions and projects ranging from the winter and spring graduation ceremonies to long-service awards for staff, sport competitions, academic and open days, and inaugural lectures.

STUDENT AFFAIRS ON CAMPUS

- **Student governance**

After the Campus Student Representative Council (CSRC) elections, the student leaders attended leadership workshops and an induction programme to prepare them for managing student governance. Representatives for

the various substructures were elected and attended similar workshops. The purpose was to familiarise the student leadership with the policies of the university and to provide information on issues such as reporting and protocol.

CSRC activities during 2013 included Africa Month, which celebrated different African cultures and languages, and the crowning of Mr and Miss NWU Mafikeng. Other activities were an inter-faculty debate, pre-examination sports, the freshers' ball for first-year students, Valentine's celebrations and residence sports days.

- **Sport activities and achievements**

The Sport Department assisted 18 sporting codes with administration and development. The department and the All Sports Council administered a successful competitive and recreational sports programme consisting of faculty, residence and club programmes, regional, provincial and national competitions, coaching courses and development workshops.

The department also ran wellness programmes such as learn to swim, aerobics classes and gym programmes for students, staff and the community.

Achievements

In 2013, 25 students were selected to represent the province in cross country (nine students), softball (nine), table tennis (three), body building (three) and football (one). There were also national representation in Ju-Jitsu (Katlego Makgale) and netball (Kethabile Dazuka), and USSA selections in badminton 8 (Lesego Ngakane, Fredrick Monjane, Kgomoetso Diale, Kgomoetso Setsetse, Lorato Pule, Baikanne Seatile, Boitumelo Medupe, Mmatefo Seobi) and softball 1 (Kegomoditswe Ntsie).

At the USSA tournaments during the year, students brought home two gold medals, 11 silver medals and nine bronze medals.

Soccer Institute

The Soccer Institute participated in various competitions, such as the SAFA second division where the Institute's team took second position. Although the team was knocked out in the early stages of the Nedbank Cup, it performed reasonably well in the Varsity Cup and USSA tournament, achieving fourth and fifth position respectively.

In 2013, the Soccer Institute transferred two players to Premier Soccer League clubs. Banele Ndlovu was transferred to Bloemfontein Celtic Football Club and Thabo Mnyamane to Pretoria University Football Club.

In addition, the Institute ran school clinics and outreach programmes, coaching workshops and referee courses.

- **Cultural activities and achievements**

The cultural office assisted with the management of cultural activities such as the campus choir, dance events, the DJ society, RAG, and drama and poetry performances.

The campus's cultural clubs and groups participated in competitions such as the Ishashalazi Festival, where the Drama Society took fourth place, and the Sedibeng Choral Competition, where the choir was placed second. The choir also represented the region at the National Choir Festival.

The dance club represented the university for the first time at the USSA Dance Sport Competition and returned with eight medals.

- **Student conferences and associations**

The Student Chapter of the Society for Law and Justice hosted an annual conference in August 2013. Distinguished judges, lawyers, academics and students from across South Africa attended.

The Department of Industrial Psychology officially launched a new human resources management student society in March 2013, called the Society of Industrial and Management Personnel. Mr Marius Meyer, CEO of the South African Board for People Practices (SABPP), attended the launch of the society and emphasised the importance of Human Resource Management as a professional occupation.

Students from the Faculty of Law participated in the All Africa Human Rights Moot Court Competition, hosted by the University of the Western Cape in October 2013; the International Humanitarian Law Moot Court Competition

in Arusha, Tanzania, in November 2013, and the Family Law Moot Court Competition. Two of the campus's students participated in the Annual Family Law Moot Court Competition and came second.

Thirteen master's students and four staff members from the Department of Industrial Psychology attended the Tomorrow's Leaders Convention at Emperors Palace, Johannesburg, hosted by Leadership magazine.

- **Wellness and Counselling**

The Health Centre assisted all students known to be in need of psychological treatment, seeing to it that they received the necessary support through collaboration with Mahikeng Provincial Hospital. In all, 95% of referred cases were resolved.

Other healthcare milestones were the upgrading of the emergency medical service to a fully-fledged ambulance service and the signing of a service agreement with the Aurum Institute to perform medical male circumcisions. The campus clinic was upgraded for this purpose.

Almost every month, the centre held campaigns focusing on a different aspect of student health and well-being:

- In January, the marketing of medical male circumcision reached 2 700 students, including first years, in partnership with the HIV and AIDS office and the Aurum Institute, a not-for-profit organisation.
- February saw condom use being promoted through a reinforcement campaign, when 2 000 male condoms and 1 700 female condoms were distributed.
- In April, 60 employees were immunised against flu.
- In May, the Health Centre and the HIV and AIDS office presented a paper at the AIDS commemoration service on the campus. In the same month, the centre and the Rescue Medical Service School held a one-day first aid workshop for students, 42 of whom received certificates. At the same event, 42 first aid car kits were issued for use on campus. The Nursing School and Boy Scouts were also partners in this initiative.
- June was a busy month. Sixty male employees underwent prostate cancer tests, and 40 soccer students had routine medical examinations. Another 60 students from Animal Health were immunised against tetanus and rabies, and received immunization cards conferring 10 to 15 years of immunity.
- In August, the campus had an outbreak of flu and the health centre treated about 10 clients a day.
- Cancer awareness was a health highlight in October; 40 female employees had pap smears and breast examinations, and 1 500 cancer awareness brochures were handed out to students and staff. Another health trend was an outbreak of boomerang flu, with 10 clients a day being treated and no complications recorded.
- In November, the health centre commemorated World AIDS day by handing out 300 red ribbons and 50 key holders to staff and students.

- **Orientation programme for first years**

The orientation programme was designed to facilitate the academic, sport, cultural and social adjustment of first-year students. Programme activities were designed to promote a vibrant student life, develop excellence in learning and teaching, and encourage social participation for students from diverse cultural and social backgrounds.

The orientation programme began with the parents' meeting, where parents of students were informed about all aspects of university life. Students were then allowed to register and participate in academic, recreational and sporting activities, faculty presentations, cultural programmes and an interdenominational church service.

The student support service staff and campus SRC took ownership of the orientation programme and ensured that it was administered professionally and proficiently.

PRINCIPAL MANAGERIAL/ADMINISTRATIVE ACHIEVEMENTS MUST BE MEASURED IN TERMS OF THE PLANS, GOALS AND OBJECTIVES FOR 2013 – CAMPUS PLAN ACHIEVEMENTS

The Mafikeng Campus exceeded the targets set in the Campus plan. The campus also drew favourable media attention through the many positive activities that took place such as the awarding of honorary doctorates and the Chancellor's medal.

The academic culture has also improved and for the first time the campus had a stakeholder conference, entitled "Campus in Dialogue with the Community", which brought together staff, students and community members involved in our community engagement projects. While there are still infrastructure backlogs to deal with, we thank our staff members for their commitment and look forward to a great year 2014.

MANAGERIAL/ADMINISTRATIVE ASPECTS OF THE OPERATIONS OF THE CAMPUS INCLUDING NEW SENIOR APPOINTMENTS

Name	Start Date	Title	Department
Prof V Mlambo	1 January 2013	Associate Professor	Animal Science
Dr JA Meyer	1 January 2013	Associate Professor	Graduate School of Business and Government Leadership
Prof SO Amusan	1 January 2013	Associate Professor	Tourism; Politics and History
Prof DM Mello	1 March 2013	Associate Professor	Public Administration
Dr NE Schutte	1 March 2013	Associate Professor	Public Administration
Prof AS Salawu	1 April 2013	Professor	Communication and Languages
Prof AY Amoateng	1 May 2013	Professor	HSS School of Research and Postgraduate Studies
Dr F Dilika F	1 June 2013	Project Manager	Vice-Rector Academic
M Kaulela	1 August 2013	Manager	Protection Services
Prof Y du Plessis	1 September 2013	Professor	Graduate School of Business and Government Leadership
Prof PM Chimwamurombe	1 October 2013	Associate Professor	School of Agricultural Sciences
Prof JH Eita	1 October 2013	Professor	Economics

OTHER CAMPUS HIGHLIGHTS

- Honorary doctorate for Chief Justice: The Faculty of Law was privileged to confer the prestigious degree of Doctor of Laws, Honoris Causa, on the Chief Justice of the Republic of South Africa, Justice Mogoeng Mogoeng, during the Spring Graduation.
- Justices from the Constitutional Court attended the ceremony, as did Judges President from Gauteng, Free State, Northern Cape, Eastern Cape, North West and the, Labour Court of Appeal. Also present were judges from Divisions of the High Court and Labour Court, Chancellors from several universities and senior legal figures in both government and the private sector.
- Chancellor's Medal awarded to protector of Indigenous Knowledge Systems: The campus awarded the Chancellors' Medal for 2013 to Ms Mmakgotha Grace "Meikie" Masuku in recognition of her exceptional service to South African society. The award ceremony took place in the Great Hall during the spring graduation ceremony of the Faculty of Agriculture, Science and Technology.
- Address on empowerment of women in law: Justice Nadia Gutta of the North West High Court, Mafikeng, visited the Faculty of Law to address students on topical issues, including the need to empower female law students, female lawyers and judges.
- Seeing stars: Prominent astronomers from various universities across the globe attended the Southern African Large Telescope (SALT) board meeting at the Mafikeng Campus in November 2013. The board meeting was hosted by the Astronomy Research Group in the Physics Department under the leadership of Prof Thebe Medupe.
- Excellence in Accounting: Graduates from the Mafikeng Campus performed well in the South African Institute of Chartered Accountants (SAICA) Initial Test of Competency (ITC) examination, written in January 2013. Twelve Mafikeng Campus graduates wrote the examination and 11 passed.
- Prof Nicolene Barkhuizen of the Faculty of Commerce and Administration reached the finals of the DHL Rising Star Awards. This competition is a platform for recognising young leaders (under 40 years of age). She also initiated the North West Human Resource Management Summit which was held in September 2013. The purpose of the SABPP North West Provincial Summit is to drive HR excellence at provincial level.
- PricewaterhouseCoopers donated an amount of R25 000 to the School of Accounting for a boardroom and an Honours Board. Professor Harry Sewlall, a distinguished professor in English, presented a very successful inaugural

- lecture in April 2013 titled "Unbanning Joseph Conrad In The Popular Imaginary: The Case of Heart of Darkness".
- Professor Oladimeji Idowu Oladele, professor of Agricultural Extension & Director School of Agricultural Sciences, presented his inaugural lecture titled "Linkage between Gown and Town: My experience in Sub-Saharan Africa and South East Asia" in May 2013.
- Professor Masood Khalique, a professor in Applied Mathematics, presented his inaugural lecture titled "Symmetries, Solutions and Conversation Law of different Equations" in October 2013.
- Professor Erhabor Idemudia also held his inaugural lecture in October 2013. His title was "Universalizing Psychology: The voyage of an African Psychologist".
- A lecturer in Social Work, Ms Liz Smit, and two Communication students, Hendrik Tomolo and Karabo Lebanna, received Golden Key membership awards.

CONCLUSION

The Mafikeng Campus is thriving. Where once the campus lagged behind in many aspects of its operations, from its academic facilities and research output to the qualifications profile of staff, it has since 2004 evolved into a bustling, productive hub for knowledge generation. Increasingly, the campus is attracting students and staff from beyond the immediate boundaries of Mahikeng, while remaining true to its roots within local communities. As staff and students go about their day-to-day business, they do so with a palpable sense of purpose and pride. The Mafikeng Campus is taking its rightful place, not just within the NWU but within the broader research and teaching-learning community of Southern Africa.



PROF ND KGWADI
CAMPUS RECTOR: MAFIKENG





CAMPUS OVERVIEW – POTCHEFSTROOM



PROF HD VAN SCHALKWYK

INTRODUCTION

The Potchefstroom Campus has again demonstrated its ability to be accountable, effective and well managed, while also being innovative and client focused. The campus has thus far been able to absorb the ongoing growth in student numbers without placing undue strain on its staff and infrastructure.

In 2013, contact enrolments in science, engineering and technology (SET) accounted for just over 40% of all contact enrolments. This was significantly higher than the enrolments for the other categories and is a positive sign that the drive to increase SET enrolments is succeeding, similarly, the campus's postgraduate enrolments were higher than in 2012, representing 26% of contact enrolments and 24% of distance enrolments.

Pass rates kept pace with the increase in student numbers. The pass rate among first-year students stood at 83,4%, while the overall undergraduate pass rate was 85,1%

In research, the campus recorded a substantial increase in output, rising from 643.48 in the previous year to 766.53 in 2013. This increase is in line with the strategic objective of becoming a research-directed campus where teaching-learning and research are mutually reinforcing.

In implementing its expertise for the benefit of society, the campus had numerous successes. Among them was the opening of Africa's first super critical fluid extraction laboratory and pilot plant, and the establishment of a centre where pharmacy technical assistants and technicians will be trained at the request of the South African Pharmacy Council. For these successes, and the many others recorded in 2013, the Potchefstroom Campus is grateful to its service delivery partners, staff and students for the spirit of teamwork and collaboration that prevailed throughout the year.


STUDENT ENROLMENTS 2013

Student enrolments for the year stood at 43 750. An increase of 1 412 from 2012.

Undergraduate	32 566
Occasional students	129
Honours	6 723
Postgraduate diploma/certificate	1 492
Master's	2 020
Doctoral	820
TOTAL	43 750

COMPOSITION OF UNDERGRADUATE STUDENTS IN 2013


First-time entering entrants increased from 3 733 in 2012 to 4 939 and seniors increased with 12 113 to 38 811.



First-time entering undergraduates	Contact	3 827
	Distance	1 112
Seniors	Contact	16 459
	Distance	22 352

DIPLOMAS AND DEGREES CONFERRED IN 2013

The campus conferred 11 501 degrees and diplomas in 2013, compared to 11 055 in the previous year.



Certificates and diplomas	5 478
Bachelor's degrees	3 395
Honours degrees	1 915
Master's degrees (including MBAs)	582
Doctorates	131
TOTAL	11 501

GRADUATES PER FACULTY IN 2013


Of the eight faculties on the campus, Education Sciences delivered the most graduates in 2013, followed by Health Sciences and then Economic and Management Sciences. The following table shows the number of graduates per faculty:



Faculty of Arts	335
Faculty of Law	306
Faculty of Natural Sciences	636
Faculty of Theology	160
Faculty of Education Sciences	6 489
Faculty of Economic and Management Sciences	1 492
Faculty of Engineering	287
Faculty of Health Sciences	1 796
TOTAL	11 501

“ The Potchefstroom Campus has again demonstrated its ability to be accountable, effective and well managed, while also being innovative and client focused ”

GRADUATION CEREMONIES WERE HELD AS FOLLOWS IN 2013:



Date	Place
23 February	Upington
27 February – 16 March	Potchefstroom
23 March	Cedar College of Education
23 – 25 May	Potchefstroom
19 – 20 July	Potchefstroom
23 July	Polokwane
25 July	White River
27 July	Durban
30 July	East London
1 August	Cape Town
12 September	Potchefstroom
14 September	Potchefstroom
4 October	GST London UK
13 November	Namibia (Ongwediwa)
15 November	Namibia (Windhoek)

TEACHING-LEARNING ACTIVITIES

On the Potchefstroom Campus, teaching and learning activities have been pursued with a focus on realising the mission of the university, namely to become a balanced teaching-learning and research university and to implement its expertise in an innovative way. This the institution will achieve as it lives its values, strives for sound management and pursues transformation while being locally engaged, nationally relevant and internationally recognised.

In addition the mission of the Potchefstroom Campus to become more research focused with research and teaching-learning seen as mutually reinforcing has been pursued.

The Campus actively participated in the development of a Teaching and Learning Strategic Framework for the NWU with a strong focus on a teaching and learning technology framework. The use of technology in teaching and learning has been the topic of a number of investigations and resulting reports, and support for staff and students in the use of technology was provided by the task team established for this purpose. The use of electronic study guides has been investigated and plans have been implemented to assist lecturers in the development and implementation phases.

Paper-based study guides are still being made available and during 2013 a total of 3 914 were developed, printed and distributed on the campus.

- **Institutional Course for New Lecturers (phase 2)**

Staff training on a number of topics dealing with the improvement of teaching and learning practices has been offered by Academic Support Services. These programmes varied from programmes in assessment and moderating to level descriptors, innovative assessment in higher education, large-group interventions, electronic assessment in eFundi, interactive study guides, the Flipped Classroom, teaching strategies and eFundi training.

A total of 53 newly appointed academic staff members completed phases one and two of the Institutional Course for New Lecturers and 41 lecturers are still in the process of completing the course.

- **Institutional Teaching Excellence Award (ITEA)**

Lecturer success at NWU is partially measured by the number of staff members awarded the Institutional Teaching and Learning Awards. On the Potchefstroom Campus in 2013, this came to 31 in total. The best-represented faculty was Arts, where 10 staff members received these awards.

The table below gives a breakdown of the ITEA awards in the three categories.

Total number of ITEA participants	Number of different categories of ITEA awards presented in 2013		
	A	B	C
31	12	15	4

- **Rapport Top Lecturer Awards (most inspiring lecturer)**

In addition to the Institutional Teaching and Excellence Awards, the Rapport Top Lecturer awards for the most inspiring, committed, enthusiastic and motivational lecturers were presented to one staff member in each faculty.

Bursaries for projects in the Scholarship of Teaching and Learning (SoTL) were made available to 17 staff members in the faculties of Economic and Business Sciences, Education Sciences, Health Sciences and Theology. These bursaries were allocated in support of research into the practice of teaching and learning and with the aim of encouraging more effective classroom experiences and practices.

The following faculty winners each received a cash prize of R50 000 at a gala event at the end of 2013:

Faculty	Name
Faculty of Arts	Prof MP Human
Faculty of Economic and Management Sciences	Ms AL Fourie
Faculty of Engineering	Mr AF van der Merwe
Faculty of Educational Sciences	Dr A Golightly
Faculty of Law	Ms RHC Koraan
Faculty of Natural Sciences	Dr CE Read
Faculty of Theology	Prof GJC Jordaan
Faculty of Health Sciences	Ms M du Preez

- **Supplemental Instruction**

Student support in terms of teaching and learning consisted of the well-established system of Supplemental Instruction, tutoring and mentoring in faculties by postgraduate students and the reading and writing laboratories.

The Centre for Student Counselling assisted with the mentoring and tutoring of students and provided counselling when students encountered difficulties and problems in terms of teaching and learning. In total 6 413 Supplemental Instruction sessions were offered on the campus.

In some instances compulsory modules in Academic Literacy were required. All first-year students were required to write the TAG/TALL tests, the results of which were used to identify students who were required to participate in additional reading and writing support and attend compulsory Academic Literacy modules. Students' academic success was monitored through the module pass rate, as well as other indicators such as graduation rate and the first-year dropout rate.

- **Academic Development and Support**

This department maintained the multimedia equipment in class, lecture and seminar rooms. In addition to the budgetary provision made for this, another R250 000 was received from the Institutional Office via the office of the Deputy Vice-Chancellor: Teaching and Learning.

Through the services of dMedia, the production resource on the campus, 74 new additional items of study material and other study resources were made available. Another 25 projects were undertaken to support the maintenance of current learning materials.

A number of programmes underwent internal and external programme evaluation.

Internal programme evaluations were conducted as follows:

- Two programmes were evaluated in the Faculty of Theology, two programmes in the Faculty of Health Sciences and one aligned programme in the Faculty of Education Sciences.
- In the Faculty of Arts, the BA Honours in Art History programme was externally evaluated with international panel participation, resulting in an 'overall commendation' rating.
- Another external programme evaluation took place in the Faculty of Health Sciences. The master's degrees MA and MSc in Research Psychology were evaluated (also with international panel representation).

The Campus participated in the HEQSF alignment process, which had a special focus on the Category B (Phase 2 process) through active participation in the 15 clusters responsible for campus-wide consultation and recommendations.

- **Unit for Open Distance Learning**


With the Unit for Open Distance Learning fully operational in 2013, a number of programmes were developed in faculties other than those already involved in distance learning.

The faculties already involved were the Faculty of Education Sciences, the Faculty of Theology and the Faculty of Health Sciences (School of Nursing). The newly developed programmes included a programme in Policing in the Faculty of Arts and a programme in Business Administration in the Faculty of Economic and Management Sciences.

The total number of students being serviced by the faculties and the Unit stood at approximately 26 000 at any given time during the year as an open system for enrolling and assessing exists. The majority of students were enrolled in undergraduate certificates and diplomas, undergraduate diplomas and honours degrees in Education Sciences.

- **Drop-out rates**

The table below includes the drop-out rates for first-time entering undergraduate contact students in the period from 2007 to 2013:



2007	2008	2009	2010	2011	2012	2013
10%	11%	11%	11%	9%	10%	10%

RESEARCH ACTIVITIES

- **Research support**

During 2013, the Potchefstroom Campus focused on the refinement of strategic plans within the faculties to identify the critical aspects needed for becoming a fully research-directed campus.

A campus dashboard regularly evaluated progress against the targets and objectives set in the Campus Plan, and the action steps in the plan were then directly linked to the performance agreements of campus management, as well as of school and research directors in the faculties.

Access to research support and networks is one of the advantages of building an international profile. The International Office at the Potchefstroom Campus showed impressive advancements in realising the goals of internationalisation in 2013. There was an increase in both incoming and outgoing academic mobility, reflecting prolific scholarly and practical engagements with researchers and the academic community globally. There was also a significant increase in inbound international students, drawn from Africa and all other continents. International students contributed significantly to a highly diverse student body across all eight faculties, especially at the postgraduate level, with

the associated intellectual and cultural cross-fertilisation. Some 22 professorial inaugural lectures were delivered during 2013. As part of the marketing of the campus's research expertise, a new publication was launched giving recognition to all the professors who delivered inaugural addresses during 2012.

The envisaged Research Commons in the Ferdinand Postma Library on the campus neared completion in 2013 and is on track to be finished by 31 January 2014. A wing dedicated to Honours students was added to assist in familiarising these students with research processes.

The Institutional Repository was visited 130 529 times during 2013 and by July 2013 the NWU Institutional Repository was ranked 9th out of 22 in South Africa.

An increasing number of sources can be accessed online. Currently the Library Service subscribes to 89 electronic databases. An additional 3 265 electronic book titles were added to the collection; each title has been indexed with journal articles and is thus retrievable at chapter level in the results list of an information search.

- **Research output**

Indications are that the campus's research output for the year will be higher than in 2012, with significant increases in journal types and citations.

Two applications for DST/NRF Centres of Excellence were submitted in 2013. These were for a proposed Centre for Innovation in environment and climate change law and governance in the Faculty of Law, and a proposed Centre for Astroparticle Physics in the Faculty of Natural Sciences. These were approved at Phase 1 level and the final outcome from the NRF is awaited.


As part of the focus of the campus in establishing more support for research, externally funded research chairs are being hosted. During 2013, two new Chairs in the Faculty of Health Sciences and the Faculty of Education were funded by the Nutricia Research Foundation and the ETDP SETA respectively.

Once again, the campus did well with NRF THRIP awards, receiving an amount of R37 million, compared to R30 million in 2012.

The strategic focus on the campus's academic profile, especially in some faculties, showed an increase in the number of academic staff with a doctoral degree as their highest qualification to 53,92%.

The campus experienced a significant increase in master's and doctoral graduates in 2013, exceeding the targets set by the faculties. The final tally, 131, was the highest ever number of doctoral graduates.


The table below shows the research output for 2013:



Accredited journals	Conference proceedings	Books/chapters
666.57	63.64	36.32

- **Postdoctoral fellows**

The number of postdoctoral fellows increased from 87 in 2012 to 103 in 2013.




2006	2007	2008	2009	2010	2011	2012	2013
18	32	35	42	58	66	87	103

- **NRF-rated researchers**

Since 2010, the campus has funded and granted research leave to academic staff members who are preparing to apply for an NRF rating. This initiative has shown excellent results: 21 newly rated researchers were successful in their applications for rating in 2013.

From the 21, Prof Richard Haynes from the Faculty of Health Sciences received an A rating, Prof Markus Böttcher from the Faculty of Natural Sciences received a B1 rating and Dr Christo Venter received a P rating. Nine newly Y-rated researchers were added to the list.

The table below gives details of rated researchers per category at the Potchefstroom Campus as at 31 December 2013:



Category	2009	2010	2011	2012	2013
A	2	2	2	2	3
B	12	11	13	15	14
C	70	70	74	79	96
L	3	3	2	2	2
P	1	1	-	1	2
Y	20	20	16	17	21

- **Research entities**

Council approved two new research entities for the campus in 2013. These were the research niche area Visual Narratives and Creative Outputs through Interdisciplinary and practice-led research in the Faculty of Arts, and the research focus area Self-Directed Learning and Technology Enhanced Learning (SDL and TEL) in the Faculty of Education. Both will function as from 1 January 2014.

During 2013, the following research entities were evaluated by an external evaluation panel:

- Centre for Human Metabonomics
- The research focus area Social Transformation
- The research unit Development in the SA Constitutional State
- The research unit Reformed Theology and the Development of the SA Society
- Centre for Excellence in Pharmaceutical Sciences
- The research unit for Business Mathematics and Informatics

The NRF reviewed the Associate Research Chair in Biofuels and provided positive feedback.

In all the evaluations, the external panel highlighted some of the entities' strengths, including good leadership, a growing research culture and increasing research outputs in terms of quality and quantity at both the national and international levels. Recommendations for areas of improvement were also identified and will be addressed as part of the strategic planning of the respective research entities.

The research entities at the Potchefstroom Campus as at 31 December 2013 were:

Title	Status
Centre for Space Research	Centre of excellence
Centre of Excellence for Nutrition (CEN)	Centre of excellence
Centre of Excellence for Space Physics	Centre of excellence
Unit for Drug Research and Development	Centre of excellence
Chemical Resource Beneficiation	Focus area
Hypertension in Africa Research Team (HART)	Focus area
Quality in Nursing and Midwifery (INSINQ)	Focus area
Physical Activity Sport and Recreation (PhASRec)	Focus area
Self-Directed Learning, Technology Enhanced Learning in Higher Education (SDL/TELHE)	Focus area
Sustainable Social Development	Focus area
Teaching-Learning Organisations	Focus area
Tourism Research in Economic Environs and Society (TREES)	Focus area
Educational Technology for Effective Teaching, Learning and Facilitation	Niche area
Medicine Usage in SA (MUSA)	Niche area
Musical Arts in SA: Resources and Applications	Niche area
TRADE (Trade and Development)	Niche area
Visual Narratives and Creative Output	Niche area
Africa Unit for Transdisciplinary Health Research (AUTHeR)	Research unit
Education and Human Rights in Diversity (Edu-HRights)	Research unit
Research Unit for Development in the South African Constitutional State	Research unit
Unit for Business Mathematics and Informatics	Research unit
Unit for Energy Systems	Research unit
Unit for Environmental Sciences and Management	Research unit
Unit for Languages and Literature in the South African Context	Research unit
Unit for Reformed Theology and the Development of the South African Society	Research unit
WorkWell: Research Unit for People, Policy and Performance	Research unit
Centre for Human Metabonomics	Independent entity
Pre-Clinical Platform	Independent entity
HySA Infrastructure Centre of Competence	Independent entity

IMPLEMENTATION OF EXPERTISE

The Potchefstroom Campus appointed a Director for the Commercialisation Support office in 2013.

In collaboration with the Institutional Office, the office designed a new incentive structure. The focus is on external funding for additional commercialisation support and on cross-campus initiatives such as a platinum innovation proposal.

The office assisted with the design and initiation of new, large-scale programmes, including aquaculture, Pheroid™ technology and TB diagnostics, among others. The office also advised a number of academics on ongoing commercialisation opportunities, and actively prospected for further consultancy engagements, especially where the campus could deepen its impact through economic development.

COMMUNITY ENGAGEMENT

The Potchefstroom Campus is playing a central role in the university's efforts to revisit and finalise the community engagement policy and develop workable community engagement structures. In June 2013, the campus hosted a community engagement colloquium for managers and academics of all three campuses. Experts from Stellenbosch

University, the University of the Free State, Fort Hare University and the Tshwane University of Technology were among the speakers who shared their perspectives and experiences. This has laid the foundation for the NWU community engagement policy to be finalised in 2014.

MARKETING AND RECRUITMENT ACTIVITIES

- **Undergraduate student recruitment**

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

The Ikateleng project is one of the most successful programmes for grade 12 learners in the country. This project aims to improve the overall examination results of historically disadvantaged learners through additional classes in Science, Mathematics and English, thus making tertiary education more accessible to them. In 2013, the Ikateleng project was running at six centres, namely Potchefstroom, Vanderbijlpark, Mafikeng, Lichtenburg, Rustenburg and Kimberley, Mankwe and Mamelodi.

University exemptions were achieved by 81,32% of the learners on the Ikateleng Programme. The average pass rate was 93,97%, which was substantially higher than the national and provincial averages for matriculants.

- **Postgraduate student recruitment**

The campus was represented at two postgraduate fairs in Nairobi and Holland, where good relations with other role-players were established. The most positive outcome of attending these fairs was the interest it generated in master's' and PhD degrees.

The campus attended the NRF PhD Conference in East London, which also generated many enquiries about research.

An aggressive print and electronic advertising programme was launched to recruit postgraduate students. This includes supplements in the Mail & Guardian and Mailshots for prospective students in Europe and Africa.

All the enquiries generated through these activities are handled by the faculties.

- **Media coverage**

In 2013 the campus received 147.7% more media coverage than in the previous year. Besides a weekly diary of campus events in the local press, 17 media articles were published about campus community projects. Supplements in Mail & Guardian, New Age, CEO magazine and Leadership magazine appeared, focusing on the campus's research and community engagement.

A new electronic newsroom was developed at the Potchefstroom Campus for use on all three campuses. This newsroom, which receives more than 5 000 individual hits per week, is linked to the campus and alumni Facebook platforms. The campus Facebook receives up to 50 000 hits per month and the alumni Facebook 6 000 hits per month.

- **Alumni affairs**

A total of 14 alumni gatherings were held in 2013, five of which were hostel reunions. A highlight was the reunion of first-year students from the class of 1963 (50 years ago). Another memorable event was the Rector's farewell to all departing students at the Vice-Chancellor's residence. More than 900 final-year students attended this function.

The campus talent festival celebrated its 30th anniversary with alumni of the past 30 years attending and presenting their own show. Other alumni gatherings were eight alumni golf days and eight alumni wine tastings.

- **NWU alumni awards**

At an awards evening held in Sandton, the NWU celebrated the top 10 alumni who have helped shape the country. The prestigious Lifetime Achievement Award went to former State President FW de Klerk, an alumnus of the Potchefstroom Campus, who completed his Bachelor of Law degree at the former Potchefstroom University for

Christian Higher Education in 1958. Other renowned alumni of the Potchefstroom Campus, who received awards, were:

- Dr Theuns Eloff, Vice-Chancellor of the North-West University;
- Dr Johan van Zyl, President of Toyota SA Motors;
- Mr De la Rey Venter, Vice-President of Shell Upstream International; and
- Prof TT Cloete, acclaimed and award-winning poet, Bible translator, man of letters and scientific researcher.

- **Promoting the NWU brand**

More than 54 events were held all over the country to promote the university brand among prospective students and their parents. These included sports days, leadership training and cultural festivals. Collectively, more than 100 000 people attended these events.

On campus the following promotion days were held: a mini open day for the schools in the surrounding areas of Potchefstroom (2 000 attendees), the annual open day (9 000 attendees), Accountancy and Business Mathematics and Informatics open days for learners and teachers (600 attendees) and a Physical Science Convention for selected learners from the Free State and the top physical science teachers.

The Potchefstroom Campus was also involved in the Aardklop National Arts Festival, which was hosted at the Fanie du Toit sports grounds for the first time and attracted 136 000 visitors. Most of the productions were performed in venues on the Potchefstroom Campus.

STUDENT AFFAIRS ON CAMPUS

- **Student governance**

The new Campus SRC for 2013/2014 was announced and Mr Janco Jordaan was re-elected as Chairperson of the CSRC for the year.

Mr Jordaan also won the 2013 Campus Rector's Medal for his outstanding leadership and hard work in the student community.

The highest amount in the history of the SRC was paid out by the SRC's Reach out and Give portfolio to the Students' Rag Community Service, namely R928 000.00.

The Campus Rector, deans and SRC joined forces to celebrate Nelson Mandela Day on 18 July 2013. After presenting a R20 000 cheque, linen and tinned food to the social worker's office on campus, the group travelled to the Tshwaraganang Day Care Centre for the Disabled in Ikageng. They were joined by 21 learners from Potchefstroom Secondary who are part of the SRC's Pick-a-Leader programme.

The SRC of 2013 initiated a Green Campus week to raise awareness about the environment and how students can have a positive influence. During this project the SRC raised enough funds to plant more than 60 trees at the Engineering Faculty.

In another green initiative, the SRC started a shuttle service. On 21 February 2013, as many as 7 000 students used this service.

To encourage more involvement and interaction via the social media, the SRC created a photography leg (SNAPit) that falls under the portfolio of Media and Communication. This enables students to develop themselves as photographers and at the same time ensures that the best moments of student life are captured by a trained lens.

Realising the need to ensure that SRC members do what is expected of them, the SRC developed the Critical Performance Area (CPA) system. This ensures that the focus of each SRC member is on the right tasks at the right time. To assist the SRC to deal with the ever-increasing demands on it, an Advisory Board for the SRC was formed. This board consisted of three external members, namely Prof Fika Janse van Rensburg, Prof Lené Jorgensen and Prof Francois Venter.

Together with Prof Amanda Lourens of Research Support, the SRC aligned itself with the campus vision of becoming more research-driven. As a result, an SRC bursary was awarded to a student to enrol for an LLM degree. The SRC took on the challenge of raising funds for the Meal-a-Day Project by organising a golf day.



- **Sport activities and achievements**

The campus is well known for its sports facilities and achievements, and 2013 once more yielded many successful sporting performances.

Rugby

Rugby had an exciting year. Robert du Preez was appointed as head coach and his positive attitude is already spreading among those involved in the game.

The rugby team won the Intervarsity against Kopsies for the 9th consecutive year. Ibbies, Taurus and the u/21 teams won the Predator League, and the team ended fourth at the USSA competition and fifth in the Varsity Cup Competition.

A few players stood out. Sylvian Mahuza and Luther Obi played the IRR Junior World Cup in France for the SA U/20 team. JC Oberholzer, Martin Dreyer, Hoffman Maritz and MB Lusaseni were chosen for the SA Students' team that played in Windhoek, Namibia and won the tournament.

Martin Dreyer also played for the SA President's Team in Tbilisi, Georgia, where they won the tournament.

The Potchefstroom Campus's 7s rugby team had a very successful year. They won the Plate at the USSA tournament in George in the Eastern Cape, as well as the Plate at the Varsity 7s tournament.

All told, 45 rugby teams from the campus competed in 2013 in all the different competitions.

Karate

For the 14th year in a row, karate again took first place at the USSA tournament. Badminton also took first place with Pieter Vorster and Jenni van den Berg selected for the SA students' team participating in the World Student Championships.

Athletics

The campus was privileged to have four athletes and one coach involved at the 2013 IAAF World Athletics Championships in Moscow, Russia. They were André Olivier (800m), Sunette Viljoen (javelin), Willem Coertzen (decathlon), Elroy Gelant (3 000m) and Terseus Liebenberg (coach).

The men's team took first place at the USSA Athletics Championships and came second overall at the first Varsity Cup event in athletics.

Hockey

The Hockey Academy had a busy and successful year. After winning all their pre-final matches during the first Varsity Sport Hockey Challenge, the ladies' team took second place at the end of this very exciting competition, they lost in the final.

Two players, Tiffany Jones and Ignatius Malgraff from the Hockey Academy, were chosen for the SA U/21 Junior World Cup teams:

Sulette Damons was included in the SA Women's Hockey Team.

Cricket

Rassie van der Dussen, NWU cricketer, received two awards from Cricket South Africa. He was named Best Amateur Cricket Player of the Year and Player of the Year nominated by the players.

Elriesa Theunissen and Lizel Lee were both selected for the SA Ladies' cricket team who toured the West Indies. Elriesa made her one day international debut against Sri Lanka at the tournament.

Cricket had 18 teams participating in the different competitions during 2013.

Netball

Netball had a particularly good year. Led by their outstanding coach, Dorette Badenhorst, they the netball team achieved second place at the Varsity Netball Challenge.



At the USSA netball tournament in Pretoria, the campus's team ended third overall and five players were chosen as part of the Students' Squad: Chante Steyn, Chante Dicks, Mandolene Hermanus, Maronel Sherman and Yolandie Peterson. Eleven netball players from the campus were chosen to be part of the u/21 team which won the silver medal at the championships and six of these players were chosen for the SA u/21 squad. They were Nella Moster, Anche Engelbrecht, Shannen Barlett, Nomsa Mokwai, Izaan Muller and Lentsa Motsau.

Netball had seven full teams and 54 residence teams that competed throughout the season.

Top sportspeople of the year

At the campus's sports acknowledgement function, Sulette Damons (hockey) was named Sportswoman of the Year while the Sportsman of the Year award went to Willem Coertzen (athletics).

The junior awards went to Zandré Kruger and Kifiloe Tsotsetsi (netball) and Luther Obi (rugby).

No fewer than 32 sportspeople from the campus received their national colours in 2013 for a wide spectrum of sports, from track, cross-country and javelin to the triple jump, archery, hockey, netball and karate.

Very good results were achieved overall at the USSA tournaments of 2013:

- At the USSA 2013 hockey tournament in July 2013, the ladies' team won third place.
- The squash team won the first division at the USSA 2013 tournament, with Xander Robinson selected for the SA Students' team. Cricket ended fourth at the USSA tournament and third at the Club Championships.

• Cultural activities and achievements

The campus continued its rich and vibrant tradition of supporting the arts, from choral, orchestral and pop concerts to musicals, art exhibitions, debating competitions and talent contests.

The Potchefstroom Campus Serenaders, a well-known campus choir, participated in the national Old Mutual Choir Festival and competition. Before participating in the finals the choir won first place in the regional competition in Mafikeng, which secured them a place in the finals in Durban where they won the categories for Best Indigenous Song and Best-dressed Choir. They were the overall national third place winner in the category for large choirs.

The campus's well-known à capella ensemble, The Boulevard Harmonists, undertook a very successful concert tour in Europe during the July recess. The group participated in a big music festival in Verona, Italy, and was consequently invited to a music festival in Paris, France in 2015.

For the first time in their histories, the Potchefstroom Campus choir and symphony orchestra collaborated to produce a concert programme of the works of French composer Gabriel Fauré – a production that was accepted by the national Aardklop Arts Festival programme, and executed to popular acclaim.

In August 2013, the NWU Gallery published a long-awaited and beautiful selection of some of the best art works in the campus art collection. The publication coincided with an exhibition of these works, called 'Looking back while moving forward', which is also the name of the publication itself.

The Pukki Talent Contest was staged for the 30th consecutive year, and again showcased the talents of the campus's student artists. To celebrate this anniversary an additional special gala concert was staged, involving previous winners of the festival, many of them celebrities in their own right today.

Other artistic and cultural highlights of 2013 were:

- The inter-university national serenading competition that was held on campus, with five universities participating;
- The appointment of a new choir conductor, Kobus Venter, after 36 years of the choir being under the baton of Prof Awie van Wyk;
- The presentation of Musica, an annual choir festival in Potchefstroom, organised by the Potchefstroom Campus Choir.
- The two community arts management courses that Artéma held during the year: one in Oudtshoorn during the KKNK National Arts Festival and the other during the Aardklop National Arts Festival in Potchefstroom. Artéma also presented a variety of courses and was engaged in research aimed at establishing a future degree course in Arts Management and Administration.
- The new arts project, the Dean's Variety Show, as initiated by the Dean: Student Affairs, was staged for the

second time and seems set to become an annual event. This show is linked to a gala event where students who excelled in the arts were recognised for their achievements during the year.

- In September, an intercultural day among the three campuses of the NWU took place on the Potchefstroom Campus.
- The arts community on campus and in Potchefstroom benefited from the new seating and carpets in the Sanlam Auditorium.

- **Wellness and Counselling**

Student counselling services

The objective of the Centre for Student Counselling and Development is to establish relevant, cost-effective counselling, psychological and developmental services. The primary focus is to optimise students' potential and skills to deal maturely with the demands of society and the world of work.

Career Centre

The Career Centre plays a vital role in promoting employability amongst students through liaison with employers and services to both employers and students.

Services to students include Graduate Empowerment workshops, networking opportunities such as employer presentations, vacation schools, employer and top student functions, career fairs, the Bridging the Gap programme on NWU PUK FM and social network discussions and career information.

Support structures are in place, such as a resource library and annual Career Guide, to help students understand the world of work.

As part of developing and implementing the Employability Strategy, the Career Centre participates in a number of surveys to obtain feedback from graduates and employers. Examples are the Universum South African Student and Professional Survey, and the SA Graduate Recruitment Association Employer and Candidate Survey. More details about these surveys can be found on Senate report under the heading Career Centre.

In addition, the Career Centre creates a platform for NWU alumni to engage with employers, staff and students and to proactively contribute to collaborative projects of benefit to alumni. The centre strives to conduct its activities in synergy with the university's teaching and learning activities, and assists employers and academics to engage with each other on partnerships, bursaries, curriculum renewal and symposiums.

Health Care Centre

The staff of the Potchefstroom Campus Health Care Centre comprises a medical doctor, qualified nursing personnel, a social worker, HIV and AIDS coordinator, a full-time psychologist and the Centre for Students with Disabilities which opened its doors on 1 January 2012. The role of the latter is to assist students with disabilities to participate fully in campus activities.

The centre offers primary healthcare services, social services that help students to cope with the social and financial demands of tertiary studies, and a comprehensive psychological service for students dealing with emotional and personal problems. It also offers crisis intervention and counselling services, and a 24-hour crisis line for emergencies, known as InGryp ('intervene'). The crisis line is well known and functions effectively, ensuring that emergencies are dealt with swiftly and professionally.

The campus has intensified efforts to raise awareness about HIV/Aids and to encourage staff and students to know their HIV status. The HIV and AIDSs coordinator runs the HIV response programme, ensuring that it is effectively managed and coordinated.

- **Orientation programme for first years**

The Reception and Introduction programme is an annual event during which first-year students are introduced to the campus. Although faculties had four days in which first years could register, not all the faculties utilised this time effectively, resulting in registration delays for some students.

The group sessions in the amphitheatre and auditorium went well, and first-year students formed a good idea of what student life on the campus involves, as well as which structures they can become involved in.



During the Reception and Introduction period, the senior students were made aware of the importance of human rights on campus. The seniors in each residence received human-rights training before the senior meeting, ensuring that each senior knew beforehand what conduct was acceptable.

PRINCIPAL MANAGERIAL/ADMINISTRATIVE ACHIEVEMENTS MEASURED IN TERMS OF PLANS, GOALS AND OBJECTIVES FOR 2013 – CAMPUS PLAN ACHIEVEMENTS

Overall, the campus met or exceeded almost all of its research and teaching-learning targets for 2013. This is a fine achievement considering the 'stretch' targets set in the Campus Plan, meaning these were attainable - but only with hard work and a considerable amount of effort.

Apart from working towards the goals and targets in the Campus Plan, the Potchefstroom Campus sought to strengthen and expand the collaboration with the two sister campuses, to improve external relationships with national, provincial and local government and the business sector, to reduce bureaucratic red tape and to focus on a caring campus ethos.

An effective performance management system and annual evaluation process ensured that the strategies, priorities and targets in the Campus Plan were achieved in 2013.

MANAGERIAL/ADMINISTRATIVE ASPECTS OF THE OPERATIONS OF THE CAMPUS INCLUDING NEW SENIOR APPOINTMENTS

The Potchefstroom Campus strives to nurture a caring culture where human rights are respected, diversity is harnessed constructively and transformation of the staff profile is ongoing.

The position of the Vice-Rector: Teaching-Learning on the Potchefstroom Campus is of critical importance for the implementation and positioning of the various academic strategies of the campus. With the incumbent retiring at the end of 2014, the Potchefstroom Campus deemed it of the utmost importance to create an environment that will enable and promote the seamless transition of responsibilities and tasks to a successor — hence the creation of the position of Vice-Rector Designated.

Prof Rantoea Letšosa, previously the vice rector of the School of Theology of the Reformed Churches of South Africa, was appointed to this position and will work in tandem with the incumbent during this transition phase. The responsibilities associated with the position are to ensure the academic excellence of the Potchefstroom Campus with respect to the core functions of teaching and learning, research and the implementation of expertise within the framework of the over-arching institutional strategies.

OTHER CAMPUS HIGHLIGHTS

Awards and recognition

- Prof Alta Schutte, Director of the Hypertension in Africa Research Team (HART), received the AU TWAS Young Scientists National Award in life and earth sciences. The award is jointly presented by the Academy of Science of South Africa (ASSAf), the Department of Science and Technology (DST), the Academy of Sciences for the Developing World (TWAS) and the African Union Commission (AUC).
- Dr Attie Jonker, from the School of Mechanical and Nuclear Engineering, received an NSTF-BHP Billiton Award for his outstanding contribution to Science, Engineering and Technology Institutes through research leading to innovation in small, medium or micro enterprises.
- An A1 grading, the highest honour that a researcher can earn for his work from the NRF, was again awarded to Prof Marius Potgieter of the subject group Physics within the Faculty of Natural Sciences. His sub-evaluation within the selected group of A graders of the NRF is currently A1, the highest that can be awarded.
- Prof André Duvenhage, Director of the Research Focus Area: Social Transformation and a professor in political studies, was named NWU spokesperson of the year. He was the most-quoted NWU spokesperson in the print, broadcast and online media.
- Prof Michael Welker, from the Faculty of Theology of the University of Heidelberg in Germany was awarded an honorary doctorate and a Rector's medal was awarded to Mr Janco Jordaan, Chairperson of the Potchefstroom Campus SRC.
- An Afrikaans Language and Culture Association (ATKV) SA Academic Award was awarded to Prof Hein Viljoen for the excellence of two articles he published in accredited journals. The ATKV sets aside R60 000 a year for the top six

Afrikaans articles published in a particular year, amounting to R10 000 per article.

- Mr Ruan Spies of the School for Psychosocial Behavioural Studies was awarded a prestigious doctoral bursary from the Vrije Universiteit in Amsterdam in the Netherlands for his pioneering research on HIV-related psychosis in mothers and its role in mother-child attachment. The aim is to help HIV-positive mothers to optimise a healthy attachment relationship with their children.
- The BEng Mechanical Engineering programme was accredited until 2106, the date of the next regular visit of the Engineering Council of South Africa (ECSA).
- Three final-year Graphic Design students were recipients of premier awards in the annual International Society of Typographic Designers' (ISTD) student assessment scheme. The London-based ISTD assessment scheme strives to encourage students to produce high-quality typography and is used as a benchmark by educators around the world. This was the sixth year that the campus's Graphic Design students have participated. Since 2007, NWU students have attained 26 passes, six merits and three honourable commendations.

Innovation and collaboration

- The Potchefstroom Campus and the Department of Trade and Industry (dti) officially opened a super critical fluid extraction laboratory and pilot plant in February 2013, a first for Africa. This green technology makes use of super critical CO₂ as the solvent, and is used to safely extract essential oils, flavourings and other compounds used in the cosmetics, food and medicine extract industry. As a result of the relatively low temperatures involved and the fact that CO₂ is used as the solvent, the compounds are extracted without thermal damage or adding harmful chemicals.
- Prof Henk Bouwman, a zoologist at the School of Environmental Sciences and Development, has helped to place an international focus on marine rubbish in the Indian Ocean, which washes up on the shores of the 16 islands collectively known as St Brenon's Islands. The pollution problem attracted attention after Prof Bouwman, Dr Steven Evans, a postdoctoral fellow at the NWU, and Dr Nik Cole of the Durrell Wildlife Conservation Trust in Jersey, visited St Brenon's Island to determine whether any pollution could be measured in birds' eggs.
- The Faculty of Health Sciences opened its Pharmacy Skills Centre. At the request of the South African Pharmacy Council, the centre will train pharmacy technical assistants and pharmacy technicians.
- Russian company Rusatom Overseas, a subsidiary of the state-owned Rosatom nuclear group, signed a memorandum of understanding (MoU) with the Potchefstroom Campus – the only tertiary educational institution in South Africa that offers postgraduate degrees in nuclear engineering. The parties are planning to develop cooperation programmes, which could include cooperation in scientific research work, exchange of specialists, joint seminars and joint text book preparation. They agreed to establish a working group which will develop a list of specific projects.
- A historic agreement was signed between the Faculty of Theology on the Potchefstroom Campus and a reformational academy in Hungary. This memorandum of understanding was entered into during a bi-annual congress of the International Reformed Theological Institute (IRTI) with the Sárospataki Református Teológiai Akadémia in Sárospatak, Hungary. Prof Callie Coetzee, Professor in Dogmatology, and Prof Francois Muller, Professor in Ecclesiology, signed this agreement on behalf of the NWU.
- On 1 November 2013, the NWU and the Italian National Institute for Astrophysics (INAF) signed a collaboration agreement which offers new opportunities for research in astronomy. The collaboration will enable staff and students to work together on an international project to build an array of very-high-energy gamma-ray telescopes called ASTRI. This opens up opportunities for participation in training and development programmes and mutual access to facilities and expertise.
- To help prevent the slaughter of the Eastern Amur Falcon in India, two scientists from the School of Biological Sciences, Prof Henk Bouwman and Prof Hannalene du Plessis, collaborated with Dr Craig Symes from Wits in an article on the ecological and economic influences this slaughter of between 120 000 and 140 000 falcons can have on South Africa.
- The campus celebrated the 15th anniversary of the invention of extrusion technology, which has come to be regarded as technology that can compete with the best in the world. The inventor was Prof LJ Grobler, dean of the Faculty of Engineering in 1994.
- The School of Music expanded its undergraduate and postgraduate music programmes to include instruction in all brass instruments, and the campus's first full-time brass lecturer was appointed.
- The Centre for Governance opened its doors on the Potchefstroom Campus. Its role is to contribute to the development of sustainable municipalities through training at local, provincial and national government levels.

Book launches and collections

- Prof Etienne Terblanche, a staff member of the School of Languages, published his first book, E. E. Cummings: Poetry and Ecology. This book offers a deeper insight into the poetic methods and thought of the well-known American poet, E.E. Cummings. Terblanche is a lecturer in English poetry and dedicates his research to this field.
- Prof Raymond Parsons is a prominent South African economist and an extraordinary professor at the Potchefstroom

Business School in the Faculty of Economic and Management Sciences. His book "Zumanomics Revisited" was launched on 20 August 2013 on the Potchefstroom Campus.

- The book collection of Prof FF Odendal, editor-in-chief of the HAT dictionary for many years, was donated to the Centre for Text Technology (CTeXT®) on the campus.
- Prof Jaco Kruger of the School of Music published his third book on Venda culture, *The girls in the baobab*, which was produced under the auspices of the research niche area Musical Arts in South Africa: Resources and Applications. The collection is the third in a series dedicated to the preservation and theorisation of Venda oral musical arts.

Conferences, seminars and visits

- The Centre for Space Research had a strong presence at the 33rd International Conference on Cosmic Rays in Rio de Janeiro. All 13 of its representatives, comprising four staff members, five postdoctoral fellows and four doctoral students, presented papers at the conference.
- Researchers from South Africa and Namibia gathered at the Sports Village of the Potchefstroom Campus for the first conference on High-Energy Astrophysics in Southern Africa. The conference was organised by Prof Markus Boettcher from the Centre for Space Research and 26 scientists attended from the NWU, Wits University, the universities of the Free State and Johannesburg, the Hartebeesthoek Radio Astronomy Observatory and the University of Namibia. Topics ranged from the remnants of the violent deaths of very massive stars (neutron stars and supernova remnants) to active galaxies hosting the most massive black holes in the universe.
- The Faculty of Education Sciences hosted a teacher development workshop on World Teachers' Day on 5 October to assist teachers in identifying barriers to learning. More than 40 members of the teaching profession, ranging from departmental leadership to inclusive education specialists, participated.
- The campus hosted the Afrikaanse Handelsinstituut (AHI) conference in September. The theme was the National Development Plan (NDP) and specifically how the private sector can contribute towards making it a reality.
- Dr Marcia Ory from the Department of Health Promotion and Community Health Sciences at the Texas A&M Health Science Center in College Station, Texas, visited the campus and gave a guest lecture at the Potchefstroom Service Centre for the Aged. She is a well-known gerontologist and specialises evidence-based interventions for promoting healthy lifestyle changes in midlife and older age in the United States.
- A master's student, Deidre van Wyk, returned to the campus after 18 months in Norway as part of an academic exchange programme of the Fredskopset (Peace Corps), a government body in Norway. She did research on the safe use of biotechnology at the Centre for Gene Ecology (GenØk) at the University of Tromsø, the most northerly university in the world. She also helped GenØk to create capacity to become more involved in research on genetically modified (GM) crops in developing countries such as South Africa.
- The Faculty of Theology hosted the international board members of the World Reformed Fellowship, who held their annual meeting in Potchefstroom.

CONCLUSION

Overall, it was a very good year for the Potchefstroom Campus, which benefited from a well-crafted Campus Plan, effective implementation of that plan and coherent cross-faculty teamwork.

The campus's research performance was particularly good and, on behalf of campus management, I salute all the researchers who have contributed to the growth of approximately 125% in research outputs for the 2012-2013 periods.

While working towards – and meeting most – of the targets set for the core teaching-learning and research operations, the campus has concentrated on bringing a caring, nurturing focus to its activities. Some good progress has been made. The Students' RAG community service was involved in more than 300 community projects in 2013, and staff and students undertook a host of initiatives aimed at caring for the environment. These included electricity and water saving projects, glass recycling, solar energy projects and the campus shuttle service.

Efforts to position the campus as caring will continue in 2014. Indeed, the focus agreed on for the coming year is 'a university serving the community because we care!'

Other priorities for 2014 are to:

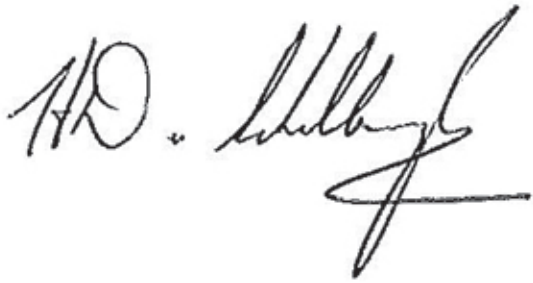
- Expand and further develop the Unit for Open Distance Learning;
- Continue manifesting our mission to become a more strongly research-directed campus;
- Ensure optimal utilisation of infrastructure and smoothing out of bottlenecks;
- Further integrate the different activities of the campus, which are culture, sport, academic excellence, research and student life;



- Achieve the stretch goals set in the Campus Plan to fulfil the mission of the campus;
- Undertake strategic projects; and
- Drive performance management.

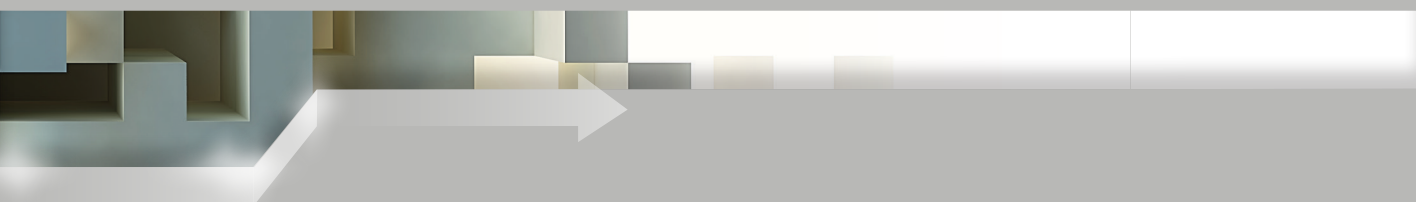
The common thread that will run through our work in 2014 will be a commitment to projecting the caring face of the campus and the willingness to engage with the communities in which we live and work.

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.

A handwritten signature in black ink, appearing to read 'HD van Schalkwyk', with a stylized flourish at the end.

PROF HD VAN SCHALKWYK
CAMPUS RECTOR: POTCHEFSTROOM





CAMPUS OVERVIEW – VAAL TRIANGLE



PROF TJ MARIBA

INTRODUCTION

With an overall pass rate of 84% in 2013 and a steady increase in research output, the Vaal Triangle Campus reinforced its position as a major contributor to the skills and knowledge base of the region. The campus saw to it that the growing student complement had access to comprehensive academic, psycho-social and career development support, and that lecturers received opportunities to enhance their teaching and research skills, as well as their ability to use technology effectively in the classroom and for research.

Embracing its role in developing the economy of the region, the campus assisted female entrepreneurs to build their business, used various channels to promote mathematics and technology skills among school learners and introduced new extended degree programmes in key economic and financial disciplines.

STUDENT ENROLMENTS 2013

Student enrolments increased from 6 158 to 6 512. The following table shows the distribution of students across the six enrolment categories:

Undergraduate	5 590
Occasional students	53
Honours	431
Postgraduate diploma/certificate	131
Master's	196
Doctoral	111
TOTAL	6 512


COMPOSITION OF UNDERGRADUATE STUDENTS IN 2013

The following table shows the ratio of first-time entrants to seniors. Seniors increased from 3 620 to 5 037.

First-time entering undergraduates	Contact	1 467
	Distance	8
Seniors	Contact	4 974
	Distance	63

DIPLOMAS AND DEGREES CONFERRED IN 2013

The campus conferred 1 510 degrees and diplomas in 2013, which is an increase of 299 to the previous year.




Certificates and diplomas	219
Bachelor's degrees	933
Honours degrees	281
Master's degrees (including MBA)	54
Doctorates	23
TOTAL	1 510

Graduation ceremonies were held from 8 to 11 May 2013 and on 11 and 12 October 2013.

GRADUATES PER FACULTY IN 2013

The following table shows the graduates per faculty for 2013:



Faculty of Humanities	895
Faculty of Economic Sciences and Information Technology	615
TOTAL	1 510

TEACHING-LEARNING ACTIVITIES

Teaching and learning priorities for 2013 included:

- Maintaining a pass rate of 83%. The campus exceeded this target and enjoyed an overall pass rate of 84%;
- Focusing on the use of technology in the classroom;
- Enhancing student support, with specific reference to Supplemental Instruction and mentorship programmes; and
- Ensuring equity of access and success.
- **Campus-specific initiatives**
 - Six new extended degree programmes were successfully introduced in 2013: Ext BCom in Marketing Management, Ext BCom in Financial Accountancy, Ext BCom in International Trade, Ext BSc in Data Mining and Ext BSc in Financial Mathematics.
 - The School of Accounting Sciences hosted a first-ever Accounting winter school for grade 11 learners. The winter school aimed to address any gaps that might exist between a learner's expectations of accounting as a school subject as opposed to an academic discipline.
 - An innovative three-dimensional serious game was developed to help students connect with the study material in the Financial Management module - seen as a stumbling block by many students in their quest to complete their School of Accountancy qualifications. The game, developed in conjunction with the Serious Games Institute focuses on the Time Value of Money (TVM) principle, which is the foundation for the rest of the financial management concepts. The game was fully integrated into the Financial Management module in the second semester of 2013.
 - The Master's degree in Positive Psychology (MAPP) was introduced in 2013. A world-renowned psychologist and author, Dr James Pawelski, delivered the opening lecture. This celebratory lecture represented the realisation of a long-cherished ideal of establishing tenets of positive psychology in South Africa and Africa. The first group of 14 students enrolled for the programme, comprising professionals from the disciplines of psychology, sociology, social work, theology, industrial psychology, economics and labour.
 - The Centre of Applied Risk Management (UARM) presented a Master Class on the topic 'Project risk mitigation

through communication and change management'. This Master Class offered project stakeholders the opportunity to improve their communication and change management skills.

- **Quality assurance**

The Directorate of Academic Development and Support (ADS) supported the application process of several academic programmes. After developing a process map for new qualification applications, the directorate hosted several inter-campus workshops on the design of new programmes and the completion of DHET, SAQA and HEQF submissions.

ADS is part of the first aligned internal programme evaluation for the NWU. In collaboration with the Mafikeng and Potchefstroom campuses, the Vaal Triangle Campus developed the instrument used to evaluate exam papers and aligned programmes.

Internal programme evaluations were conducted for the Hons BEd: Learner Support and Hons BEd Education Management: Law and Systems, by the NWU's Institutional Office and representatives of academic development and support services of all three campuses.

The Bachelor of Social Work programme underwent a national audit in September 2013.

- **Institutional Course for New Lecturers (phase 2)**

The campus provides support to lecturers on all aspects of teaching and learning, curriculum development, teaching innovation and the scholarship of teaching and learning. The Institutional Course for New Lectures (ICNL) is an important element of this support.

During 2013 academic mentors were appointed to work with and support newly appointed lecturers in completing the Institutional Course for New Lecturers (ICNL). An ICNL phase 2 Evaluation Report Rubric was developed and is now used by the academic mentors and the ADS academic advisor when observing or viewing video recordings of lessons. In 2014 a mentorship programme will be developed for all academic mentors.

An ICNL work group was established during the Academic Development and Support indaba, and an ICNL policy review will take place in 2014.

- **Institutional Teaching Excellence Awards (ITEA)**

Nine candidates participated in the 2013 ITEA process, one of whom was on the development programme. Four academic staff members received an 'Excellent' rating.

Academic Development and Support was part of the task team that reviewed the ITEA policy. The revised policy and procedures was approved by Senate in October 2013.

Total number of ITEA participants	Categories of ITEA awards presented in 2013		
	A	B	C
9	1	5	3

- **Rapport Top Lecturer Awards**

The following faculty winners each received a cash prize of R50 000 at a gala event at the end of 2013:

Faculty	Name
Faculty of Economic Sciences and Information Technology	Ms W Coetzee
Faculty of Humanities	Mr LD Leonard

- **Supplemental Instruction**

In the first semester, 128 Supplemental Instruction (SI) leaders were employed and in the second semester, 106. These SI leaders were employed in 100 modules in the first semester and 81 in the second semester.

An analysis was undertaken of results obtained in 91 of the 100 modules where SI was offered in the first semester. Attendance and performance data were recorded and sent for statistical analysis. For this purpose, students were divided into three groups: students who did not attend SI sessions, students who attended between one and five SI sessions and students who attended more than five SI sessions.

The analysis showed that:

- A total of 2 569 individual students attended SI sessions in the modules in question.
- The mean participation mark of students who did not attend SI was 58,37%, while those who attended one to five sessions achieved 62,16% and those who attended more than five SI sessions received 66,57%.
- The average pass mark of the students who attended more than five SI sessions was 11% higher than those who did not attend SI.

An analysis of the second semester results of 2013 will be conducted and made available mid-semester in 2014.

In 2013 there were 71 modules deemed at risk for both the first and the second semester. A total of 45 of these at-risk modules offered SI support to students, which is a risk cover of 63%. An at-risk module is defined as a module with a completion rate of less than 70%. SI will be offered in more at-risk modules in 2014.

The peer mentoring programme was extended to include day residences in 2013. A total of 117 mentors were appointed to mentor 936 first-year students in different study programmes. Although the programme is voluntary, only 299 students did not attend the mentoring sessions compared to 637 first-year students who did attend between one and 38 sessions.

- **Academic Development and Support**

The range of academic support services for students strives to unleash the academic potential of each student, create a safe and secure environment to achieve individual success and encourage students to serve fellow students in the true spirit of ubuntu. The motto for student support is 'Leave no one behind'.

During 2013, ADS presented several workshops on topics such as eFundi tools (including TurnItIn), SMART Podium, SMART guide development, technology toolbox, effective presentation strategies, exam paper development, study guide development, assessment literacy and activity based learning.

The two-day Teaching and Learning Campus Seminar was attended by 90 academic staff members and saw lecturers from different academic schools showcasing their Scholarship of Teaching-Learning (SoTL) projects and research projects in an effort to answer the question on how new-generation students learn best in higher education. For the first time, social media was utilised as a forum for attendees to provide feedback.

- **Drop-out rates**

The table below includes the drop-out rates for first-time entering undergraduate contact students in the period from 2007 to 2013:



2007	2008	2009	2010	2011	2012	2013
17%	14%	13%	15%	14%	17%	18%

- **Any other specific matters**

The Vaal Triangle Campus hosted the HELTASA special interest group workshop for professional development in 2013. The theme was 'Professional development: theory and practice'. The main topics were: theorising academic and professional development, induction of new lecturers, transformative professional development and professional

recognition of university advisors – the SoTL route. A strategy to implement a continuous professional teaching development programme (CPD) as part of the task agreement of all lecturers was piloted in 2013. Lecturers are being introduced to the concept of continuous professional teaching development at all possible platforms. Eleven competencies were identified and lecturers only need to choose a minimum of two to complete per year, and this can become part of their respective task agreements.

An academic preparatory programme (A+ Programme) was developed and rolled out during the Orientation Week for first-year students, addressing the following aspects: study competencies, the use of eFundi and an overall introduction to ADS services.

A postgraduate student management system (StudentSupervisor.com) was piloted on the campus. This web application aims to facilitate and optimise the supervisory process, providing essential metrics in the process. Moreover it acts as a platform where students and supervisors can interact and in turn uses these interactions to generate data regarding the supervisory process.

RESEARCH ACTIVITIES

- **Highlights**

2013 will be remembered for the following research highlights:

Prof Dr Habil Frank Winde, Professor in Geography within the School of Basic Sciences, delivered his inaugural lecture. The title of his lecture was 'Uranium pollution of water – a global perspective on the situation in South Africa'.

The prestigious Education Association of South Africa's (EASA) Research Medal was awarded to Prof Linda Theron, a researcher and academic staff member in the School of Education Sciences. As leader of the sub-programme Pathways to Resilience and Post-Traumatic Growth within the Optentia research focus area, Prof Theron was also awarded research funding from the Academy of Finland and the NRF.


The School of Basic Sciences and the research group on Eco Health within the faculty-supported research area Public Affairs Research for Service Delivery (PARSED), busied themselves with integrative multidisciplinary research on eco health-related matters. These included integrative theory development, integrated research methodologies – in either interdisciplinary or trans-disciplinary research –, and ways of managing the eco health status of a specific area or environment.

Prof Etienne Barnard, leader of the Multilingual Speech Technology (MUST) niche area, was awarded a \$65 000 research grant by Google, for his proposed research on Lexicon development in under-resourced languages.

Prof Haidee Kruger from the School of Languages won the international EST Young Scholar Award 2013 from the European Society for Translation Studies for her book with the title "Postcolonial Polysystems: The Production and Reception of Translated Children's Literature in South Africa".

- **Publication outputs**

The table below shows the research output for 2013:



Accredited journals	Conference proceedings	Books/chapters
113,37	9,82	3,65

- **Postdoctoral fellows**

The campus had five postdoctoral fellows in 2013; one in the Faculty of Humanities and four in the Faculty of Economic Sciences and Information Technology. Three were from other African countries, namely Tanzania, Malawi and Nigeria.




2006	2007	2008	2009	2010	2011	2012	2013
-	1	1	3	5	4	3	6

- **NRF-rated researchers**

The campus has 12 NRF-rated researchers.

The table below gives details of rated researchers per category at the Vaal Triangle Campus as at 31 December 2013.




Category	2009	2010	2011	2012	2013
B	-	-	1	1	1
Y	3	3	2	2	3
C	2	3	5	8	7
L	0	0	0	0	1

- **Research entities**

Several prestigious lectures were hosted by the Optentia research focus area. This research focus area also appointed a number of extraordinary professors during 2013.

The Vaal Triangle Campus had three research entities as at 31 December 2013, as shown in the table below.



Title	Status
UPSET (Understanding and processing language in complex settings)	Focus area
Optentia (Optimal Expression of Individual, Social and Institutional Potential)	Focus area
MuST (Multilingual Speech Technologies)	Niche area

IMPLEMENTATION OF EXPERTISE

Coachlab@Vaal was launched on 1 August 2013. This is a R2 million project, funded by the Innovation Hub, Gauteng Enterprise Development and Blue IQ. Coachlab is a postgraduate leadership programme for students in Engineering and Information and Communications Technology (ICT). The graduates are expected to work on projects with assistance from industry experts, personal coaches and mentors.

The Innovation Hub provides infrastructure and an entrepreneurial environment while EPI-USE, Cisco Systems, Vodacom and Standard Bank provide the project work, mentorship and supervision. Top postgraduate students in the ICT fields such as computer science, informatics and information science will be recruited. CoachLab participants are involved in a number of real-time industry projects with an emphasis on delivering innovative, value-adding solutions.

International collaborations

- The Mandela27 project, introduced to the media on International Mandela Day on 18 July 2013, represents a global collaborative between the Vaal Triangle Campus, Robben Island Museum, Coventry University in the United Kingdom and creative content developers in Belgium and Sweden. (More details can be found in the section on community

- engagement.)
- Optentia and the Vlaamse Interuniversitaire Raad (Flemish Interuniversity Council) collaborated in research focusing on the unemployment experiences in South Africa and the development of an intervention to aid unemployed individuals.
- The Vaal Triangle Campus holds active memoranda of understanding with various international universities, such as Adam Mickiewicz University in Poland, University of Antwerp in Belgium, Technical University Chemnitz in Germany, Utrecht University in the Netherlands, Leuven University in Belgium, University of Helsinki in Finland, Coventry University in the United Kingdom and the Driestar Kollekatief in the Netherlands.

MARKETING AND RECRUITMENT ACTIVITIES

Marketers from the campus visit schools and conduct career exhibitions in high priority regions throughout the country. A successful open day was hosted on 18 May 2013 and more than 2 500 prospective students attended the event.

Taking into account the infinite possibilities of mobile phones, the Vaal Triangle Campus launched its first-ever mobile game, Univenture, to aid in the student recruitment process. This interactive game, developed by the Serious Games Institute-South Africa (SGI-SA), allows prospective students to familiarise themselves with the academic offerings and campus environment. The campus radio station, River FM 86.7, went live and built up a listenership of 8 000.

The Alumni Office hosted its first-ever Young Alumni Celebration in 2013. The Young Alumni initiative seeks to actively involve alumni members who have graduated in the past 13 years; since 2000, in other words.

STUDENT AFFAIRS ON CAMPUS

• Student governance

Student leaders attended a training camp in January at UJ Island (conference venue owned by University of Johannesburg). Here student leaders took part in interactive teambuilding sessions and attended workshops on leadership and personal development.

At the campus a workshop was presented during the first month of the year on conflict management and project management for student leaders.

Two Campus Student Representative Council (CSRC) members attended the G20 Youth Forum in St Petersburg, Russia, from 17-21 April 2013. The G20 Youth Forum is the largest international event organized for young leaders, and over 1 500 young leaders, students and academics, young members of parliaments, representatives of the business world and governments participated in it. Some of the areas of focus included entrepreneurship, career opportunities, future vision and sustainable economic development.

Two members of the CSRC attended the national student leadership policy conference organised by the South African Union of Students in partnership with the Department of Higher Education and Training, at the University of Johannesburg.

• Sport activities and achievements

The number of sporting codes on the campus has increased from only five in 2005 to 12 in 2013, the aim being to increase student participation in sport. Basketball and men's hockey were successfully introduced in 2013. The women's hockey team hosted several successful hockey clinics at three local high schools during the Easter recess. As from 2014 the number of training clinics will be increased to accommodate more schools within the Vaal Triangle region.

The women's first hockey team finished second in the first league of the Southern Gauteng hockey league.

The NWU Vaal rugby club finished third in the Falcons league and the u/19 team won the Falcons u/19 league. The club participated in the A division of the Predator league for the remainder of the season.

The campus' netball teams participated in the South Gauteng West leagues. Both the first and the second teams won five of their six matches.



The Winter USSA tournament saw the women's hockey, netball, dance and rugby teams participating at national events. The results were as follows:

- USSA rugby: the campus finished in fifth position in pool B. The team will be allowed to play in the Varsity Shield qualifying games in 2014.
- USSA hockey: the campus finished third overall in the B division.
- USSA netball: the campus recorded wins against Vaal University of Technology, Wits University, Tshwane University of Technology and the University of Cape Town, and finished second in the Premier League and eighth overall in the A division.
- USSA dance: eight couples reached their quarter-final rounds in Latin and Ballroom dancing.

Soccer, rugby sevens, netball, chess and basketball teams from the campus participated in the Intercampus Sports Day in March 2013.

Both the men's and ladies' soccer teams participated in the Gauteng USSA league. The men's team competed in the SAB league and the ladies participated in the provincial women's league.

The Summer USSA tournament saw cricket, rugby sevens, bodybuilding and chess teams participating on a national level:

- USSA rugby sevens: the campus's team competed in the B division and ended in eighth position overall.
- USSA cricket: the team competed in the A division and ended in eighth position overall. One player was selected for the SA student side.
- 20 Bodybuilders, six ladies and 14 men participated in the USSA Games. Two ladies won their respective sections. The team finished in the overall second position, after the University of Zululand.
- The chess team consisted of seven females and 13 male students. The ladies team finished in the 10th position and the males shared the 10th position. The combined team ended in the overall 10th position out of 25 teams.

The Watuni Canoe Club and the campus's Mountain Bike Club (MBC) are continuing their participation in several regional races. Four members of the canoe club participated in the Berg River Race and one of the team members finished in 37th position overall.

- **Cultural activities and achievements**

The Student newspaper, Student 24/7, celebrated its first anniversary during January 2013. Student 24/7 represents the campus' first-ever online student newspaper – produced solely by students for students. This publication serves as a vital communication tool not only in terms of student communication but also in communicating important institutional events and achievements.

A final-year BCom Economics and Trade student and former SRC member, Ndumiso Hadebe, was announced the winner of One Day Leader 2 on SABC 1.

A total of 32 affiliated bodies or societies registered on the campus for 2013.

In August 2013, the campus hosted Mr Gwede Mantashe, Secretary General of the ANC. Mr Mantashe delivered an educational address and urged students to become agents of change. He dealt with the role of student political organisations in a university today and in the past, the role of a student and the expectations the country has of university graduates.

Students from the campus participated in the 2013 Nedbank and Old Mutual Budget Speech Competition. Michelle de Lange, an honours student in BCom Risk Management, was placed in the Top 10. During February 2014, the finalists will be hosted by Nedbank and Old Mutual for the final stage in Cape Town.

The participants will also attend the presentation of the 2014 budget speech of the Minister of Finance in Parliament.

- **Student conferences and associations**

A student society called Saving the Environment and Working Together (SEWT) heeded the call to make a difference in the local community of Vanderbijlpark and to educate local residents about keeping the environment clean.



SEWT undertook several community outreach initiatives, including an awareness and information campaign in Vanderbijlpark and a clean-up operation in the central business district.

In August 2013, the campus participated in the NWU's first intercampus Student Social Workers Conference for fourth-year students, lecturers and field placement supervisors from all three campuses. It was hosted by the Potchefstroom Campus and representatives from the Council for Social Service Professions and other stakeholders also attended. Vaal Triangle Campus students presented papers on their group and community work services.

- **Wellness and counselling**

Student Counselling and Development (SCD) functions within two spheres on the campus, namely psycho-social wellbeing of students and physical wellbeing by means of the Health Care Clinic. During 2013 the department realigned itself with international and national trends, as well as with the current needs of the campus community. The mission of the department is to provide high-quality service and consultancy that empowers students to be psycho-socially well-balanced, career wise and well-integrated citizens.

An increased demand for counselling services has been identified and during the second semester of 2013 a total of 654 students and prospective students made use of therapy, psychological education and career guidance.

Career Centre

The Career Centre disseminates career information, promotes job hunting skills and brings job opportunities to the attention of the students. During the second semester of 2013 a total of 215 senior students attended workshops.

More than 2 000 students attended a very successful career fair (aptly called 'Bean Counting Day'), co-hosted with the School of Accounting Sciences in the Faculty of Economic Sciences and Information Technology.

Ch@s

During 2013 the peer helper group Ch@s (Connecting Helpers and Students) attended a training camp in communication and listening skills. The aim of Ch@s is to mediate between the campus's student counselling and development services and the needs of the student community.

Disability Unit

The department established a Disability Unit in 2013. This unit will work closely with Student Administration and take responsibility for enabling physically challenged students to make the most of their stay and studies at the Vaal Triangle Campus.

- **Social worker support**

In September 2013 the department appointed a qualified social worker on a part-time basis to co-ordinate the Meal-a-Day and Substance Abuse programmes. The social worker also works closely with the campus clinician to monitor the social needs of students infected and affected by HIV/Aids.

As from 2014, the social worker will be appointed permanently.

Campus Health Care Centre

Towards the end of 2013 the Campus Health Care Centre revisited its strategy and came up with a new direction, namely to be a model health care provider through clinical excellence, patient engagement, operational effectiveness and optimal health and community stewardship.

The existing staff component of the Campus Health Care Centre was expanded by appointing an additional primary health care practitioner.

During 2013 a total of 5 348 patients were seen for primary health care, family planning and HIV testing and counselling.

The Campus Health Care Centre, in collaboration with a local optometrist, launched the campus's first-ever Eye Drive campaign. A total of 63 people benefited from this on-campus service, which entails testing needy students' eyesight free of charge. The rest of the campus community paid a discounted fee to take part in the campaign.

An Albinism Awareness Day was hosted in September to educate students about albinism and to address stereotypes around this condition.



During 2013 the Campus Health Care Centre also undersigned a Memorandum of Understanding with the Gauteng Health Department. Through the MoU a working relationship is vested between the parties regarding primary health care services that will ensure that chronic medication is provided to the NWU Vaal Health Care Centre, general reproductive health services support is provided to students, staff and contract workers, assistance is provided for the management of TB, assistance is given by the DOH with regards to HIV and AIDS testing in government hospital laboratories, and medication is provided for minor ailments according to the Essential Drug List.

During 2013 the Campus Health Care Centre presented the following HIV/Aids related interventions:

- STI awareness week, highlighting the facts around sexually transmitted infections.
- A candlelight memorial service
- A run-up programme to World Aids Day on 1 December

At these events, almost 1 500 students were voluntarily tested. The anti-retroviral rollout/HEAIDS (Higher Education HIV/Aids Programme) programme for HIV/Aids, involved ongoing monitoring and support to all students and staff members who are HIV positive. Here individual attention by professionals ensures that each individual receives an optimum chance to maintain a normal lifestyle.

- **Orientation programme for first years**

The first-year reception was spread over three days. On each of these days, the Vice-Chancellor and the Campus Rector welcomed the first-year students and their parents.

A total of 1 050 students participated in the first-year reception programme.

The programme had been redesigned for greater emphasis on academic matters, and included interventions such as:

- A bridging course for students who did not have Accounting as a subject at school, and who were registered for ACFS 111 and ACFS 121.
- An Accounting refresher course for students registered for a programme in the accounting sciences and who did not obtain a pass mark of 60% or more for Accounting in the final Senior Certificate examination.
- A mathematical refresher course for all students registered for a mathematics module, irrespective of whether they had mathematics or mathematics literacy in school.
- An academic preparatory programme to introduce students to the academic environment of the campus.
- Study competencies, including how to prepare for exams.
- An introduction to health, wellness and career services on campus.

- **Any other specific matters**

The campus hosted its first-ever Barefoot Day. The initiative was aimed at raising much-needed funds for interventions for needy students, such as the Meal-a-Day project.

PRINCIPAL MANAGERIAL/ADMINISTRATIVE ACHIEVEMENTS MEASURED IN TERMS OF PLANS, GOALS AND OBJECTIVES FOR 2013 – CAMPUS PLAN ACHIEVEMENTS

During 2013, the Vaal Triangle Campus received widespread recognition for its role in building knowledge in strategic disciplines and for promoting skills development in the region, whether through academic or short learning programmes, exhibitions and seminars, or partnerships with other leading organisations.

- **Awards**

The Institute of Risk Management South Africa (IRMSA) awarded two Industry Specific Risk Initiative Awards for 2013 to the Centre for Applied Risk Management (UARM), during the annual IRMSA awards ceremony. The centre received the Industry Specific Risk Initiative Award in the Education Category and the overall Industry Specific Risk Initiative Special Award for Recognition of Exceptional Service. These awards recognise UARM's innovative approach to risk management as an applied discipline.

- **Knowledge-sharing initiatives**

The Enterprise Development Centre (EDC) launched its Enterprising Women Programme to assist female entrepreneurs to achieve their goals and realise their business dreams. The first group successfully completed the Enterprising Women Programme and attended a graduation ceremony during October 2013. The EDC is committed to assisting female entrepreneurs to acquire skills to grow their businesses and to promoting their long-term sustainability.



The School of Basic Sciences in the Faculty of Humanities hosted its annual Eco Health Research Forum. The theme was 'Sharing perspectives and ideas of integrative research on polluted environments, human health and efficient community and environmental management'.

The Optentia research programme on the Vaal Triangle Campus hosted the second South African Symposium on Positive Social Sciences during October 2013. The theme of the symposium was: 'Towards Thriving Youth'. The symposium covered general themes such as employment; unemployment and flourishing of youth; pathways to resilience and post-traumatic growth; positive education; positive relations; intergenerational relations; indigenous knowledge; community wellbeing; thriving in cultural contexts; talent management and positive institutions; employability; and youth and family.

The Faculty of Economic Sciences and Information Technology had a stall at the Sasol TechnoX, from 19 to 23 August 2013. The exhibition featured displays, workshops, tours, talks and hands-on activities with the aim of stimulating learners' interest in mathematics, science and technology. The target audience was grade 7 to 12 learners. A total of 24 430 people visited the exhibition, of whom 21 964 were learners. The NWU stall won third place in the category for universities.

The faculty also organised a Geexpo (an expo that plays on the word 'geeks') on 25 October 2013 to highlight the importance of mathematics and information technology to learners in grades 10 to 12. Participating teams took part in activities such as a practical assessment task competition, mathematics Olympiad, mathematics challenge and presentations by the Serious Games Institute-South Africa and the Multilingual Speech Technology (MuST) research group. Schools from Alberton, Kempton Park, Hyde Park in Johannesburg, Vereeniging, Roshnee and Vanderbijlpark participated in the event.

- **Partnerships**

The Vaal Triangle Campus launched a project in collaboration with the Water Research Commission (WRC) to establish the South African Water History Archival Repository (SAWHAR). This repository will be housed on the Vaal Triangle Campus.

In October 2013, the Vaal Triangle Campus and the Kaizer Chiefs Football Club officially announced a partnership through which the university will make its expertise available to benefit talented young footballers at the club's Youth Academy in Johannesburg.

The Faculty of Economic Sciences and Information Technology joined the global community of mathematics enthusiasts in celebrating Pi Day on 14 March 2013 by hosting a Pi Matrix World Memory Record Attempt by Grandmaster Kevin Horsley. A new world record of 16 minutes, 38 seconds was recorded. The record is recognised by the International Federation of Memory Sports and the Book of Mental World Records.

Open Varsity, a programme on SABC2 television, invited 10 lecturers from the Vaal Triangle Campus to participate in this educational endeavour in the following disciplines: Human and Social Sciences, Commerce and Administration, Science and Technology, Law and Education. Open Varsity teaches first-year courses to actual and prospective first-year students. Participation in Open Varsity ensures free television exposure to a nationwide audience of prospective students via South Africa's largest education platform.

The campus community participated in several initiatives to decrease the campus's carbon footprint. In one such project was the 49M initiative of Eskom, backed by government and industry. For this project students living in residences were encouraged to save electricity.

The campus also implemented energy-saving measures such as installing solar geysers at student residences and introducing energy control devices for air conditioners.

The campus's Green Committee received strong support from the Student Representative Council (SRC). An IT sustainability competition, which challenged students to come up with suggestions about how to make technology more sustainable, was held. One of the winning suggestions was to use the rating system of EPEAT (www.epeat.net), an organisation that identifies greener computers and other electronic equipment in the market place. Other suggestions by students included reusing old computers, switching off computers and screens when they are not in use, and using solar panels to power cooling systems in computer laboratories. The Vaal Go Green Facebook page proudly reports current and past green projects launched on campus.



- **Community engagement**

Two campus community projects received recognition at the Institutional Research Awards gala event:

- **Siyakhulisa: Towards quality Early Childhood Education and Development.** This project is run under the auspices of Prof Elsa Fourie, Director of the School of Educational Sciences within the Faculty of Humanities.
- **Environmental protection and public participation.** The purpose of this project is to discover mechanisms to create liveable and sustainable communities within the boundaries of the Emfuleni Local Municipality and to work with residents to transform polluted areas into walk-able sidewalks and mini parks that will contribute to the ecosystem. This project is run under the auspices of Dr Tumi Mzini from the School of Basic Sciences within the Faculty of Humanities.

Students and staff from the Department of Psychology in the School of Behavioural Sciences ran the Father A Nation (FAN) project, aimed at addressing national problems such as the increase in the number of orphans and the lack of strong male role models in some communities. The project entails conducting research, training and developing future researchers and community psychologists, and developing community wellbeing programmes.

On International Mandela Day, the Serious Games Institute-South Africa (SGI-SA) showcased the Mandela27 serious game to the media and explained the value of this international multimedia project. The Mandela27 Project was designed as a multi-faceted educational tool and will provide a global perspective on cultural events in Europe and South Africa during the 27 years Nelson Mandela spent on Robben Island. SGI-SA is responsible for the development of a three-dimensional serious game in which users can navigate on Robben Island and learn more about the life of the anti-apartheid activists kept imprisoned in the maximum security prison on the island. The project received 400 000 Euro in funding from the European Union Culture Programme.

The campus hosted the CANSA Vaal Triangle Relay for Life event in February 2013. The event saw a total of 111 teams participating, nine of which were from the campus. More than 4 000 members of the Vaal Triangle community attended.

The Faculty of Economic Sciences and Information Technology hosted the first Leadercast business seminar in the Vaal Triangle. The international Leadercast phenomenon offers community and business leaders the opportunity to access the knowledge and experience of world-renowned leaders by either attending a live discussion session or by tuning in to a one-day leadership development event that is broadcast live from Atlanta, Georgia, to hundreds of sites around the world.

MANAGERIAL/ADMINISTRATIVE ASPECTS OF THE OPERATIONS OF THE CAMPUS INCLUDING NEW SENIOR APPOINTMENTS

The following senior appointments were made:

- Mr Warren Makgowe was appointed as the new Director: Marketing and Communication in July 2013.
- Dr Saneth Dreyer was appointed as the Director: Student Counselling and Development in June 2013.

“ The campus was driven by the determination to achieve nothing less than excellence in all its activities, whether within the scope of its academic pursuits, performance on the sports field, commitment to the Vaal Triangle region or the scale of its investment in students. ”

OTHER CAMPUS HIGHLIGHTS

The campus hosted the Young Graduates Scholars (AYGS) Conference of the Africa Institute of South Africa in February 2013. The theme of the conference was '2050 – Africa's future on the horizon: Prospects and challenges for development'.

The three-day conference was aimed at mobilising young African graduate scholars around the most important challenges the continent is currently facing, including climate change; energy and water supply; governance; poverty; development; peace and security.

CONCLUSION

The Vaal Triangle Campus celebrated nine years of excellence in 2013. The campus was driven by the determination to achieve nothing less than excellence in all its activities, whether within the scope of its academic pursuits, performance on the sports field, commitment to the Vaal Triangle region or the scale of its investment in students.

These achievements helped to reinforce the campus's position as a regional asset in Gauteng, proudly acting as a catalyst for growth and regeneration.

A handwritten signature in black ink, appearing to read 'Mariba', with a large, stylized initial 'M'.

PROF TJ MARIBA
CAMPUS RECTOR: VAAL TRIANGLE





REPORT OF INTERNAL ADMINISTRATIVE/OPERATIONAL STRUCTURES AND CONTROLS ⁴⁵

MS M CLAASSENS & MS M VAN DER MERWE

The North-West University maintains a system of internal control in order to provide reasonable assurance regarding the achievement of effectiveness and efficiency of operations, the reliability of financial reporting and overall compliance with relevant laws and regulations, the prevention of loss of resources and assets, and also to reduce legal liability. Particular attention is given to financial reporting and the safeguarding of assets against the unauthorised acquisition, use or disposal of such assets. The internal control system is designed to provide reasonable assurance to the University and the Council regarding an operational environment that promotes the safeguarding of the University's assets and the preparation and communication of reliable financial and other kinds of relevant information

Internal control objectives include measures to ensure completeness, accuracy and proper authorisation in relation to documented organisational structures, setting out the division of responsibilities, as well as established policies and procedures, including a code of ethics being communicated throughout the University to foster a strong ethical climate and the careful selection, training and development of its people. Appropriate internal control practices are maintained in as far as policies and procedures are documented and monitored by Institutional Management and the Records Management Division for regular updates when applicable, and in accordance with an update schedule. After the reviewed document has been approved by Council, it is communicated and made available on the intranet to all employees of the University. Codes of conduct exist in various environments to ensure proper and ethical conduct.

In addition, a performance management system, with adequate job descriptions in line with key performance indicators, is utilised at the NWU to ensure individual accountability and proper assignment of responsibilities.

Information systems utilising modern information technology are utilised extensively at the University. Core systems have been developed and implemented according to defined and documented standards to achieve efficiency, effectiveness, reliability and security. Accepted standards are applied to protect privacy and ensure control over all data, including disaster recovery and backup procedures. Password controls are strictly maintained, with users required to change passwords on a monthly basis, except where otherwise approved. There are regular reviews to ensure that there are no clashes in user-access rights and to ensure that the basic internal control concept of division of duties is maintained. Where, for capacity reasons, an occasional clash does occur, sufficient manual controls are in place to ensure that these clashes are mitigated.

Systems are designed to promote ease of access for all users. In addition, the systems are sufficiently integrated to minimise duplication of effort and ensure minimum manual intervention and reconciliation procedures. The development, maintenance and operation of all systems are under the control of competently trained staff.

“ The North-West University maintains a system of internal control in order to provide reasonable assurance regarding the achievement of effectiveness and efficiency of operations, the reliability of financial reporting and overall compliance with relevant laws and regulations, the prevention of loss of resources and assets, and also to reduce legal liability.”

In utilising electronic technology to conduct transactions with third parties and with staff, control aspects receive close scrutiny, and procedures are designed and implemented to minimise the risk of fraud or error.

Monitoring of internal controls takes place in a meticulous way. Apart from an ongoing performance management system in order to ensure that employees are carrying out their duties, and the continuous comparison of budget management as part of the normal business processes, internal auditors monitor the operation of internal control systems, and report findings and make recommendations to management and the Audit, Risk and Compliance Committee. Corrective actions are taken to address control deficiencies as well as opportunities for improving systems when identified. The Council, operating through its Audit, Risk and Compliance Committee, provides oversight of the financial reporting process.

The NWU is aware of the fact that there are inherent limitations to the effectiveness of any system of internal control, including the possibility of human error and the circumvention or overriding of controls. Accordingly, even an effective internal control system can provide only reasonable assurance with respect to financial statement preparation and the safeguarding of assets. Furthermore, the effectiveness of an internal control system can change according to circumstances. The University believes that, as at 31/12/2013, its systems of internal control over its operational environment, information reporting and safeguarding of assets against the unauthorised acquisition, use or disposal of assets met the criteria for effective control over financial reporting. It also believes that internal control measures assisted the NWU to achieve its goals in effective and efficient ways.

The University conducted a review of its risk assessment document and, in conjunction with the internal auditors, developed a programme of internal audits to examine the systems, procedures and controls in those areas considered as high risk. The Audit Committee reviewed this Report on internal administrative/operational structures and controls for the 2013 financial year under review at its meeting of 19/05/2014, which was a quorated meeting, and the documentation for approval by the Committee was circulated with the meeting agenda in advance, with due notice.



MS M CLAASSENS
CHAIRPERSON: AUDIT, RISK AND COMPLIANCE COMMITTEE



MS M VAN DER MERWE
DIRECTOR: INTERNAL AUDIT



REPORT ON ASSESSMENT OF RISK EXPOSURE AND RISK MANAGEMENT ⁴⁶

PROF IJ ROST & MS M CLAASSENS

Effective assessment of risk exposure and risk management is of primary importance to any university, and in particular at the various levels where risks are controlled, at the operational, managerial and governance levels.

In the first instance, it is important to note that the basis on which the risk statement should be prepared is to identify the two primary categories of “financial” and “non-financial” risks and the managerial procedures that must be in place in order to be able to assess properly the relevant matters on risk exposure and risk management.

Strategic risks are primarily managed by the Institutional Management Committee of the University and all other risks by managers in their specific areas of responsibility. At Institutional Management level, minutes are kept of all formal meetings and include and specifically address risk issues. The members of Institutional Management include the Vice-Chancellor, all executive directors (5), campus rectors (3) and the Institutional Registrar.

The Executive Director Finance and Facilities was assigned the line function with the remit of identifying and interpreting/assessing risks, as well as intervention measures and all aspects of the management of risk affecting the University, and in addition to take responsibility for driving the process at Institutional Management level.

The Audit, Risk and Compliance Committee, an NWU Council Committee, has an oversight responsibility for risk management at the University. This committee comprises both external and internal members, who qualify and are appointed in accordance with the Statute, paragraph 4(1) and the Committee’s approved Charter.

In addition, the Compliance Committee and Combined Assurance Forum was established as a structure approved by Institutional Management and the Audit, Risk and Compliance Committee to assist with the assessment of most significant risks that are to be included in the risk register of the University and continuously assessed by the said forum.

Institutional Management and the Combined Assurance Forum continue to make input in the risk assessment review coordinated by the Executive Director Finance and Facilities and the Internal Audit function.

Finally, all reports on matters related to risk management are scrutinised and approved by the Audit, Risk and Compliance Committee for recommendation to Council.

IDENTIFICATION AND ASSESSMENT OF RISK

Risk can be defined as “a potential threat or possibility that an action or event will adversely or beneficially affect an organisation’s ability to achieve its objectives”.

Events and actions that are potential risks must be identified and the likelihood of their occurrence and their anticipated impact assessed in order to ensure that key organisational objectives will be met. It is vitally important that a process exists by means of which risks that may impact on the realisation of the vision and mission of the University can be managed.

Some risks have direct financial implications and others will not have immediate financial implications. Although these are differentiated from each other as “financial risks” and “non-financial risks”, it is accepted that “non-financial risks” might have serious financial implications. In light hereof, these receive equal attention to the so-called financial risks, and are therefore also identified and managed during the risk management process.

Risk profiles are controlled within the normal organisational internal control structures and procedures. Despite these structures and procedures, the potential exists that adverse events may occur and will affect the results of normal operations throughout the institution at all levels of activity. It is therefore essential that, first, the exposure to such specific “risk events” be identified, and secondly, the likelihood of any one of these events occurring, as well as its potential impact, be assessed.

Ratings for impact, probability, control effectiveness and residual risk are continuously developed and refined for application in order to determine the priority of the identified risks and to manage these risks accordingly. Responsible persons are linked to each risk and feedback on the progress to minimise the risk for the University is monitored and updated regularly on the risk register.

2013 saw an intensive process by means of which the University embarked on the refinement of the NWU Risk Framework. This process that will be finalised in 2014 will assist substantially in the continuous and enhanced focus on risk assessment. It also aims to increase the value-add of risk management as a strategic tool, and to improve the compliance to the King Code of Good Practice.

Meanwhile, the University continues to focus, through defined responsibility and accountability for management, on significant risk events, and on conditions and/or risk abatement strategies for identified risk areas. A risk register is maintained and updated on a regular basis.

The scope of the duties of risk management within the University is clearly defined in the Audit, Risk and Compliance Committee’s Charter and the Framework for Risk Management at the University. The Director Internal Audit reports to the Audit, Risk and Compliance Committee, and through them to Council, and has unrestricted access to the chairpersons of the Audit Committee and of Council and to the Vice-Chancellor. The Combined Assurance Forum, which includes members from various specific operational divisions, contributes to the identification and assessment of risks and the updating of the risk register. The Audit, Risk and Compliance Committee submits a comprehensive biannual report on key significant risks facing the University to be reviewed by Council.

“ Effective assessment of risk exposure and risk management is of primary importance to any university, and in particular at the various levels where risks are controlled, at the operational, managerial and governance levels ”

MANAGEMENT AND CONTROL OF CONSEQUENCES OF RISK (INTERVENTION AND PHYSICAL/FINANCIAL CONTROL)

Potential risk consequences were continuously identified and evaluated in 2013 and, by appropriate management, the conditions within which such risks arise were accordingly controlled and monitored. Methods of minimising adverse consequences were employed, based on cost-effectiveness analysis. For this reason the risk register is regularly updated. These measures continue to remain in place, owing to the fact that the proper management of such conditions is a matter of which the governance structures of the University need to be assured and based on which abatement strategies are conceived. The responsibility and accountability for the identification and management of risk events and risk areas are assigned and managed by Institutional Management.



PROF IJ ROST
INSTITUTIONAL MEMBER ASSIGNED WITH RISK RESPONSIBILITY



MS M CLAASSENS
CHAIRPERSON: AUDIT, RISK AND COMPLIANCE COMMITTEE

Date: 19 May 2014





REPORT OF THE CHAIRPERSON OF THE FINANCE COMMITTEE AND EXECUTIVE DIRECTOR: FINANCE AND FACILITIES ⁴⁷

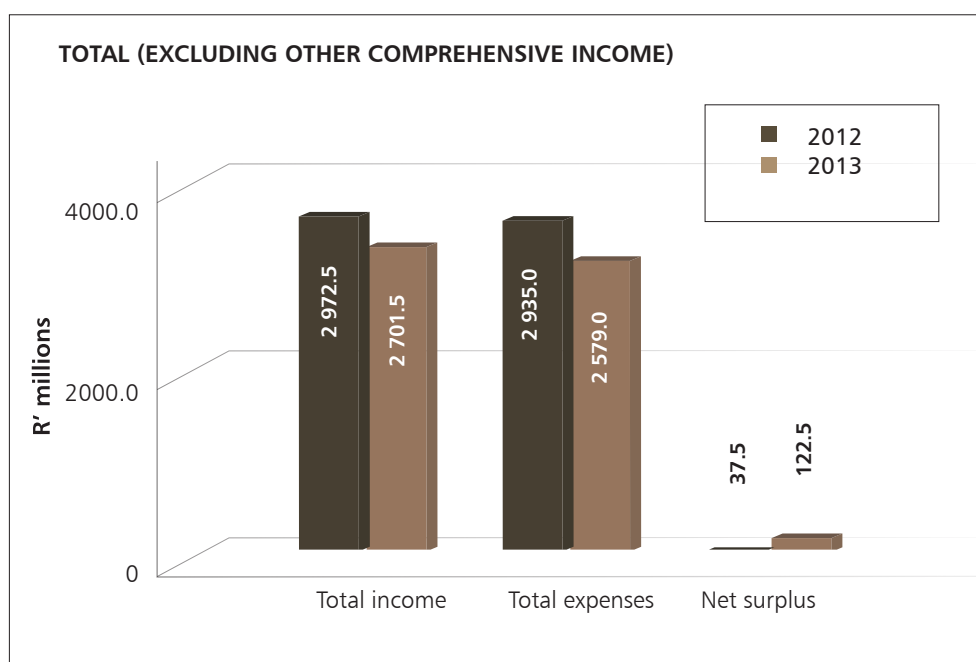
PROF IJ ROST & MS M CLAASSENS

The financial review for the year ended 31 December 2013 is presented under the following headings:

- **Profitability and growth**

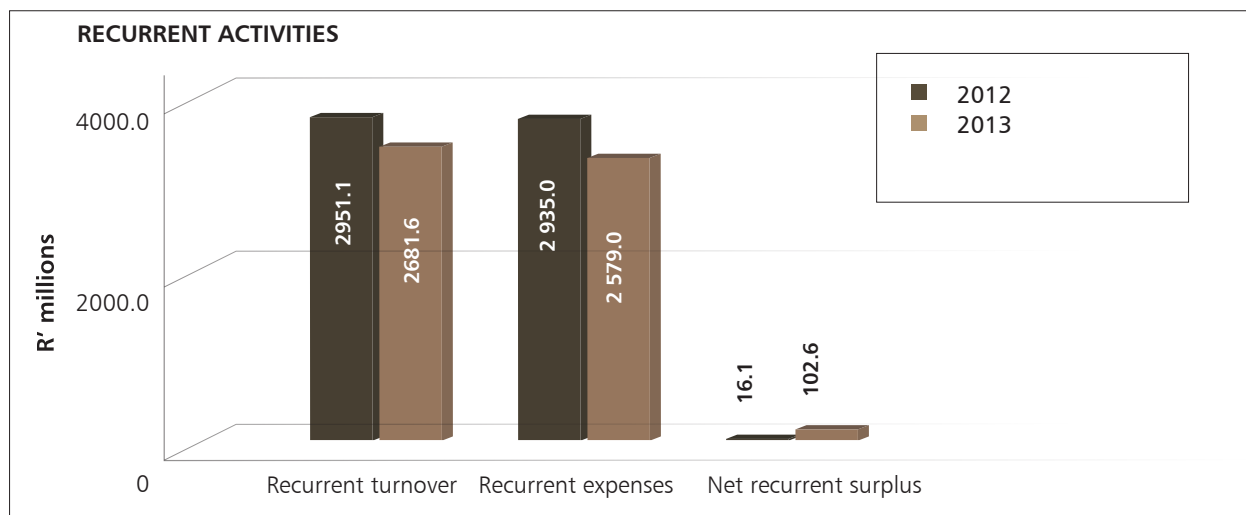
The total income of the University increased by 10,0% to R2 972,5 million, while the total expenses increased by 13,8% to a total expenditure of R2 935,0 million for the 2013 financial year.

The net surplus of R37,5 million (2012 restated: R122,5 million) represents 1,3% (2012 restated: 4,5%) of the total income.

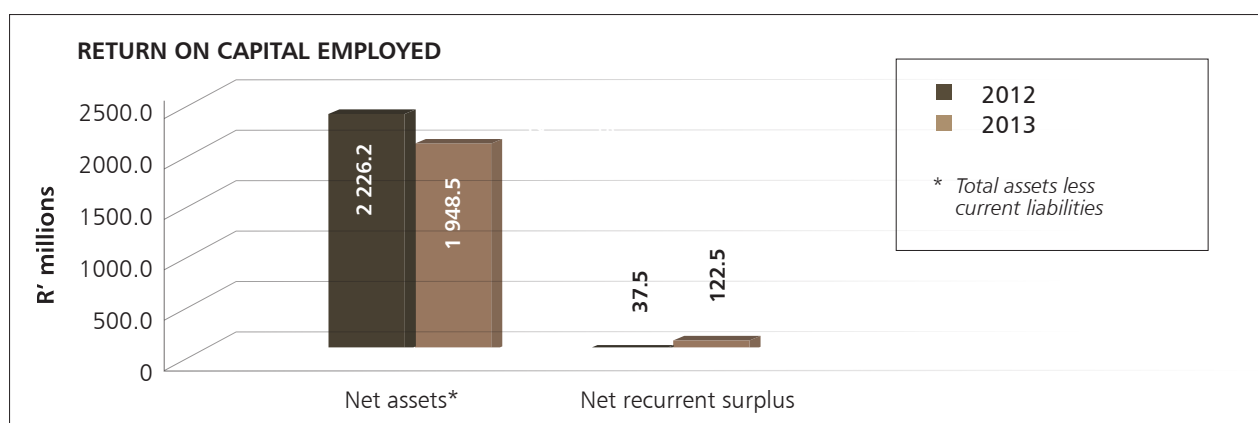


The total income of the University from recurrent activities (excluding disposal of PPE, disposal of investments and other comprehensive income) increased by 10,1% to a total income of R2 951,1 million, while the total expenses from recurrent activities increased by 13,8% to a total expenditure of R2 935,0 million for the 2013 financial year.

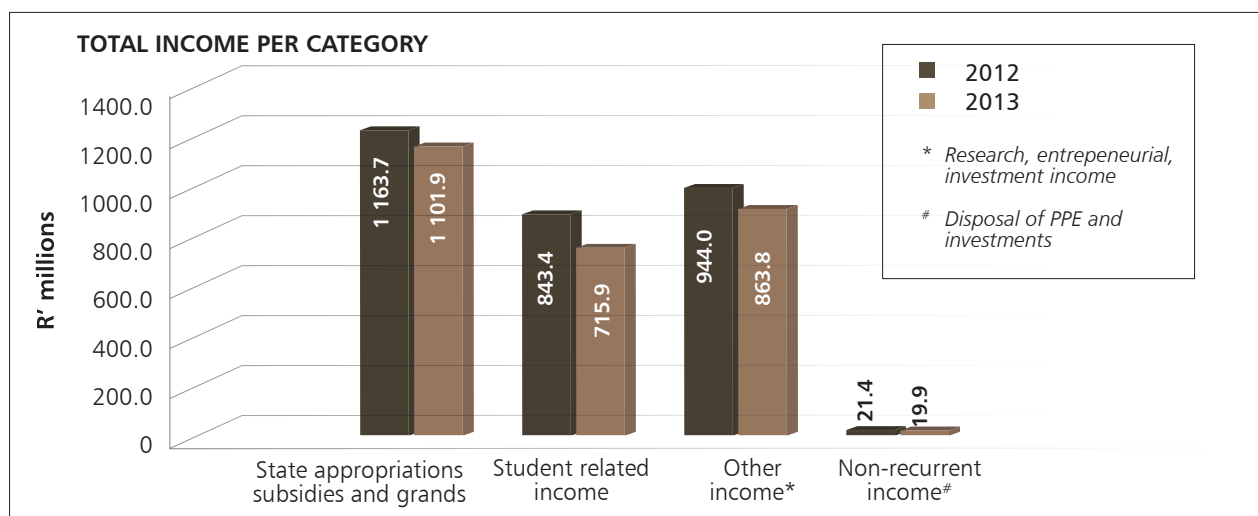
The surplus of the 2013 financial year from recurrent activities represents 0,5% (2012 restated: 3,8%) of the total recurrent income.



The University's return (from recurrent activities) on capital employed (total assets less current liabilities) decreased to 0,7% (2012 restated: 5,3%). This is mainly due to an increase in net assets of 14,3% and a decrease in the recurrent surplus.



The University's income from state subsidy represents 39,1% (2012 restated: 40,8%) of the total income. The reason for the decrease in this percentage is attributable to a low increase in this source of income of 5,6% in comparison with an on average higher increase in all the other main sources of income. The student-related income increased by 17,8% for the 2013 year (2012 restated: 24,8%). This can be attributed to the annual increase in tuition fees of 10,3%, the increase in student numbers, as well as an increase in modules enrolled for. The total student-related income represents 28,4% (2012 restated: 24,8%) of the total income.

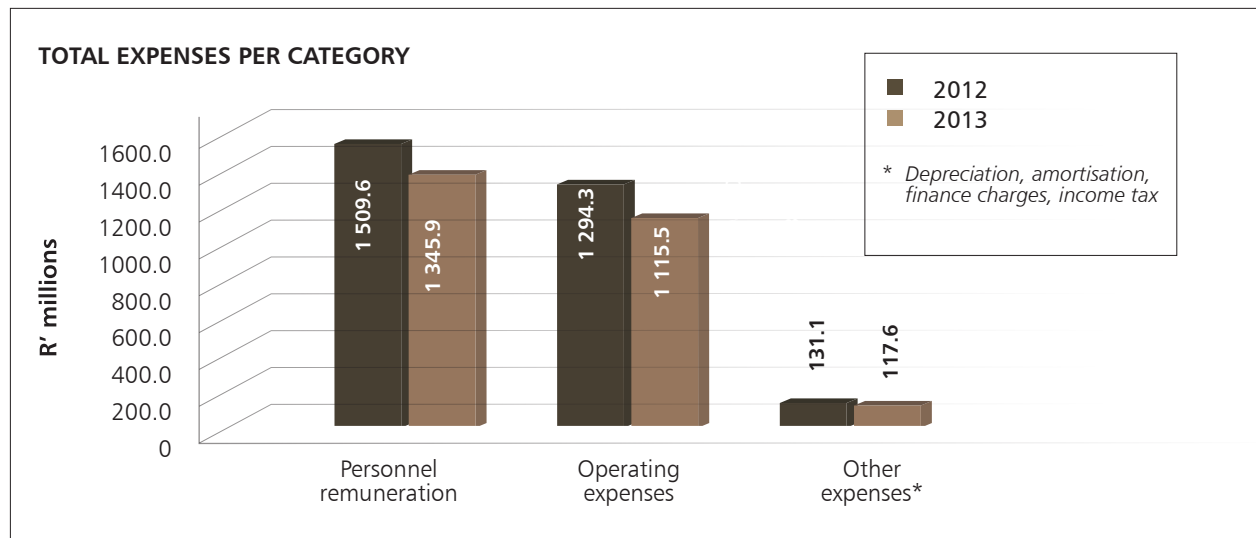


Total expenditure increased by 13,8% (2012 restated: 16,9%).

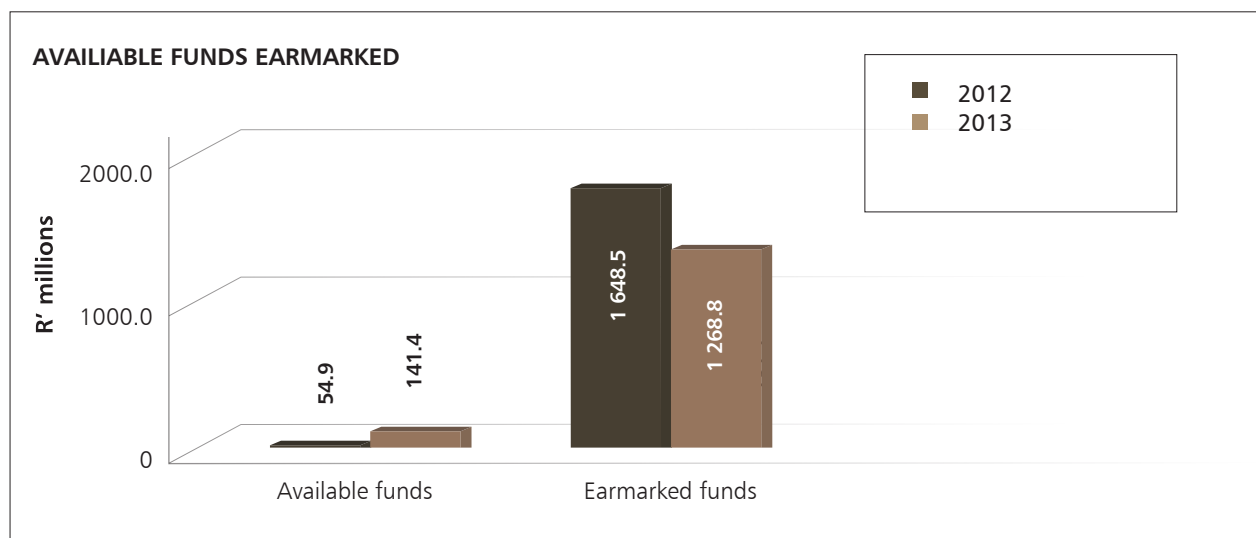
Personnel remuneration increased by 12,2% (2012 restated: 14,0%). The total cost of personnel expenditure was 50,8% (2012 restated: 49,8%) of total income. The increase is mainly due to a lower increase in income of 10,0%.

Operating expenses increased by 16,0% (2012 restated: 16,7%) and represent 43,5% (2012 restated: 41,3%) of total income. The latter can be attributed to the lower increase in income, as well as an increase in a few specific expenses, the main items of which are net provision for bad debts, bad debts written off and bad debts recovered (R36,1 million), and bursaries (R23,9 million).

Other expenditure relating to depreciation, amortisation and finance charges increased by 11,5%, which is attributable mainly to depreciation due to the large investment in property, plant and equipment financed via the DHET infrastructure and efficiency earmarked funding project.



The University's equity increased with 20,8% in the 2013 financial year (2012 restated: 3,7%), mainly due to an increase of R194,2 million in the pension fund's net asset value as at 31 December 2013 (31 December 2012 restated: decrease of R58,3 million). The available funds decreased to 3,2% (2012 restated: 10,0%) of total equity, mainly due the significant increase in the earmarked portion as explained above, as well as the large investment in property, plant and equipment via the DHET infrastructure and efficiency earmarked funding.



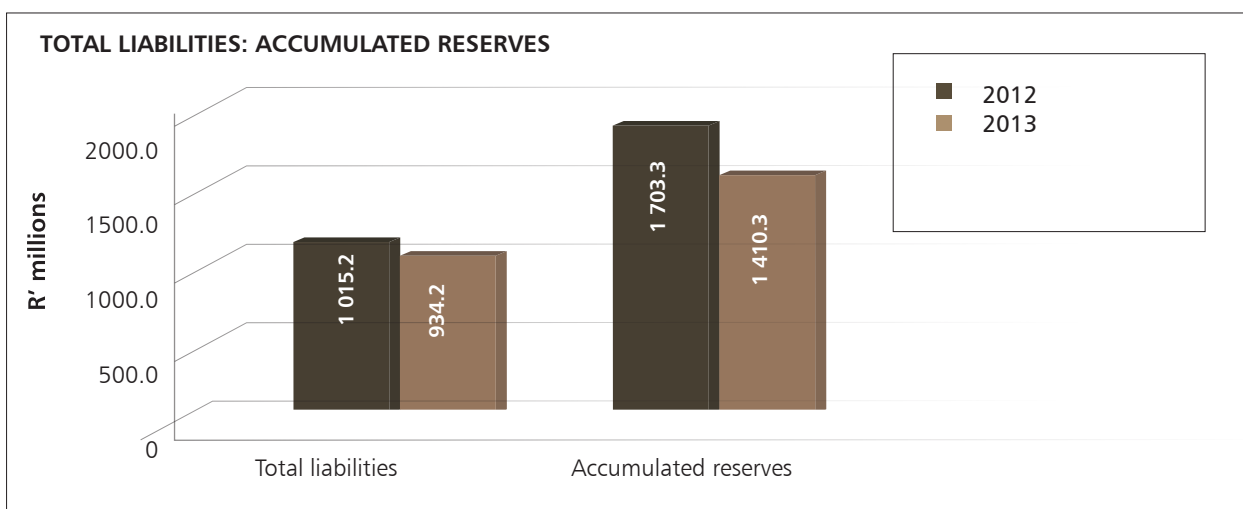
- **Added value**

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:

- 15 464 (2012: 14 669) students received degrees and diplomas during 2013.
- R130,7 million (2012: R107,4 million) was awarded as bursaries to students from own funds, which represents an increase of 21,7% (2012: 27,4%).
- The cash flow investment in property, plant and equipment amounts to R209,8 million (2012 restated: R269,4 million), which is mainly attributable to the DHET infrastructure and efficiency funding received for the period 2010 – 2012, as well as a new cycle of funding for 2012 – 2015.

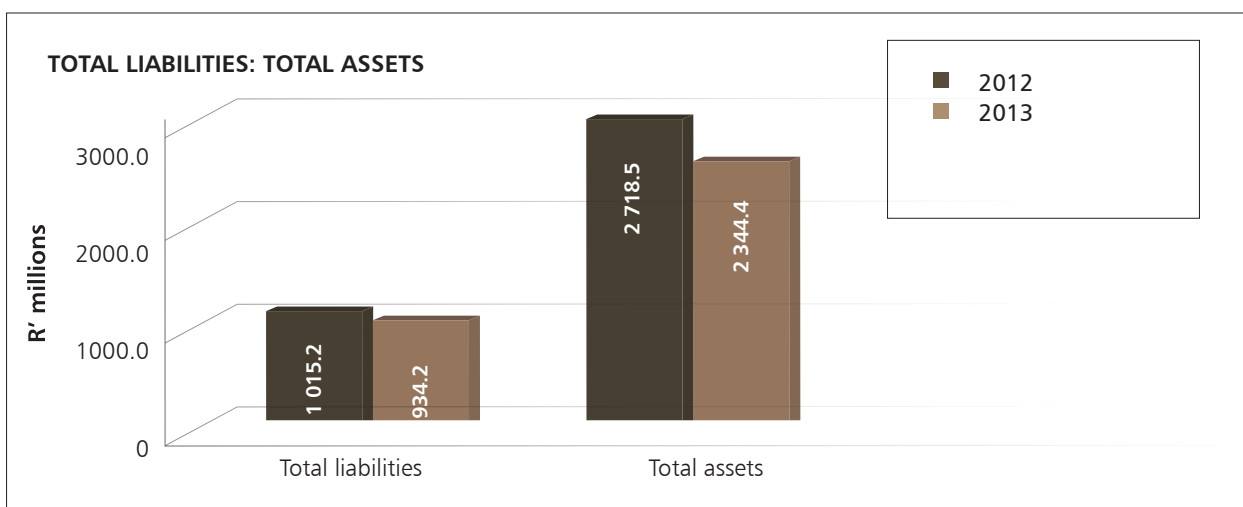
- **Solvability**

The total liabilities (R1 015,2 million) expressed over accumulated reserves (R1 703,3 million) indicate that the University's ratio of debt to equity decreased to 0,60 (2012 restated: 0,66). This is attributable to an increase of 20,8% (2012 restated: 3,7%) in equity for the reasons explained above and only an increase of 8,7% (2012 restated: 15,9%) in liabilities.



The total liabilities expressed over total assets decreased to 0,37 (2012 restated: 0,40) for the 2013 financial year. The total liabilities are therefore covered 2,68 times (2012 restated: 2,51) by total assets.

Solvency ratios continue to indicate clearly that the University is solvent and able to meet both its long-term and its short-term obligations.

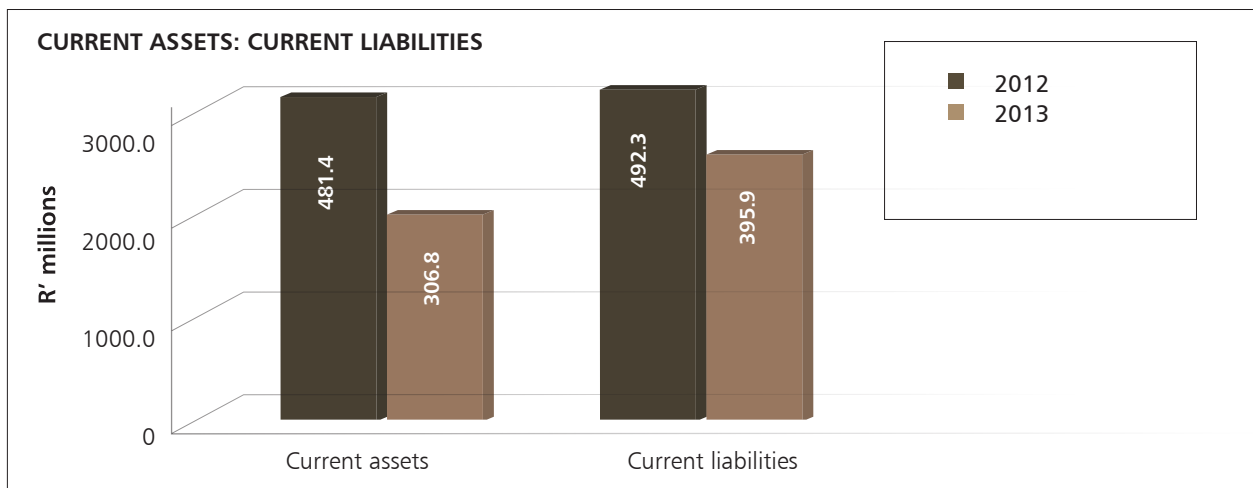


- Liquidity**

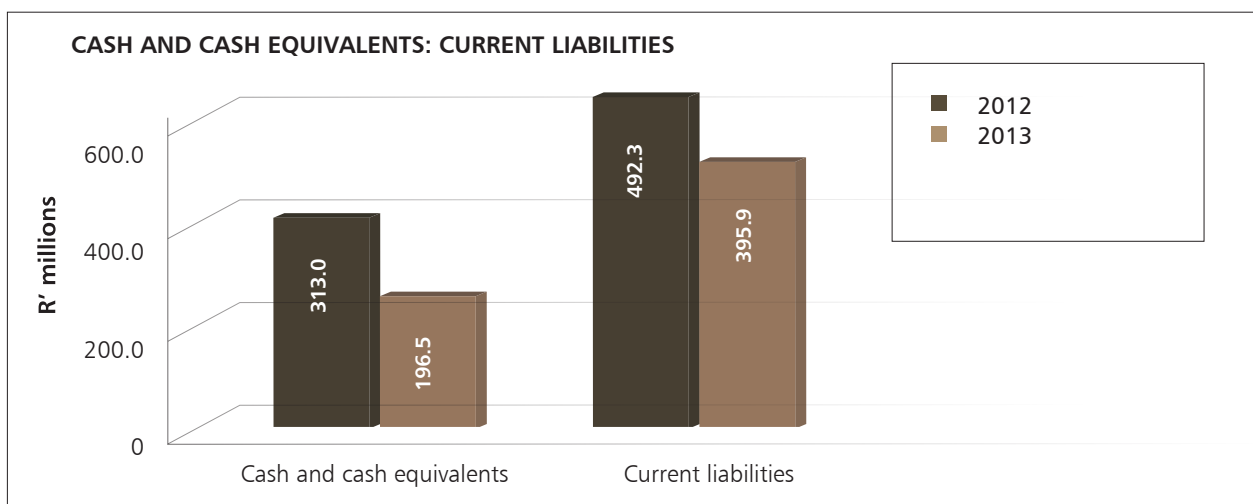
The working capital ratio indicates that the current liabilities are covered 0,98 times (2012 restated: 0,77 times) by the current assets. If the analysis is expressed in rand value, the current assets increased by R174,6 million for the 2013 financial year, whilst current liabilities for the same period increased by R96,4 million. The main reason for the increase in the current assets is an increase in cash and cash equivalents of R116,5 million, which is mainly due to cash that was transferred from long-term investments (which decreased by R91,9 million, net of revaluation). Furthermore there was an increase of 62,2% (2012 restated: 23,0%) in trade and other receivables. The net value of Investments, working capital and total liabilities was maintained at R295,3 million (2012 restated: R293,6 million).

	2013 R'million	2012 R'million
Investments	829,1	921,0
Current assets	481,4	306,8
Total liabilities	-1 015,2	-934,2
Net Investments, current assets and total liabilities	295,3	293,6
Capital commitments	-220,8	-247,2
Net cash after capital commitments	74,5	46,4

The cash flow situation is monitored closely in order to achieve an optimal balance between long-term and short-term investments to optimise investment income without compromising flow of business.



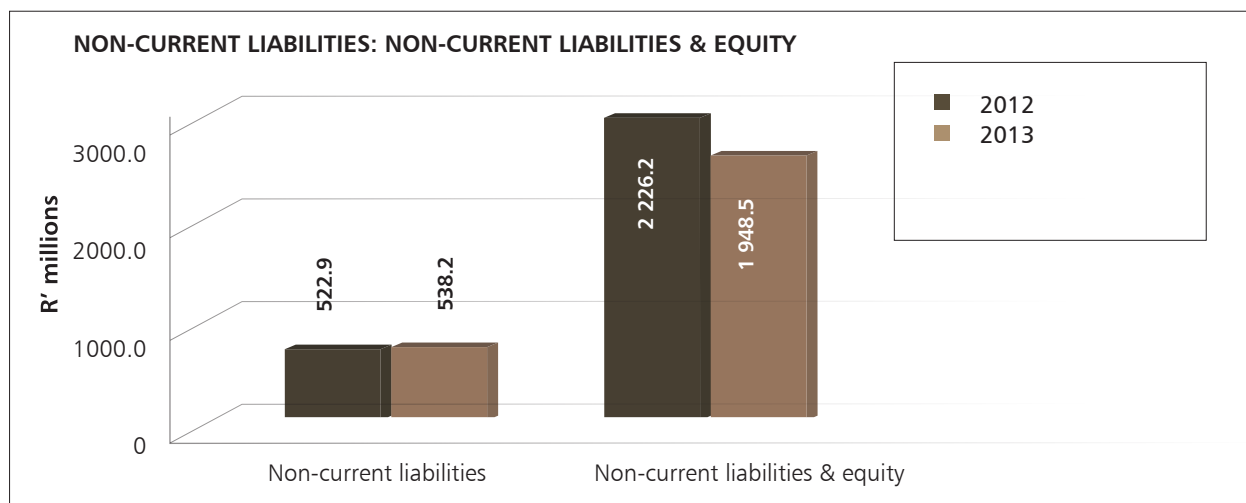
The University's ratio of cash and cash equivalents to current liabilities increased from 0,50 in 2012 (restated) to 0,64 during the 2013 financial year, which was mainly due to the transfer of cash and cash equivalents from long-term investments.



- **Gearing ratios**

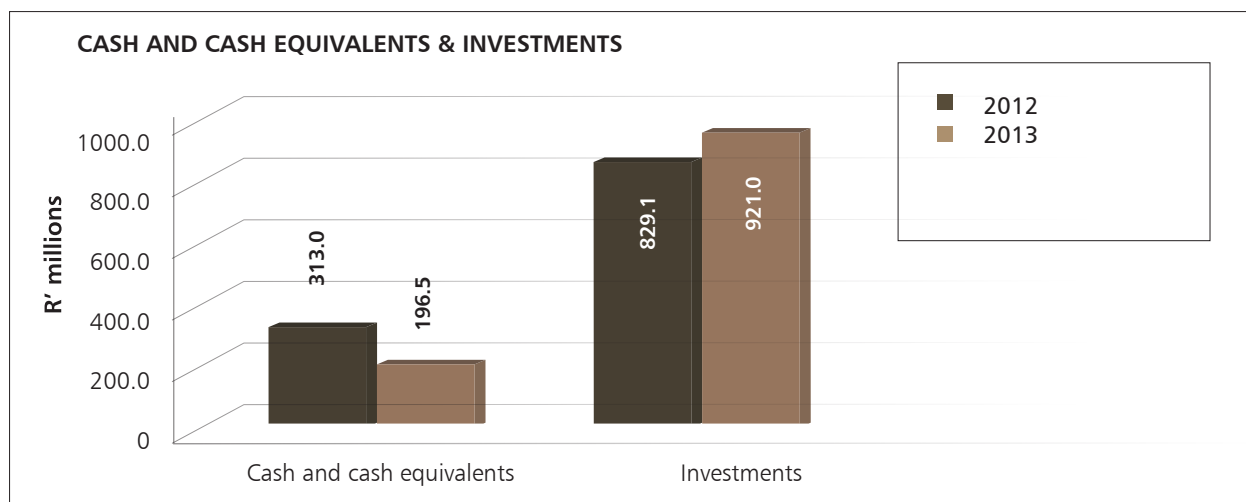
Gearing ratios analyse the extent to which long-term finance is used as a source of financing. It is a longer-term indication of liquidity.

Non-current liabilities represented 23,5% (2012 restated: 27,6%) of total funds employed. The decrease is mainly due to the increase of 20,8% in equity.



- **Cash flow**

The University generated a surplus of R37,5 million for the 2013 financial year, and the net cash flow from operating activities amounted to R67,7 million. The total net cash flow increased by R116,5 million for the same financial year due to a transfer of cash and cash equivalents from longer term investments mainly for the investment in property, plant and equipment. For the 2012 financial year the net cash flow decreased by R63,7 million. The NWU is still in a viable cash flow situation.



“ Council and Management are jointly committed to managing the NWU in such a way that the sound financial position will be maintained in 2014.”

CONCLUSION

The University was able to achieve the following financial goals during the 2013 financial year:

- To increase total assets by 16% (2012 restated: 8,2%) 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, together with the increase in the net asset value of the pension fund at 31 December 2013.
- To maintain a sound solvency position and optimal liquidity levels during the 2013 financial year to ensure that the NWU remains a going concern.
- To increase bursaries awarded to students (bursaries were increased by 21,7%).
- To decrease the dependency on state subsidy income to 39,1% (goal: less than 40%) while still providing affordable higher education (student-related income was 28,4% vs. the goal of less than 30%).

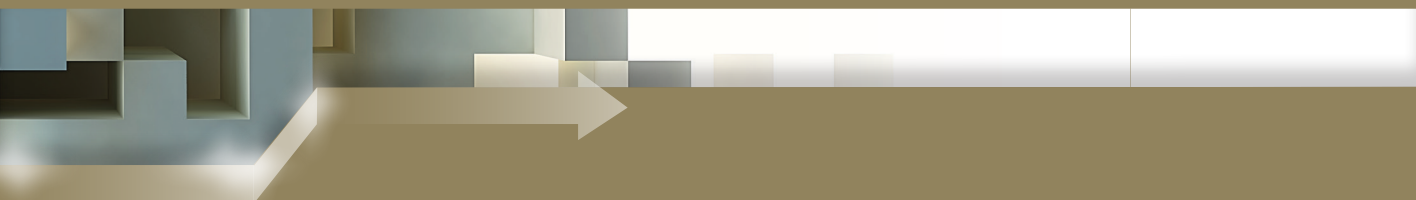


MR JJ KITSHOFF
CHAIRPERSON: FINANCE COMMITTEE




PROF IJ ROST
EXECUTIVE DIRECTOR: FINANCE AND FACILITIES





CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2013 ⁴⁸



**PREPARED IN THE FORMAT REQUIRED BY
SECTION 41 OF THE HIGHER EDUCATION ACT
(ACT 101 OF 1997, AS AMENDED)**

INSTITUTIONAL OFFICE

Postal address

Private Bag X1290
Potchefstroom
2520
South Africa

Street address

53 Borchard Street
Potchefstroom
2531
South Africa

Web address: <http://www.nwu.ac.za>
Telephone: +27 (0) 18 299-4942
Fax: +27 (0) 18 299-4910

CAMPUSES

Mafikeng
Potchefstroom
Vaal Triangle

AUDITORS

PricewaterhouseCoopers Inc.
Mafikeng
South Africa



NORTH-WEST UNIVERSITY

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2013

CONTENTS

ITEM	PAGE
Report of the independent auditors	2 - 4
Council's statement of responsibility and approval	5
Consolidated statement of financial position	6
Consolidated statement of comprehensive income	7
Consolidated statement of comprehensive income (as required by Section 41 of the Higher Education Act (Act No. 101 of 1997, as amended))	8 - 9
Consolidated statement of changes in equity	10
Consolidated statement of cash flows	11
Notes to the consolidated financial statements	12 - 73



INDEPENDENT AUDITOR'S REPORT TO THE COUNCIL OF THE NORTH-WEST UNIVERSITY

REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS

Introduction

We have audited the consolidated financial statements of the North-West University and its subsidiaries as set out on pages 6 to 73, which comprise the consolidated statement of financial position as at 31 December 2013, the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

Council's responsibility for the consolidated financial statements

The Council is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa, and for such internal control as the Council determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with the Public Audit Act of South Africa, the *General Notice* issued in terms thereof and International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the University's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the North-West University and its subsidiaries as at 31 December 2013, and their financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the PAA and the *General Notice* issued in terms thereof, we report the following findings relevant to performance against predetermined objectives, compliance with laws and

PricewaterhouseCoopers Inc., 32 Jones Close, Leopard Park, Mafikeng 2735, P O Box 4618, Mmabatho 2735
T: +27 (18) 386 4700, F: +27 (18) 386 4900/1, www.pwc.co.za

Africa Senior Partner: S P Kana

Management Committee: H Boegman, T P Blandin de Chalaïn, B M Deegan, J G Louw, S N Madikane, P J Mothibe, T D Shango, S Subramoney, A R Tilakdari, F Tonelli
The Company's principal place of business is at 2 Eglïn Road, Sunninghill where a list of directors' names is available for inspection.

Reg. no. 1998/012055/21, VAT reg.no. 4950174682



regulations and internal control, but not for the purpose of expressing an opinion.

Predetermined objectives

We performed procedures to obtain evidence about the reliability of the information with regard to the Ministerial Statement on Student Enrolment Planning in the Annual Report as set out on pages 83 to 85 of the annual report.

The reported performance against predetermined objectives was evaluated against the overall criterion of reliability. The reliability of the information in respect of the selected objectives is assessed to determine whether it adequately reflects the facts (i.e. whether it is valid, accurate and complete).

There were no material findings with regard to the Ministerial Statement on Student Enrolment Planning in the Annual Report concerning the reliability of the information.

Compliance with laws and regulations

We performed procedures to obtain evidence that the University has complied with applicable laws and regulations regarding financial matters, financial management and other related matters.

We did not identify any instances of material non-compliance with specific matters in the Higher Education Act of South Africa.

Internal control

We considered internal control relevant to our audit of the financial statements, Ministerial Statement on Student Enrolment Planning in the Annual Report and compliance with laws and regulations.

We did not identify any deficiencies in internal control that we considered sufficiently significant for inclusion in this report.

OTHER REPORTS

Agreed-upon procedures engagements

As requested by the University, the Department of Higher Education and Training (DHET) and other grantors, engagements were conducted during the year under review on the following:

- DHET Infrastructure Funding Project. The report covered the period 1 March 2013 to 28 February 2014 and was issued on 27 March 2014.
- DHET Research Development Grant. The report covered the period 1 April 2013 to 31 March 2014 and was issued on 16 April 2014.
- DHET Hydrogen Project. The report covered the period 1 April 2013 to 31 March 2014 and was issued on 25 April 2014.
- DHET Research Outputs (submission of journals). The report covered the period 1 January 2013 to 31 December 2013 and was issued on 15 May 2014.
- DHET Clinical Training Project. The report covered the period 1 April 2013 to 31 March 2014 and was issued on 23 April 2014.



- DHET Earmarked Funding for Veterinary Science Programmes. The report covered the period 1 April 2013 to 31 March 2014 and was issued on 25 April 2014.
- National Research Foundation Projects. The report covered the period 1 January 2013 to 31 December 2013 and was issued on 12 March 2014.
- DHET Financial Data. The report covered the period 1 January 2013 to 31 December 2013 and was issued on 23 June 2014.
- DHET Student and Staff statistics. The report covered the period 1 January 2013 to 31 December 2013 and will be issued on 27 June 2014.
- DHET Teaching Development Grant. The report covered the period 1 April 2013 to 31 March 2014 and was issued on 29 April 2014.
- Atlantic Philanthropies Programme. The reports covered the periods 1 April 2010 to 31 March 2014 and were issued on 16 May 2014.
- DHET Foundation Programme Grant. The report covered the period 1 April 2013 to 31 March 2014 and the report was issued on 30 April 2014.

Donor funding

As requested by the University and Netherlands Initiative for Capacity Development in Higher Education (NICHE), a non-audit assurance engagement was conducted on the donor funding received during the year under review on Incubation and Curriculum Innovation in the Faculty of Economic Science and Information Technology on the Vaal Triangle Campus. The report covered the period 1 January 2013 to 31 December 2013 and was issued on 4 April 2014.

A handwritten signature in black ink, reading 'PricewaterhouseCoopers Inc.'.

PricewaterhouseCoopers Inc.

Director: Andrew Dale

Registered auditor

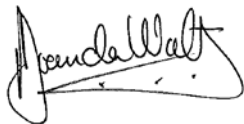
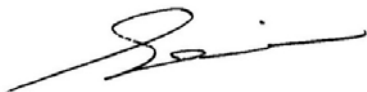
23 June 2014

NORTH-WEST UNIVERSITY**COUNCIL'S STATEMENT OF RESPONSIBILITY AND APPROVAL OF THE CONSOLIDATED FINANCIAL STATEMENTS**

The Council is responsible for the preparation, integrity and objectivity of the consolidated financial statements and related financial information included in this report, which is a fair presentation of the activities of the University at the end of the financial year. In order to meet this responsibility, they are assisted by management, the Audit, Risk and Compliance Committee of the Council, the Finance Committee of the Council, and the internal and external auditors of the University. Both the internal and external auditors have unrestricted access to all documents, minutes, records and information and no limitations have been placed on the audits. The external auditors are responsible for reporting on the consolidated financial statements. Internal controls and administrative systems, which have been designed to provide reasonable assurance regarding the integrity of the financial statements and that assets have been protected and transactions carried out in terms of the University's policy and procedures, are in place and are properly maintained on a cost-effective basis.

The consolidated financial statements comply with International Financial Reporting Standards (IFRS), including full and responsible disclosure in accordance with the University's accounting policies-, and in the manner required by the Minister of Higher Education and Training in terms of Section 41 of the Higher Education Act (Act 101 of 1997 (as amended)). The consolidated financial statements are prepared on the going concern basis and all indications are that the University will continue in existence for the foreseeable future. The accounting policies have been applied consistently and are supported by reasonable and prudent judgements and estimates.

The consolidated financial statements for the year ended 31 December 2013 as set out on pages 6 to 73 have been approved by the Council on 20 June 2014 and are signed on behalf of the Council by:

**CHAIRPERSON OF COUNCIL****VICE-CHANCELLOR****EXECUTIVE DIRECTOR: FINANCE AND FACILITIES**

NORTH-WEST UNIVERSITY**CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER**

CONSOLIDATED STATEMENT OF FINANCIAL POSITION	NOTE	31 December 2013 R	(Restated) 31 December 2012 R	(Restated) 1 January 2012 R
ASSETS		2 718 526 228	2 344 439 718	2 166 032 609
NON-CURRENT ASSETS		2 237 081 425	2 037 622 358	1 813 763 173
PROPERTY, PLANT AND EQUIPMENT (PPE)	6	1 079 484 640	986 006 049	819 127 364
INVESTMENT PROPERTIES	7	21 317 351	21 814 596	22 311 841
INTANGIBLE ASSETS	8	6 246 217	7 320 218	8 000 821
INVESTMENTS	9	828 988 159	920 915 452	811 091 352
INVESTMENTS IN ASSOCIATES	10	117 922	41 827	24 398
DEFERRED INCOME TAX ASSETS	35	48 136	62 216	66 397
PENSION FUND	18	256 057 000	61 859 000	120 123 000
DISABILITY RESERVE FUND	18	44 822 000	39 603 000	33 018 000
CURRENT ASSETS		481 444 803	306 817 360	352 269 436
INVENTORIES	13	24 147 070	21 338 345	19 764 833
TRADE AND OTHER RECEIVABLES	14	144 294 787	88 983 699	72 334 562
STUDENTS' FEES		98 695 097	35 520 329	39 706 994
ADVANCES AND PREPAYMENTS		11 916 721	7 701 020	7 466 627
OTHER DEBTORS		33 682 969	45 762 350	25 160 941
CASH AND CASH EQUIVALENTS	15	313 002 946	196 495 316	260 170 041
EQUITY AND LIABILITIES		2 718 526 228	2 344 439 718	2 166 032 609
EQUITY	16	1 703 317 562	1 410 278 391	1 359 802 180
NON-DISTRIBUTABLE RESERVES		1 138 082 155	999 700 693	846 654 395
PROPERTY, PLANT AND EQUIPMENT (PPE)		1 021 888 080	927 066 213	781 422 995
NON-CURRENT INVESTMENTS REVALUATION		116 194 075	72 634 480	65 231 400
RESERVE FUNDS		564 694 670	410 263 579	512 957 816
RESTRICTED USE FUNDS		208 962 289	167 359 685	146 642 508
STUDENT LOAN FUNDS		1 716 574	1 696 311	14 340 022
STUDENT RESIDENCES FUNDS		82 883 504	48 662 495	29 874 098
OTHER - EDUCATION AND GENERAL		124 362 211	117 000 879	102 428 388
HELD FOR INVESTMENT IN PPE		47 127 256	70 727 837	47 390 268
UNRESTRICTED-USE FUNDS - EDUCATION AND GENERAL		308 605 125	172 176 057	318 925 040
NON-CONTROLLING INTERESTS		540 737	314 119	189 969
NON-CURRENT LIABILITIES		522 866 818	538 232 032	447 920 617
BORROWINGS - INTEREST-BEARING	17	79 297 655	86 535 763	93 267 316
POST-EMPLOYMENT BENEFITS/OBLIGATIONS	18	433 103 328	393 334 761	337 933 033
DEFERRED INCOME	19	10 465 835	58 361 508	16 720 268
CURRENT LIABILITIES		492 341 848	395 929 295	358 309 812
TRADE AND OTHER PAYABLES	20	296 484 783	255 674 773	226 803 198
CURRENT INCOME TAX LIABILITY	35	40 959	3 710	71 428
CURRENT PORTION OF BORROWINGS - INTEREST-BEARING	17	11 430 012	10 698 949	10 320 913
CURRENT PORTION OF POST-EMPLOYMENT BENEFITS/OBLIGATIONS	18	7 540 787	20 731 479	20 943 880
CURRENT PORTION OF DEFERRED INCOME	19	126 285 516	55 521 856	38 423 223
STUDENT DEPOSITS AND PREPAID INCOME	21	50 559 791	53 298 528	61 747 170

The notes on pages 12 to 73 are an integral part of these consolidated financial statements.

NORTH-WEST UNIVERSITY**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEARS ENDED 31 DECEMBER**

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME	NOTE	2013 R	(Restated) 2012 R
INCOME		2 972 534 055	2 701 511 305
REVENUE		2 831 295 662	2 559 451 608
OTHER INCOME		141 238 393	142 059 697
EXPENDITURE		2 934 121 443	2 578 483 309
PERSONNEL REMUNERATION	24	1 509 646 319	1 345 895 804
OPERATING EXPENSES	25	1 240 529 977	1 070 489 569
DEPRECIATION AND AMORTISATION	6, 7, 8	112 935 401	102 784 035
OTHER EXPENSES	28	53 738 288	44 977 337
FINANCE CHARGES	27	17 271 458	14 336 564
NET SURPLUS BEFORE INCOME TAX		38 412 612	123 027 996
INCOME TAX EXPENSE	35	908 543	523 682
SURPLUS FOR THE YEAR		37 504 069	122 504 314
OTHER COMPREHENSIVE INCOME		255 535 101	(72 028 106)
PENSION FUND - SURPLUS/(DEFICIT)	18	204 430 000	(58 264 000)
DISABILITY RESERVE FUND - SURPLUS/(DEFICIT)	18	(1 124 000)	6 585 000
HEALTH CARE (MEDICAL) - SURPLUS/(DEFICIT)		8 669 506	(27 752 186)
NET VALUE GAIN/(LOSS) ON AVAILABLE-FOR-SALE FINANCIAL ASSETS (NET OF TAX)	9	43 559 595	7 403 080
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		293 039 170	50 476 208

The notes on pages 12 to 73 are an integral part of these consolidated financial statements.

NORTH-WEST UNIVERSITY**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEARS ENDED 31 DECEMBER**

(as required by Section 41 of the Higher Education Act (Act No. 101 of 1997, as amended))

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME	NOTE	EDUCATIONAL & GENERAL			STUDENT & STAFF ACCOMMO- DATION: RESTRICTED R	2013 TOTAL R	(Restated) 2012 TOTAL R
		COUNCIL- CONTROLLED: UNRESTRICTED OR DESIGNATED R	SPECIFICALLY FUNDED ACTIVITIES: RESTRICTED R	SUB-TOTAL R			
RECURRENT ITEMS		(32 676 738)	28 441 133	(4 235 605)	21 259 853	17 024 248	103 099 091
INCOME	22	2 509 461 846	209 009 113	2 718 470 959	232 674 732	2 951 145 691	2 681 582 400
STATE APPROPRIATIONS - SUBSIDIES AND GRANTS	23	1 163 737 723	0	1 163 737 723	0	1 163 737 723	1 101 875 521
TUITION AND OTHER FEES		843 393 019	0	843 393 019	0	843 393 019	715 901 083
INCOME FROM CONTRACTS		36 487 396	161 670 969	198 158 365	0	198 158 365	183 426 000
FOR RESEARCH		36 477 396	160 491 545	196 968 941	0	196 968 941	182 129 372
FOR OTHER ACTIVITIES		10 000	1 179 424	1 189 424	0	1 189 424	1 296 628
SALES OF GOODS AND SERVICES		325 227 966	23 852 686	349 080 652	232 674 732	581 755 384	528 190 097
PRIVATE GIFTS AND GRANTS		26 556 349	17 694 822	44 251 171	0	44 251 171	30 058 907
SUB-TOTAL		2 395 402 453	203 218 477	2 598 620 930	232 674 732	2 831 295 662	2 559 451 608
INVESTMENT INCOME	26.1	114 059 393	5 790 636	119 850 029	0	119 850 029	122 130 792
EXPENDITURE		2 542 138 584	180 567 980	2 722 706 564	211 414 879	2 934 121 443	2 578 483 309
PERSONNEL REMUNERATION	24	1 439 809 650	39 491 546	1 479 301 196	30 345 123	1 509 646 319	1 345 895 804
ACADEMIC PROFESSIONAL		785 139 763	13 790 036	798 929 799	0	798 929 799	713 203 729
OTHER PERSONNEL		654 669 887	25 701 510	680 371 397	30 345 123	710 716 520	632 692 075
OTHER CURRENT OPERATING EXPENSES	25	928 721 605	139 686 892	1 068 408 497	172 121 480	1 240 529 977	1 070 489 569
CAPITAL EXPENDITURE EXPENSED	28	49 758 927	1 509 997	51 268 924	2 469 364	53 738 288	44 977 337
DEPRECIATION	6 & 7	111 689 574	0	111 689 574	0	111 689 574	101 939 538
AMORTISATION	8	1 245 827	0	1 245 827	0	1 245 827	844 497
SUB-TOTAL		2 531 225 583	180 688 435	2 711 914 018	204 935 967	2 916 849 985	2 564 146 745
FINANCE CHARGES	27	10 913 001	(120 455)	10 792 546	6 478 912	17 271 458	14 336 564
NON-RECURRENT ITEMS		20 913 510	0	20 913 510	474 854	21 388 364	19 928 905
INCOME		20 913 510	0	20 913 510	474 854	21 388 364	19 928 905
PROFIT/(LOSS) ON DISPOSAL OF PPE		14 995 319	0	14 995 319	474 854	15 470 173	7 547 610
PROFIT ON INVESTMENTS	26.2	5 120 855	0	5 120 855	0	5 120 855	12 351 175
SHARE OF PROFIT OF ASSOCIATES	10	76 095	0	76 095	0	76 095	17 419
OTHER NON-RECURRENT INCOME		721 241	0	721 241	0	721 241	12 701
EXPENDITURE		0	0	0	0	0	0
NET SURPLUS BEFORE INCOME TAX		(11 763 228)	28 441 133	16 677 905	21 734 707	38 412 612	123 027 996
INCOME TAX EXPENSE	35	908 543	0	908 543	0	908 543	523 682
SURPLUS FOR THE YEAR		(12 671 771)	28 441 133	15 769 362	21 734 707	37 504 069	122 504 314

NORTH-WEST UNIVERSITY
CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEARS ENDED 31 DECEMBER (continued)
(as required by Section 41 of the Higher Education Act (Act No. 101 of 1997, as amended))

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME	NOTE	EDUCATIONAL & GENERAL			STUDENT & STAFF ACCOMMO- DATION: RESTRICTED R	2013 TOTAL R	(Restated) 2012 TOTAL R
		COUNCIL- CONTROLLED: UNRESTRICTED OR DESIGNATED R	SPECIFICALLY FUNDED ACTIVITIES: RESTRICTED R	SUB-TOTAL R			
SURPLUS FOR THE YEAR		(12 671 771)	28 441 133	15 769 362	21 734 707	37 504 069	122 504 314
OTHER COMPREHENSIVE INCOME (OCI)		255 535 101	0	255 535 101	0	255 535 101	(72 028 106)
Items that will not be reclassified to profit and loss		211 975 506	0	211 975 506	0	211 975 506	(79 431 186)
Remeasurements of post-employment benefit obligations							
PENSION FUND - SURPLUS/(DEFICIT)	18	204 430 000	0	204 430 000	0	204 430 000	(58 264 000)
DISABILITY RESERVE FUND - SURPLUS/(DEFICIT)	18	(1 124 000)	0	(1 124 000)	0	(1 124 000)	6 585 000
HEALTH CARE (MEDICAL) - SURPLUS/(DEFICIT)		8 669 506	0	8 669 506	0	8 669 506	(27 752 186)
Items that may be subsequently reclassified to profit and loss		43 559 595	0	43 559 595	0	43 559 595	7 403 080
NET VALUE GAIN/(LOSS) ON AVAILABLE-FOR-SALE FINANCIAL ASSETS (NET OF TAX)	9	43 559 595	0	43 559 595	0	43 559 595	7 403 080
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		<u>242 863 330</u>	<u>28 441 133</u>	<u>271 304 463</u>	<u>21 734 707</u>	<u>293 039 170</u>	<u>50 476 208</u>
Attributable to:							
- North-West University (Surplus and OCI)		242 636 712	28 441 133	271 077 845	21 734 707	292 812 552	50 352 061
- Non-controlling interests (Surplus)		226 618	0	226 618	0	226 618	124 147
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		<u>242 863 330</u>	<u>28 441 133</u>	<u>271 304 463</u>	<u>21 734 707</u>	<u>293 039 170</u>	<u>50 476 208</u>

The notes on pages 12 to 73 are an integral part of these consolidated financial statements.

NORTH-WEST UNIVERSITY

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEARS ENDED 31 DECEMBER

DESCRIPTION	UNRESTRICTED RESERVE FUNDS	DESIGNATED RESERVE FUNDS	SUB-TOTAL A	RESTRICTED RESERVE FUNDS: DONATIONS & SIMILAR FUNDS	RESTRICTED RESERVE FUNDS: RESEARCH & OTHER (CONTRACTS)	SUB-TOTAL B	RESTRICTED RESERVE FUNDS: STUDENT LOANS	RESTRICTED RESERVE FUNDS: RESIDENCE	FIXED ASSET RESERVE FUND (PPE)	RESERVE FUNDS FOR FIXED ASSETS: ADDITIONS & RENEWALS	AVAILABLE- FOR-SALE/ REVALUATION RESERVE	SUB-TOTAL C	TOTAL	NON- CONTROLLING INTEREST	TOTAL EQUITY
	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R
BALANCE AT 31 DECEMBER 2011 (as previously reported)	18 432 769	258 891 878	277 324 647	21 658 529	80 769 859	102 428 388	14 340 022	29 874 098	781 422 995	47 390 268	65 231 400	938 258 786	1 318 011 821	189 969	1 318 201 787
RESTATEMENT 2011 (note 36)	0	41 600 393	41 600 393	0	0	0	0	0	0	0	0	0	41 600 393	0	41 600 393
BALANCE AT 31 DECEMBER 2011 (restated)	18 432 769	300 492 271	318 925 040	21 658 529	80 769 859	102 428 388	14 340 022	29 874 098	781 422 995	47 390 268	65 231 400	938 258 786	1 359 612 214	189 969	1 359 802 180
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	0	58 432 419	58 432 419	4 703 569	18 571 309	23 274 878	(6 188 540)	40 666 064	0	0	7 403 080	41 880 604	123 587 902	124 147	123 712 049
(as previously reported)															
SURPLUS FOR THE YEAR	0	46 073 419	46 073 419	4 703 569	18 571 309	23 274 878	(6 188 540)	40 666 064	0	0	0	34 477 524	103 825 822	124 147	103 949 969
OTHER COMPREHENSIVE INCOME	0	12 359 000	12 359 000	0	0	0	0	0	0	0	7 403 080	7 403 080	19 762 080	0	19 762 080
INCREASE IN NON-CONTROLLING INTEREST DUE TO ISSUE OF ADDITIONAL SHARES IN OPENCOLLAB (PTY) LTD	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3
TRANSFERS	11 531 447	(143 477 008)	(131 945 561)	923 226	(9 625 613)	(8 702 387)	(6 455 171)	(21 877 668)	145 643 218	23 337 569	0	140 647 948	0	0	0
BALANCE AT 31 DECEMBER 2012	29 964 216	215 447 682	245 411 898	27 285 324	89 715 555	117 000 879	1 696 311	48 662 495	927 066 213	70 727 837	72 634 480	1 120 787 338	1 483 200 116	314 119	1 483 514 232
RESTATEMENT 2012 (note 36)	0	(73 235 841)	(73 235 841)	0	0	0	0	0	0	0	0	0	(73 235 841)	0	(73 235 841)
BALANCE AT 31 DECEMBER 2012 (restated)	29 964 216	142 211 841	172 176 057	27 285 324	89 715 555	117 000 879	1 696 311	48 662 495	927 066 213	70 727 837	72 634 480	1 120 787 338	1 409 964 275	314 119	1 410 278 391
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	0	199 077 118	199 077 118	4 982 775	23 438 094	28 420 869	20 263	21 734 707	0	0	43 559 595	65 314 565	292 812 553	226 618	293 039 171
(as previously reported)															
SURPLUS FOR THE YEAR	0	(12 898 388)	(12 898 388)	4 982 775	23 438 094	28 420 869	20 263	21 734 707	0	0	0	21 754 970	37 277 451	226 618	37 504 069
OTHER COMPREHENSIVE INCOME	0	211 975 506	211 975 506	0	0	0	0	0	0	0	43 559 595	43 559 595	255 535 101	0	255 535 101
TRANSFERS	8 427 371	(71 075 421)	(62 648 050)	(950 316)	(20 109 222)	(21 059 537)	0	12 486 302	94 821 867	(23 600 582)	0	83 707 588	0	0	0
BALANCE AT 31 DECEMBER 2013 (note 16)	38 391 587	270 213 538	308 605 126	31 317 784	93 044 427	124 362 211	1 716 574	82 883 504	1 021 888 080	47 127 255	116 194 075	1 269 809 491	1 702 776 828	540 737	1 703 317 562

The notes on pages 12 to 73 are an integral part of these consolidated financial statements.

NORTH-WEST UNIVERSITY**CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEARS ENDED 31 DECEMBER**

CONSOLIDATED STATEMENT OF CASH FLOWS	NOTE	2013 R	(Restated) 2012 R
CASH FLOWS FROM OPERATING ACTIVITIES	29	67 692 687	186 228 378
INVESTMENT INCOME LESS COST OF FINANCE		107 699 426	120 145 403
INVESTMENT INCOME	26	124 970 884	134 481 967
INTEREST PAID	27	(17 271 458)	(14 336 564)
NET CASH FROM OPERATING ACTIVITIES		175 392 113	306 373 781
CASH FLOWS FROM INVESTING ACTIVITIES		(52 377 438)	(363 694 989)
PURCHASES OF PROPERTY, PLANT & EQUIPMENT	6	(209 771 792)	(269 424 333)
PROCEEDS FROM SALE OF PROPERTY, PLANT & EQUIPMENT	6	20 571 046	8 650 966
PURCHASES OF INTANGIBLE ASSETS	8	(171 826)	(163 894)
PROCEEDS/(PURCHASES) OF NON-CURRENT INVESTMENTS	9	136 995 134	(102 757 728)
CASH FLOWS FROM FINANCING ACTIVITIES		(6 507 045)	(6 353 517)
PROCEEDS FROM INTEREST-BEARING BORROWINGS	17	0	0
PAYMENTS OF INTEREST-BEARING BORROWINGS	17	(6 507 045)	(6 353 517)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		116 507 630	(63 674 725)
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR		196 495 316	260 170 041
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	15	313 002 946	196 495 316

The notes on pages 12 to 73 are an integral part of these consolidated financial statements.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1. GENERAL INFORMATION

STRUCTURE OF THE UNIVERSITY

1.1 Legal persona and country of registration

The University is a legal person in the Republic of South Africa and is regulated by the Higher Education Act 101 of 1997, as amended by Act 54 of 2000.

1.2 Nature of business, operations and main activities

The operations and main activities of the University are education, research and community service, based on its vision and mission.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies applied in the preparation of these consolidated annual financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

2.1 Basis of preparation

The consolidated financial statements are prepared in accordance with International Financial Reporting Standards ('IFRS') as issued by the International Accounting Standards Board. The consolidated financial statements are also in accordance with the requirements set by the Minister of Higher Education and Training in terms of Section 41 of the Higher Education Act (Act 101 of 1997 (as amended)).

The consolidated financial statements are prepared on a going concern basis under the historical cost convention, as modified by:

- Electing to carry financial assets at fair value through profit or loss;
- measuring investments recognised as available for sale at fair value; and
- valuing post-employment and disability benefit obligations by using the projected unit credit method.

Management is of the opinion that the University has adequate resources to continue with operational activities for the foreseeable future and therefore will continue to adopt the going concern basis in preparing its consolidated financial statements.

The preparation of consolidated financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements, are disclosed in note 4.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.1 Basis of preparation (continued)

(a) Standards, amendments and interpretations effective in 2013 and adopted by the University

- **Amendment to IAS 1, 'Financial statement presentation'** regarding other comprehensive income. The main change resulting from these amendments is a requirement for entities to group items presented in 'other comprehensive income' (OCI) on the basis of whether they are potentially re-classifiable to profit or loss subsequently (reclassification adjustments). The amendments do not address which items are presented in OCI.
- **IAS 19, 'Employee benefits'** (effective 1 January 2013) was revised in June 2011. The impact has been as follows: to immediately recognise all past service costs; and to replace interest cost and expected return on plan assets with a net interest amount that is calculated by applying the discount rate to the net defined benefit liability (asset). See note 36 for the impact on the financial statements.
- **IFRS 10, 'Consolidated financial statements'** builds on existing principles by identifying the concept of control as the determining factor in whether an entity should be included within the consolidated financial statements of the parent company. The standard provides additional guidance to assist in the determination of control where this is difficult to assess.

(b) Standards, amendments and interpretations effective in 2013 but not relevant

The following standards, amendments and interpretations are mandatory and are also effective for accounting periods beginning on or after 1 January 2013 but are not relevant to the University's operations and are therefore not applied:

- **Amendment to IFRS 7, 'Financial instruments: Disclosures'** on asset and liability offsetting. This amendment includes new disclosures to facilitate comparison between those entities that prepare IFRS financial statements to those that prepare financial statements in accordance with US GAAP.
- **IFRS 9, 'Financial instruments'**, addresses the classification, measurement and recognition of financial assets and financial liabilities. IFRS 9 was issued in November 2009 and October 2010. It replaces the parts of IAS 39 that relate to the classification and measurement of financial instruments. IFRS 9 requires financial assets to be classified into two measurement categories: those measured at fair value and those measured at amortised cost. The determination is made at initial recognition. The classification depends on the entity's business model for managing its financial instruments and the contractual cash flow characteristics of the instrument. For financial liabilities, the standard retains most of the IAS 39 requirements. The main change is that, in cases where the fair value option is taken for financial liabilities, the part of a fair value change due to an entity's own credit risk is recorded in other comprehensive income rather than the income statement, unless this creates an accounting mismatch.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.1 Basis of preparation (continued)

(b) Standards, amendments and interpretations effective in 2013 but not relevant (continued)

- **IFRS 11, 'Joint arrangements'** focuses on the rights and obligations of the parties to the arrangement rather than their legal form. There are two types of joint arrangement: joint operations and joint ventures. Joint operations arise where the investors have rights to the assets and obligations for the liabilities of an arrangement. A joint operator accounts for its share of the assets, liabilities, revenue and expenses. Joint ventures arise where the investors have rights to the net assets of the arrangement; joint ventures are accounted for under the equity method. Proportional consolidation of joint ventures is no longer permitted.
- **IFRS 12, 'Disclosures of interests in other entities'** includes the disclosure requirements for all forms of interests in other entities, including joint arrangements, associates, structured entities and other off balance sheet vehicles.
- **IFRS 13, 'Fair value measurement'** aims to improve consistency and reduce complexity by providing a precise definition of fair value and a single source of fair value measurement and disclosure requirements for use across IFRSs. The requirements, which are largely aligned between IFRSs and US GAAP, do not extend the use of fair value accounting but provide guidance on how it should be applied where its use is already required or permitted by other standards within IFRSs or US GAAP.
- **IAS 27 (revised 2011), 'Separate financial statements'** includes the provisions on separate financial statements that are left after the control provisions of IAS 27 have been included in the new IFRS 10.
- **IAS 28 (revised 2011), 'Associates and joint ventures'** includes the requirements for joint ventures, as well as associates, to be equity accounted following the issue of IFRS 11.

(c) Standards, amendments to and interpretations of existing standards that are not yet effective and have not been adopted early by the University

There are no IFRSs or IFRIC interpretations that are not yet effective that would be expected to have a material impact on the University.

(d) Standards and interpretations not yet effective and not relevant to the University's operations

- **Amendments to IAS 32 – Financial Instruments: Presentation** (effective 1 January 2014). The IASB has issued amendments to the application guidance in IAS 32, 'Financial instruments: Presentation', that clarify some of the requirements for offsetting financial assets and financial liabilities on the balance sheet. However, the clarified offsetting requirements for amounts presented in the statement of financial position continue to be different from US GAAP.
- **Amendments to IAS 36, 'Impairment of assets'** (effective 1 January 2014). These amendments address the disclosure of information about the recoverable amount of impaired assets if that amount is based on fair value less cost of disposal.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.1 Basis of preparation (continued)

(d) Standards and interpretations not yet effective and not relevant to the University's operations (continued)

- **Amendment to IAS 39 on novation of derivatives** (effective 1 January 2014). The IASB has amended IAS 39 to provide relief from discontinuing hedge accounting when novation of a hedging instrument to a CCP meets specified criteria. Similar relief will be included in IFRS 9, 'Financial Instruments'.
- **IFRS 9 – Financial Instruments (2009)** (effective 1 January 2015). This IFRS is part of the IASB's project to replace IAS 39. IFRS 9 addresses classification and measurement of financial assets and replaces the multiple classification and measurement models in IAS 39 with a single model that has only two classification categories: amortised cost and fair value.
- **IFRS 9 – Financial Instruments (2010)** (effective 1 January 2015). The IASB has updated IFRS 9, 'Financial instruments' to include guidance on financial liabilities and derecognition of financial instruments. The accounting and presentation for financial liabilities and for derecognising financial instruments has been relocated from IAS 39, 'Financial instruments: Recognition and measurement', without change, except for financial liabilities that are designated at fair value through profit or loss.
- **Amendments to IFRS 9 – Financial Instruments (2011)** (effective 1 January 2015). The IASB has published an amendment to IFRS 9, 'Financial instruments' that delays the effective date to annual periods beginning on or after 1 January 2015. The original effective date was for annual periods beginning on or after from 1 January 2013. This amendment is a result of the board extending its timeline for completing the remaining phases of its project to replace IAS 39 (for example, impairment and hedge accounting) beyond June 2011, as well as the delay in the insurance project. The amendment confirms the importance of allowing entities to apply the requirements of all the phases of the project to replace IAS 39 at the same time. The requirement to restate comparatives and the disclosures required on transition have also been modified.

2.2 Basis of consolidation

All the different components, including the institutes, bureaux, companies and educational units of the University, as well as the results, assets and liabilities of the Institutional Office and of the Mafikeng, Potchefstroom and Vaal Triangle Campuses, are included in the consolidated financial statements.

(a) Subsidiaries

Subsidiaries are all entities over which the University has the power to govern the financial and operating policies generally accompanying a shareholding of more than one half of the voting rights. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the University controls another entity.

Subsidiaries are fully consolidated from the date on which control is transferred to the University. They are de-consolidated from the date that control ceases.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.2 Basis of consolidation (continued)

(a) Subsidiaries (continued)

The University applies the acquisition method to account for subsidiaries. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. The University recognises any non-controlling interest in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of the acquiree's identifiable net assets.

Acquisition-related costs are expensed as incurred.

Goodwill is initially measured as the excess of the aggregate of the consideration transferred and the fair value of the non-controlling interest over the net identifiable assets acquired and liabilities assumed. If this consideration is lower than the fair value of the net assets of the subsidiary acquired, the difference is recognised in profit or loss.

Inter-company transactions, balances, income and expenses on transactions between the University and companies are eliminated. Profits and losses resulting from inter-company transactions that are recognised in assets are also eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the University.

The following subsidiaries have been included in the consolidated financial statements:

- Molopo Sun (Pty) Ltd
- Opencollab (Pty) Ltd
- PUK Kanselierstrust
- PUK Ontwikkelingstrust (incorporated association not for gain)
- Zingaro Trade 9 (Pty) Ltd (Awhatukee Trust)

(b) Associates

Associates are all entities over which the University has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting. Under the equity method, the investment is initially recognised at cost, and the carrying amount is increased or decreased to recognise the University's share of the profit or loss of the investee after the date of acquisition. The University's share of post-acquisition profit or loss is recognised in the statement of comprehensive income.

2.3 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Institutional Management that makes strategic decisions.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.4 Property, plant and equipment (PPE)

2.4.1 Property, plant and equipment is stated at historical cost less depreciation, except for donations of assets that are initially recorded at fair value less depreciation. Fair value is considered as deemed cost. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in an asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred.

2.4.2 Land and buildings comprise mainly lecture halls, laboratories, hostels and administrative buildings. Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost to their residual values over their estimated useful lives, as referred to below.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount (note 2.7).

Gains and losses on disposals of property, plant and equipment are determined by comparing the proceeds with the carrying amount and are recognised in the statement of comprehensive income.

CATEGORY	PERCENTAGE PER ANNUM	USEFUL LIFE
Land	0,0%	: Utilisation is unlimited.
Buildings	2,0%	: The useful life is estimated at 50 years.
Computer equipment	33,3%	: The useful life is estimated at 3 years.
Servers and printers	20,0%	: The useful life is estimated at 5 years.
Laboratory equipment	15,0%	: The useful life is estimated at 6,67 years.
Specialised equipment	20,0%	: The useful life is estimated at 5 years.
Furniture	10,0%	: The useful life is estimated at 10 years.
Vehicles	33,3%	: The residual value of the vehicle pool is estimated at 65% after three years, which is the average replacement term of vehicles.
Synthetic hockey field (carpet)	12,5%	: The useful life is estimated at 8 years.
Synthetic hockey field (base)	2,0%	: The useful life is estimated at 50 years.
Assets less than R3 000	33,3%	: The useful life is estimated at 3 years.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.4 Property, plant and equipment (PPE) (continued)

2.4.3 Actual improvements to buildings are capitalised when it is probable that future economic benefits exceeding the originally estimated performance standard of the existing asset will flow to the business. Routine maintenance with regard to buildings and equipment are charged to the statement of comprehensive income as incurred.

2.4.4 Costs relating to library books are expensed.

2.5 Investment properties

Investment properties, principally comprising land and buildings, are held for long-term rental yields and are not occupied by the University. Investment properties are carried at cost less impairment losses and depreciation.

Depreciation on investment properties is calculated using the straight-line method to allocate their cost to their residual value over the estimated useful life of 50 years.

2.6 Intangible assets

Computer software

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised over their estimated useful lives of three to five years.

Costs associated with maintaining computer software programmes (including annual licence fees) are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the University, and that will probably generate economic benefits exceeding costs beyond one year, are recognised as intangible assets. Directly attributable costs that are capitalised as part of the software product include the software development employee costs and an appropriate portion of relevant overheads.

Other development expenditure that does not meet the criteria is recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period.

When capitalised, intangible assets are initially recognised at cost. These costs are amortised on a straight-line basis as follows:

- Computer software – Licences 20% : The useful life is estimated at 5 years.
- Computer software – Other 20% : The useful life is estimated at 5 years.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.6 Intangible assets (continued)

Goodwill

Goodwill arises on the acquisition of subsidiaries and represents the excess of the consideration transferred over the University's interest in net fair value of the net identifiable assets, liabilities and contingent liabilities of the acquiree and the fair value of the non-controlling interest in the acquiree.

For the purpose of impairment testing, goodwill acquired is allocated to each of the cash-generating units that is expected to benefit from the combination. Each unit to which the goodwill is allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes. Goodwill is monitored at the operating segment level.

Separately recognised goodwill is carried at cost less impairment losses and goodwill impairment reviews are undertaken annually. The carrying value of goodwill is compared to the recoverable amount, which is the higher of value in use and the fair value less costs of disposal. Any impairment is recognised immediately as an expense and is not subsequently reversed.

2.7 Impairment of non-financial assets

Intangible assets that have an indefinite useful life or intangible assets not ready to use are not subject to amortisation and are tested annually for impairment. Assets that are subject to depreciation/amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are largely independent cash flows (cash-generating units). Prior impairments of non-financial assets (other than goodwill) are reviewed for possible reversal at each reporting date.

2.8 Foreign currency translation

Functional and presentation currency

Items included in the financial statements of each of the University's entities are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The consolidated financial statements are presented in South African rand (R), which is the University's presentation currency.

Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of comprehensive income.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.8 Foreign currency translation (continued)

Transactions and balances (continued)

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in the statement of comprehensive income within 'finance income or cost'. All other foreign exchange gains and losses are presented in the statement of comprehensive income within 'other (losses)/gains – net'.

Changes in the fair value of monetary securities denominated in foreign currency classified as available-for-sale are analysed between translation differences resulting from changes in the amortised cost of the security and other changes in the carrying amount of the security. Translation differences related to changes in amortised cost are recognised in profit or loss, and other changes in carrying amount are recognised in other comprehensive income.

Translation differences on non-monetary financial assets and liabilities such as equities held at fair value through profit or loss are recognised in profit or loss as part of the fair value gain or loss. Translation differences on non-monetary financial assets such as equities classified as available-for-sale are included in other comprehensive income.

2.9 Financial assets

Classification

The University classifies its financial assets in the following categories: at fair value through profit or loss, receivables, held-to-maturity and available-for-sale. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

(a) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling it in the short term. Derivatives are also categorised as held for trading unless they are designated as hedges. Assets in this category are classified as current assets if expected to be settled within 12 months; otherwise, they are classified as non-current. The University's financial assets classified in this category are foreign exchange contracts and ALSI future contracts (refer to note 9).

(b) Receivables

Receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the end of the reporting date. These are classified as non-current assets. The University's receivables comprise the following in the statement of financial position:

- Money-market and other investments (refer to note 9);
- Trade and other receivables (refer to note 14); and
- Cash and cash equivalents (refer to note 15).

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.9 Financial assets (continued)

(c) Held-to-maturity

Held-to-maturity investments are investments with fixed or determinable payments and fixed maturity. Other than receivables originated by the enterprise, the positive intent and ability of the enterprise is to hold the investment to maturity. The University's held-to-maturity investments include capital bonds (refer to note 9).

(d) Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless the investment matures or management intends to dispose of it within 12 months of the end of the reporting date. The University's financial assets classified in this category comprise unlisted shares that do not qualify as an investment in an associate, listed shares and foreign investments (refer to note 9).

Recognition and measurement

Regular purchases and sales of financial assets are recognised on the trade date – the date on which the University commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value, and transaction costs are expensed in the statement of comprehensive income. Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the University has transferred substantially all risks and rewards of ownership. Available-for-sale financial assets and financial assets at fair value through profit or loss are subsequently carried at fair value. Receivables and held-to-maturity investments are subsequently carried at amortised cost using the effective interest method.

Gains or losses arising from changes in the fair value of the 'financial assets at fair value through profit or loss' category are presented in the statement of comprehensive income in the period in which they arise. Dividend income from financial assets at fair value through profit and loss is recognised in the statement of comprehensive income as part of the other income when the University's right to receive payments is established.

Changes in the fair value of monetary and non-monetary securities classified as available-for-sale are recognised in other comprehensive income.

When securities classified as available-for-sale are sold or impaired, the accumulated fair value adjustments are recognised in the statement of comprehensive income.

Interest on available-for-sale securities calculated using the effective interest method is recognised in the statement of comprehensive income as part of other income. Dividends on available-for-sale equity instruments are recognised in the statement of comprehensive income as part of other income when the University's right to receive payments is established.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.9 Financial assets (continued)

Recognition and measurement (continued)

The fair values of quoted investments are based on current bid prices. If the market for a financial asset (and for unlisted securities) is not active, the University establishes fair value by using valuation techniques. These include the use of recent arm's length transactions, reference to other instruments that are substantially the same, discounted cash flow analysis, and option pricing models making maximum use of market inputs and relying as little as possible on entity-specific inputs.

Impairment of financial assets

The University assesses at the end of each reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired. In the case of equity investments classified as available-for-sale, a significant or prolonged decline in the fair value of the security below its cost is also evidence that the assets are impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss – is removed from equity and recognised in profit or loss. Impairment losses recognised in the consolidated statement of comprehensive income on equity instruments are not reversed through the consolidated statement of comprehensive income.

Impairment testing of trade receivables is described in note 2.12.

2.10 Derivative financial instruments

Certain derivatives are accounted for at fair value through profit or loss. Changes in the fair value of these derivatives are recognised immediately in the statement of comprehensive income.

2.11 Inventories

Inventories are stated at the lower of cost or net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less the cost of completion and applicable variable selling expenses.

Cost of inventory is determined by the following methods:

- 2.11.1 Central warehouse, trade, cafeteria and residence inventories are stated at the weighted average cost.
- 2.11.2 Fuel inventories are calculated according to the first-in, first-out (FIFO) method.
- 2.11.3 Printed publications are stated at the weighted average purchase price.
- 2.11.4 Veterinary health is stated at the weighted average purchase price.
- 2.11.5 Provision for obsolete and slow-moving stock is made where applicable.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.12 Trade and other receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for impairment of trade receivables is established when there is objective evidence that the University will not be able to collect all amounts due according to the original terms of the receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (90 days and more overdue) are considered indicators that the trade receivable is impaired. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the statement of comprehensive income within operating expenses. When a trade receivable is uncollectible, it is written off against the allowance account for trade receivables. Subsequent recoveries of amounts previously written off are credited against operating expenses in the statement of comprehensive income.

2.13 Cash and cash equivalents

In the consolidated statement of cash flows, cash and cash equivalents include cash on hand, deposits held at call with banks and investments in money-market instruments.

2.14 Equity – reserve funds

The accumulated funds are subdivided on the basis of their employability between restricted and unrestricted funds.

Unrestricted funds – Council-controlled

Unrestricted and designated funds relate to funds over which the Council of the University has absolute legal control and discretion. Designated funds are unrestricted income which the Council has designated for purposes that it deems fit. Decisions in this regard can always be changed at the discretion of Council. The Council-controlled segment predominantly represents the teaching component of the University. It reflects the University's subsidised activities and comprises mainly formula subsidy, tuition fees, sales of goods and services and investment income.

Restricted funds

Specifically purposed income (restricted) relates to funds that have been provided in terms of legally enforceable requirements of the purpose for which they may be expended. This may result from a contract, a condition of a grant, a bequest or a condition stipulated in a notarial deed of donation. Council has no discretion or control in this regard, but retains an oversight role in regard to ensuring that expenditure is in accordance with the mandate received from funders.

Student and staff accommodation

The student housing segment relates to the provision of accommodation to students (residences).

Fixed asset reserve

These are funds utilised for acquisition of property, plant and equipment (PPE).

Revaluation reserve

The revaluation reserve reflects the fair value changes in available-for-sale investments.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.15 Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the statement of comprehensive income over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the University has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

2.16 Employee benefits

2.16.1 Pension obligations

The University has both defined benefit and defined contribution plans. A defined-contribution plan is a pension plan under which the University pays fixed contributions into a separate entity. The University has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. A defined benefit plan is a pension plan that is not a defined-contribution plan. Typically defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

Defined-benefit plans

Retirement-benefit costs are provided in accordance with defined-benefit plans, which include the North-West University Pension Fund and the Associated Institutions Pension Fund. The North-West University Pension Fund has two fixed-benefit options, only available to members who changed from the Associated Institutions Pension Fund to the North-West University Pension Fund on 1 January 1995 – closed options.

The liability recognised in the statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting date less the fair value of plan assets, together with adjustments for unrecognised past-service costs. The defined benefit obligation is calculated annually by qualified independent actuaries, using the projected unit credit method.

The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of government corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligation.

Actuarial gains and losses arising from experience adjustments, changes in actuarial assumptions and amendments to pension plans are charged or credited to equity in other comprehensive income in the period in which they arise.

Current service cost is recognised as a term expenditure in current profit and is matched with the benefit received during the working life of the employee. This includes the expenditure for benefits received by the employee who is currently in service, as well as the funding of costs for this employee when the person is no longer in service.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.16 Employee benefits (continued)

2.16.1 Pension obligations (continued)

Defined-benefit plans (continued)

Past service cost, experience adjustments, the effect of changes in actuarial assumptions and the effect of plan changes are written off. The present value of the effect of the amended benefits is determined and recognised as income or expenditure in the period during which the plan change is made.

Defined-contribution plan

Retirement-benefit costs are provided in terms of a defined-contribution plan (North-West University Pension Fund). The North-West University Pension Fund has a fixed-contribution plan with a defined-benefit guarantee for all new enrolments since 1 January 1995. A fourth option was introduced on 1 January 2004 for all new members of the fund. The contributions to the defined-contribution plan are recognised as expenditure in the relevant period in which the liability arises, and the liability is thus matched with the benefit received by the employee during his/her working life.

2.16.2 Disability obligations

The disability benefits are provided in accordance with the rules of the North-West University Disability Reserve Fund that was established on 1 January 1995.

The objective of the fund is to provide disability benefits to the members of the North-West University Pension Fund. After a waiting period of 6 months, a member who is disabled receives a disability income equal to 82,5% of the member's monthly salary, subject to a maximum disability income benefit as determined by the Trustees. The income is reduced by the member's contributions towards the North-West University Pension Fund. The disability income will continue to age 65 or to earlier recovery.

The asset recognised in the statement of financial position is the fair value of plan assets less the present value of the liabilities at the end of the reporting date. This is calculated annually by qualified independent actuaries using the projected unit credit method and discounting the estimated future cash outflows using interest rates of government corporate bonds that are denominated in the currency in which the benefits will be paid.

Actuarial gains and losses arising from experience adjustments, changes in actuarial assumptions and amendments are charged or credited to the statement of comprehensive income in the period in which they occur.

2.16.3 Post-employment medical benefits

The current service costs of post-retirement benefits over and above pension funds are recognised as term expenditure are matched with the benefit received during the working life of the employee and include the funding costs for when employees are no longer employed. Actuarial gains and losses arising from experience adjustments, and changes in actuarial assumptions are charged to the statement of comprehensive income during the period in which these changes arise. The liability is calculated according to actuarial assumptions to determine the current value of the estimated future costs of the benefits – by means of the projected unit credit method.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.16 Employee benefits (continued)

2.16.3 Post-employment medical benefits (continued)

The effect of plan changes in respect of retired employees is determined as the present value of the effect of the changed benefits and is recognised as an expenditure during the period in which the change is made to the provisions of the retirement-benefit plan.

2.16.4 Employee benefit liabilities

The cost of the benefits and the present value of the defined-benefit pension funds and post-retirement medical obligations depend on a number of factors that are determined on an actuarial basis using a range of assumptions.

2.16.5 Termination benefits

Termination benefits are payable when employment is terminated by the University before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The University recognises termination benefits when it is demonstrably committed to a termination when the University has a detailed formal plan to terminate the employment of current employees without possibility of withdrawal. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the reporting date are discounted to their present value.

2.16.6 Bonus plans

The University recognises a liability and an expense for bonuses. The University recognises a provision where contractually obliged or where there is a past practice that has created a constructive obligation.

2.16.7 Accumulated annual leave

Employee entitlements to annual leave are in accordance with the conditions of service of the employees with leave accruing to them as a result of services rendered. These include annual leave as well as accumulated leave.

2.17 Trade and other payables

Trade payables are obligations to pay for goods or services that have been acquired from suppliers in the ordinary course of business. Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

2.18 Provisions

Provisions are recognised when the University has a present legal or constructive obligation as a result of past events, when it is probable that an outflow of resources will be required to settle the obligation, and when the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as an interest expense.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.19 Income recognition

Income is measured at the fair value of the consideration received or receivable, and represents amounts receivable for the sale of goods and services in the ordinary course of the University's activities. Revenue is shown net of value-added tax (as applicable), returns, rebates and discounts and after eliminating sales within the group.

Income is recognised when the amount of revenue can be reliably measured, when it is probable that future economic benefits will flow to the entity and when specific criteria have been met for each of the University's activities as described below. The amount of revenue is not considered to be reliably measurable until all contingencies relating to the sale have been resolved. The University bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

The accounting policy regarding the elements of gross income includes the following:

- 2.19.1 State subsidy is recognised as income over the periods that are required to systematically match the income with the related expenditure for which it is intended. State subsidy for the acquisition of fixed property and infrastructure is credited against the cost of the relevant item of property, plant and equipment.
- 2.19.2 Tuition fees, residence fees and other income are recognised as the service and products are rendered, in accordance with the percentage-of-completion method.
- 2.19.3 Research money is dealt with as follows:
 - Income is recognised when received. Funds not used until some specified future period or occurrence are deferred to deferred income and released as the criteria are met and the University becomes entitled to the funds; and
 - the expenditure is accounted for when incurred and is not deferred over the term of the specific research.
- 2.19.4 Dividends are recognised as income on the last day of registration with regard to listed shares and when it is declared in the case of unlisted shares. Interest is recognised on a time-proportion basis, which takes into account the effective return on the asset.
- 2.19.5 Donations received are recognised at the fair market value on the date of the donation.
- 2.19.6 Rental received is recognised over the period during which the rental takes place.

2.20 Leases

Leases where the University has substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalised and depreciated over their expected useful lives. Lease payments are allocated between the liability and finance charges in accordance with the net investment method. Interest is charged over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the statement of comprehensive income on a straight-line basis over the period of the lease.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.21 Research and development costs

2.21.1 Research expenditure, as mentioned above, is recognised as an expense in the year when incurred. This includes all expenditure directly related to research and development activities.

2.21.2 Development costs, which are inherent in the operating activities of the University, are capitalised when future economic benefits will flow to the University and when the cost can be measured reliably. However, development costs initially recognised as an expense are not recognised as an asset in a subsequent period. Development costs that have been capitalised are amortised from the date the asset is in the condition and location to be used as intended by management.

2.22 Borrowing costs (finance charges)

General and specific borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are capitalised as part of the cost, until such time as the assets are substantially ready for their intended use or sale. All other borrowing costs are recognised as expenditure in the period in which they are incurred.

3. FINANCIAL RISK MANAGEMENT

The University's activities expose it to a variety of financial risks: market risk (including currency risk, price risk, cash flow interest rate risk and fair value interest rate risk), credit risk and liquidity risk.

The University's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the University's financial performance.

Council delegated the responsibility of the process of risk management to the Audit, Risk and Compliance Committee. This Committee reports key risks to Council twice per year.

The risk approach of the University is based on the following definition of risk: "Risk can be defined as a potential threat or possibility that an action or event will adversely affect an organisation's ability to achieve its objectives". The University's approach is to balance opportunities and risks based on the supposition that the University sustains itself as a going concern. As there are risks that will have direct financial implications and those that will not have (immediate) direct financial implications, risk profiles are differentiated as "financial risks" and "non-financial risks".

Risk abatement strategies are identified based on the strategic objectives of the University according to the Institutional Plan. Institutional Management (through defined responsibility and accountability of executive management) identifies the most significant risk events, conditions or areas. There is an established line function with the remit of determining the identification, assessment, intervention measures and all aspects of the management of risk affecting the University.

Identified as well as new events and actions that are potential risks are included in the risk register of the University. The list is maintained, reviewed and updated at least bi-annually and is managed accordingly.

Despite these structures and procedures, the potential exists that adverse events may occur that may affect the results of normal operations throughout the University at all levels of activity.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. FINANCIAL RISK MANAGEMENT (continued)

Only in limited instances are financial instruments used to cover risks linked to the University's activities. Where instruments are used to cover risks linked to the University's activities, each instrument is linked to an asset or liability, or an operational or financing transaction. Management of these instruments, which are mostly traded on organised or related markets, is centralised. Financial institutions are selected on their national grading to limit risks and to provide diversification.

The University's investment policy is designed to limit exposure to financial risks and no portfolio that has speculative characteristics is utilised. A money-market division and three independent investment management companies are responsible for managing these related risks.

3.1 FINANCIAL RISK FACTORS

Market risk

(i) Foreign exchange risk

The University makes limited purchases in foreign currency. Owing to the restricted exposure of the University to this, hedging instruments are taken up only by way of exception to limit the risks arising from exchange rate fluctuations of the South African currency.

The University has foreign exchange exposure to the extent of its foreign investments. At 31 December 2013, if the rand had strengthened or weakened by 5% against the US Dollar while all other variables held constant, the surplus for the year would have been R nil higher/lower (2012: R nil) (no foreign investments on 31 December 2013), mainly as a result of a rand increase/decrease in the fair value of US dollar denominated investments. The 5% variation in the exchange rate is based on the average forward rate for 12 months in respect of the underlying currencies.

(ii) Price risk

The University is exposed to equity securities price risk because of investments held by the University and classified either as available-for-sale or at fair value through profit or loss. Included in investments are listed shares that are traded on the Johannesburg Securities Exchange and classified as available-for-sale investments. The risk exists that the value of these financial instruments may fluctuate as a result of changes in the market price. To manage its price risk arising from investments in equity securities, the University diversifies its portfolio. Diversification is done in accordance with the prescripts of the Committee for Investments.

At 31 December 2013, if the ALSI of the JSE increased/decreased by 5% while all other variables held constant and all the University's equity instruments moved accordingly, the value of the investments would have been R2 177 980 higher/lower (2012: R370 154) (refer to note 9.1). Owing to the unpredictability of equity market returns, a general indicative percentage of 5% is used to highlight the changes in market value of equity investments.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. FINANCIAL RISK MANAGEMENT (continued)

3.1 FINANCIAL RISK FACTORS (continued)

Market risk (continued)

(iii) Cash flow and fair value interest rate risk

In the case of long-term borrowings, the University's interest rate risk is limited because loans are only entered into at fixed interest rates and in South African currency. Borrowings issued at fixed rates expose the University to fair value interest risk. Interest rates on overdraft facilities are linked to the prime rate and are floating. Income and operating cash flows are substantially independent of changes in the market interest rates and therefore no formal interest rate risk management policy exists.

Interest rate risk and therefore cash flow risk arises mainly from cash and cash equivalents. At 31 December 2013 an investment performance measurement was done externally by an independent consultant, who indicated an actual yield on the University's cash and cash equivalent portfolio of 9,29% (2012: 9,36%). Had the interest rate been 0,5% higher/lower (50 basis points), the surplus would have been R3 493 200 higher/lower (2012: R3 583 250).

Credit risk

Credit risk arises from cash and cash equivalents, financial instruments and deposits with banks and financial institutions, as well as credit exposures regarding outstanding receivables comprising student debtors and trade and other debtors in normal operating circumstances.

The University's policy is designed to limit exposure to any single financial institution. Credit evaluation with regard to financial institutions is done annually by the Council and a credit limit is set for each institution. The University places cash and cash equivalents as well as investments only with reputable financial institutions with high credit ratings. No credit evaluations with regard to trade and other debtors (accounts receivable) nor for student debtors are done. The University also does not require any collateral. Receivables comprise outstanding student fees and a number of sundry customers. This credit risk exposure is mitigated by requiring students to pay an initial instalment in respect of tuition and accommodation fees at registration. Students with an outstanding balance from the previous year are only permitted to renew their registration after settling the outstanding amount as well as paying the current year's initial requirements.

Credit risks are limited by the large number of clients, the diversity of the University's activities and a strict recovery policy. The University is of the opinion that no significant concentration of risk that had not been insured or adequately provided for existed at year end.

Liquidity risk

Thorough cash planning and management take place to ensure that the University is able to meet its commitments associated with financial instruments at all times, under both normal and stress conditions. The University has minimised the risk of liquidity, as is reflected in its substantial cash and cash equivalents.

	2013	2012
Listed investments – shares	44%	50%
Cash and cash equivalents	56%	50%
Total	100%	100%

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. FINANCIAL RISK MANAGEMENT (continued)

3.1 FINANCIAL RISK FACTORS (continued)

Liquidity risk (continued)

The table below analyses the University's non-derivative financial liabilities and net-settled derivative financial liabilities into relevant maturity groupings based on the remaining period at the reporting date to the contractual maturity date. The amounts disclosed are the undiscounted cash flows.

	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
At 31 December 2013				
Borrowings	11 430 012	16 653 418	51 611 663	11 032 574
Trade and other payables	296 525 742	0	0	0

	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
At 31 December 2012 (Restated)				
Borrowings	10 698 949	15 183 387	28 782 203	42 570 173
Trade and other payables	255 678 483	0	0	0

	(Restated)	
	2013	2012
Liquidity ratio	R	R
Current assets		
Inventory	24 147 070	21 338 345
Trade and other receivables	144 294 787	88 983 699
Cash and cash equivalents	313 002 946	196 495 316
	<u>481 444 803</u>	<u>306 817 360</u>
Current liabilities		
Trade and other payables	296 484 783	255 674 773
Current income tax liability	40 959	3 710
Current portion of interest bearing borrowings	11 430 012	10 698 949
Current portion of post-employment benefits	7 540 787	20 731 479
Current portion of deferred income	126 285 516	55 521 856
Student deposits and prepaid income	50 559 791	53 298 528
	<u>492 341 848</u>	<u>395 929 295</u>
Net liquidity of continuing operations	<u>(10 897 045)</u>	<u>(89 111 935)</u>
Ratio	<u>0.98</u>	<u>0.77</u>

3.2 CAPITAL MANAGEMENT

The University's objectives when managing capital are to safeguard the University's ability to continue as a going concern and to maintain an optimal capital structure to reduce the cost of capital. A well-planned budget process is followed each year to meet this objective. A sound financial position has been established by limiting exposure to debt and increasing investments and cash balances.

Assets

Investments	828 988 159	920 915 452
Cash and cash equivalents	313 002 946	196 495 316
Total	<u>1 141 991 105</u>	<u>1 117 410 768</u>

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. FINANCIAL RISK MANAGEMENT (continued)

3.2 CAPITAL MANAGEMENT (continued)

	2013	(Restated) 2012
	R	R
Liabilities		
Non-current liabilities (excluding deferred income)	512 400 983	479 870 524
Current liabilities (excluding current portion of deferred income)	366 056 332	340 407 439
Capital commitments (infrastructure)	220 805 725	247 231 115
Contractual obligations - operating leases	48 720 786	43 735 892
Total	<u>1 147 983 826</u>	<u>1 111 244 970</u>
Net position	<u>(5 992 721)</u>	<u>6 165 798</u>

The greater part of capital commitments is being financed through subsidy from the Department of Higher Education and Training.

Other information

The University has an overdraft facility of R12 million. No amount was drawn on 31 December 2013.

3.3 FAIR VALUE ESTIMATION

The fair value of financial instruments traded in active markets is based on quoted market prices at the reporting date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service or regulatory agency, and those prices represent actual and regularly occurring market transactions at an arm's length basis. The quoted market price used for financial assets held by the University is the current bid price. These instruments are included in Level 1 of the table below. Instruments comprise primarily JSE equity investments classified as trading securities or available-for-sale. The fair value of forward foreign exchange contracts is determined using quoted forward exchange rates.

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. The University uses a variety of methods and applies assumptions based on market conditions existing at each reporting date. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity-specific estimates. If all significant inputs required to determine the fair value of an instrument are observable, the instrument is included in Level 2.

If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3.

The carrying values of the following financial assets and liabilities approximate their fair value: cash and cash equivalents, trade and other receivables and trade and other payables. An exposition of these is given by means of notes with regard to each item.

Note 9 contains further information with regard to non-current investments and note 17 with regard to loans.

The following table presents the University's assets and liabilities that are measured at fair value at 31 December 2013.

	Level 1	Level 2	Level 3	Total
	R	R	R	R
Assets				
Financial assets at fair value through profit or loss				
Trading derivatives - ALSI future contracts	721 241			721 241
Available-for-sale financial assets				
Equity securities - Listed shares in public companies	242 072 928			242 072 928
Investments - Unlisted shares that do not qualify as an investment in an associate company		775 767		775 767
Total assets	<u>242 794 169</u>	<u>775 767</u>	<u>0</u>	<u>243 569 936</u>

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. FINANCIAL RISK MANAGEMENT (continued)

3.3 FAIR VALUE ESTIMATION (continued)

The following table presents the University's assets and liabilities that are measured at fair value at 31 December 2012 (Restated).

	Level 1	Level 2	Level 3	Total
	R	R	R	R
Assets				
Financial assets at fair value through profit or loss				
Trading derivatives - ALSI future contracts	0			0
Available-for-sale financial assets				
Equity securities - Listed shares in public companies	197 551 682			197 551 682
Investments - Unlisted shares that do not qualify as an investment in an associate company		540 355		540 355
Total assets	197 551 682	540 355	0	198 092 037

4. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS

The preparation of financial statements requires the use of certain critical accounting estimates and assumptions as well as for management to exercise its judgement in the process of applying accounting policies. Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Reported amounts of assets and liabilities at the reporting date as well as reported income and expenditure are affected by estimates, assumptions and judgements which are made and consist of the following:

4.1 Critical accounting estimates and assumptions

The University makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

(i) Property, plant and equipment

The University is required to estimate the useful life and the expected residual value of assets for measurement. Even though annual revising ensures that changing circumstances are taken into account, the actual result might still be different from the estimated result.

(ii) Pension and disability benefits

The present value of the pension and disability obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate and the expected salary and pension increase rates.

Any changes in these assumptions will impact on the charge to the statement of comprehensive income and may affect planned funding of the pension plan.

The appropriate discount rate is determined at the end of each year, which represents the interest rate that should be used to determine the present value of the estimated future cash flows expected to be required to settle the pension, disability and post-retirement medical obligations. The expected salary and pension increase rates are based on inflation rates, adjusted for salary scales.

Other key assumptions for pension and disability obligations are based in part on current market conditions.

Additional information is disclosed in note 18.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

4. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS (continued)

4.1 Critical accounting estimates and assumptions (continued)

(iii) Impairment of financial instruments

The measurement of loans, trade and other receivables requires an estimation of the collectability of these assets.

(iv) Impairment of goodwill

Goodwill is allocated to the University's cash-generating units (CGUs). The recoverable amount of cash-generating units has been determined based on value-in-use calculations. These calculations require the use of estimates (note 8).

4.2 Critical judgements

(i) Classification and valuation of investments

Management is required to exercise judgement in the classification of an investment in the equity instruments of another business. They must determine whether the University controls or jointly manages the business or only exercises a significant influence upon it. Management is also responsible to determine the fair value of unlisted investments.

(ii) Classification of assets

Classification of a long-term asset as an asset held for sale requires judgement if it is likely that a sales transaction will be realised within one year.

(iii) Provisions

Compliance with the recognition measures applicable to provisions requires that management identify the existence of constructive liabilities.

(iv) Income recognition

The criteria to be met before income is recognised require that management assess the transfer of risks and benefits associated with ownership of an asset. Depending on the type of transaction concluded, the decision to recognise income ranges from very simple to highly complex.

Further information in this regard is disclosed at each item.

5. SEGMENT INFORMATION

The Institutional Management is the University's chief operating decision-maker. Management has determined the operating segments based on the information reviewed by the Institutional Management for the purposes of allocating resources and assessing performance. Institutional Management consists of ten positions, namely the Vice-Chancellor, the Vice-Principal, five institutional directors and three campus rectors.

Management considers the business from a campus perspective.

The reportable operating segments derive their revenue primarily from state subsidies and grants as well as tuition fees from students. Other services included within each segment are residence and catering services as well as entrepreneurial activities by each campus. Also included are income received from the state and private institutions for research purposes.

The result of the Institutional office are included in the "other segments" column, as the nature of this office is not that of a campus.

Information regarding the results of each reportable segment is included below. Performance is measured based on segment surplus before income tax, as included in the internal management reports which, are reviewed by Institutional Management. Segment surplus is used to measure performances as management believes that such information is the most relevant in evaluating the results of the different segments.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

5. SEGMENT INFORMATION (continued)

The segment information provided to the Institutional Management for the reportable segments for the year ended 31 December 2013 is as follows:

	Mafikeng Campus R	Potchefstroom Campus R	Vaal Triangle Campus R	Other: Institutional Office R	TOTAL 2013 R
Total segment revenue	559 892 319	1 798 506 245	332 562 133	197 879 666	2 888 840 363
Inter-segment revenue	(1 055 435)	(18 741 911)	(7 166 006)	(13 520 263)	(40 483 615)
Revenue from external customers	558 836 884	1 779 764 334	325 396 127	184 359 403	2 848 356 748
Investment income	7 489 824	18 899 603	5 857 845	87 526 662	119 773 934
Finance charges	0	(7 989 888)	(6 319)	(9 275 251)	(17 271 458)
Depreciation and amortisation	(14 509 511)	(69 630 433)	(6 581 197)	(22 214 260)	(112 935 401)
Reportable segment surplus/(loss)	77 677 299	251 970 939	68 911 607	(361 055 776)	37 504 069
Capital expenditure on fixed assets	59 833 178	127 386 928	42 671 349	18 533 366	248 424 821
Reportable segment assets	462 258 534	1 234 043 462	213 985 827	808 238 405	2 718 526 228
Reportable segment liabilities	(124 228 878)	(476 540 262)	(62 306 645)	(352 132 881)	(1 015 208 666)

The segment information provided to the Institutional Management for the reportable segments for the year ended 31 December 2012 is as follows:

	Mafikeng Campus R	Potchefstroom Campus R	Vaal Triangle Campus R	Other: Institutional Office R	(Restated) TOTAL 2012 R
Total segment revenue	480 259 449	1 652 100 518	290 120 676	190 518 658	2 612 999 301
Inter-segment revenue	(1 098 350)	(21 075 693)	(6 427 212)	(16 218 406)	(44 819 661)
Revenue from external customers	479 161 099	1 631 024 825	283 693 464	174 300 252	2 568 179 640
Investment income	6 506 800	18 488 249	4 387 155	92 731 169	122 113 373
Finance charges	0	(5 883 920)	(579 372)	(7 873 272)	(14 336 564)
Depreciation and amortisation	(14 546 436)	(67 774 794)	(7 242 346)	(13 220 459)	(102 784 035)
Reportable segment surplus/(loss)	92 722 682	259 740 433	63 614 468	(293 573 269)	122 504 314
Capital expenditure on fixed assets	41 733 442	164 846 152	36 955 163	45 322 796	288 857 553
Reportable segment assets	401 513 307	1 145 960 639	186 437 231	610 528 541	2 344 439 718
Reportable segment liabilities	(104 215 753)	(428 035 595)	(67 051 970)	(334 858 009)	(934 161 327)

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

5. SEGMENT INFORMATION (continued)

Sales between segments are carried out at arm's length. The revenue from external parties reported to the Institutional Management is measured in a manner consistent with that in the statement of comprehensive income.

	(Restated)	
	2013	2012
	R	R
A reconciliation of results from continuing operations is as follows:		
Segment surplus/(loss) for reportable segments	398 559 845	416 077 583
Other segments surplus/(loss)	(361 055 776)	(293 573 269)
Surplus after tax	37 504 069	122 504 314

The amounts provided to the Institutional Management with respect to total assets are measured in a manner consistent with that of the financial statements. These assets are allocated based on the operations of the segments and the physical location of the asset.

Reportable segment assets are reconciled to total assets as follows:

Segment assets for reportable segments	1 910 287 823	1 733 911 177
Other segments assets	808 238 405	610 528 541
Total assets per the statement of financial position	2 718 526 228	2 344 439 718

The amounts provided to the Institutional Management with respect to total liabilities are measured in a manner consistent with that of the financial statements. These liabilities are allocated based on the operations of the segment.

Reportable segment liabilities are reconciled to total liabilities as follows:

Segment liabilities for reportable segments	(663 075 785)	(599 303 318)
Other segments liabilities	(352 132 881)	(334 858 009)
Total liabilities per the statement of financial position	(1 015 208 666)	(934 161 327)

Breakdown of the revenue from external customers is as follows:

Analysis of revenue by category

State subsidies and grants	1 163 737 723	1 101 875 521
Tuition and other fees	843 393 019	715 901 083
Income from research and other contracts	198 158 365	183 426 000
Private gifts and grants	44 251 171	30 058 907
Residence and catering services	232 674 732	220 409 370
Services - entrepreneurial activities	349 080 652	307 780 727
Total operating revenue	2 831 295 662	2 559 451 608

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

6. PROPERTY, PLANT AND EQUIPMENT (PPE)

Movements	Land	Buildings and other improvements	Vehicles	Furniture	Laboratory equipment	Specialised equipment	Computer equipment	Servers and Printers	Synthetic hockey field	Assets less than R3 000	Total
	R	R	R	R	R	R	R	R	R	R	R
Carrying amount at 31/12/11 (as previously reported)	13 475 574	779 065 035	21 303 566	72 394 118	28 641 235	53 905 439	35 911 519	0	2 111 691	0	1 006 808 177
Effect of changes in accounting policies 2011 (note 36.2)	0	(230 567 110)	0	0	(4 119 681)	36 954 251	0	0	(1 943 137)	11 994 864	(187 680 813)
Carrying amount at 31/12/11 (restated)	13 475 574	548 497 925	21 303 566	72 394 118	24 521 554	90 859 690	35 911 519	0	168 554	11 994 864	819 127 364
Cost (restated)	13 475 574	661 470 231	29 510 312	113 265 458	65 769 141	150 153 566	157 729 530	0	2 665 731	21 744 765	1 215 784 308
Accumulated depreciation (restated)	0	(112 972 306)	(8 206 745)	(40 871 341)	(41 247 587)	(59 293 877)	(121 818 010)	0	(2 497 177)	(9 749 901)	(396 656 943)
Additions in the year	0	123 445 028	4 435 828	25 363 207	18 290 214	63 166 766	43 157 213	0	0	0	277 858 256
Depreciation for the year	0	(17 496 031)	(1 752 197)	(12 764 150)	(8 661 453)	(24 504 616)	(25 141 682)	0	(519 186)	0	(90 839 317)
Disposals in the year	0	(1 002 816)	(1 821 662)	3 461 901	(258 396)	(6 450 858)	(11 676 511)	0	0	0	(17 748 342)
Accumulated depreciation with disposals	0	1 002 816	694 856	(3 236 579)	288 879	6 402 800	11 492 216	0	0	0	16 644 987
Effect of changes in accounting policies 2012 (note 36.2)	0	(15 156 123)	0	0	474 462	(9 920 895)	0	0	477 755	5 087 902	(19 036 899)
Carrying amount at 31/12/12 (restated)	13 475 574	639 290 799	22 860 391	85 218 496	34 655 260	119 552 886	53 742 754	0	127 123	17 082 766	986 006 049
Cost (restated)	13 475 574	765 120 166	32 124 478	142 090 565	83 800 960	200 440 160	189 210 231	0	2 665 731	32 744 062	1 461 671 927
Accumulated depreciation (restated)	0	(125 829 367)	(9 264 087)	(56 872 069)	(49 145 699)	(80 887 274)	(135 467 477)	0	(2 538 608)	(15 661 296)	(475 665 878)
Additions in the year	18 605 705	113 706 438	8 819 714	17 701 939	17 912 401	28 452 173	39 247 932	511 750	0	3 466 769	248 424 821
Depreciation for the year	0	(13 889 028)	(2 005 619)	(14 093 484)	(9 889 767)	(33 213 345)	(44 315 882)	8 795 041	(3 187)	(2 577 060)	(111 192 330)
Disposals in the year	(793 459)	(3 030 965)	(2 614 144)	(8 614 949)	(8 224 009)	(9 702 722)	(50 439 103)	(281 738)	0	0	(83 701 090)
Accumulated depreciation with disposals	0	1 054 041	981 567	8 181 829	8 145 123	9 702 722	50 258 702	276 232	0	0	78 600 214
Cost from deferred income	0	(38 653 026)	0	0	0	0	0	0	0	0	(38 653 026)
Reclassification - cost	0	0	0	0	(443 518)	451 423	(54 622 718)	54 614 812	0	0	0
Reclassification - accumulated depreciation	0	0	0	0	8 411	(8 630)	46 280 672	(46 280 452)	0	0	0
Carrying amount at 31/12/13	31 287 820	698 478 259	28 041 909	88 393 830	42 163 902	115 234 507	40 152 357	17 635 644	123 936	17 972 475	1 079 484 640
Cost	31 287 820	837 142 613	38 330 048	151 177 555	93 045 834	219 641 035	123 396 342	54 844 823	2 665 731	36 210 831	1 587 742 633
Accumulated depreciation	0	(138 664 355)	(10 288 139)	(62 783 724)	(50 881 932)	(104 406 528)	(83 243 985)	(37 209 179)	(2 541 795)	(18 238 356)	(508 257 993)

Buildings and equipment with a cost price of R38 653 025 (2012: R25 221 591), funded with Government Grants were not included above.

Government grants are recognised as deferred income (current liability) and then applied against the cost of the relevant asset as the asset is obtained / developed, in accordance with IAS 20.

Included in assets are fully depreciated property, plant and equipment with a gross carrying amount of R26 535 369 (2012: R31 286 950) that are still in use.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

6. PROPERTY, PLANT AND EQUIPMENT (PPE) (continued)

All assets are unencumbered. The sale and transfer of land and buildings, acquired with the financial support of the State, are subject to Ministerial approval.

The University has a ten-year rolling plan in accordance with which large-scale building maintenance takes place and which is evaluated annually in order to properly maintain the buildings.

The assets register with full particulars of land and buildings is available for inspection at the registered address of the University.

	2013	(Restated) 2012
	R	R
7. INVESTMENT PROPERTIES		
Carrying amount at beginning of year	21 814 596	22 311 841
Cost	24 862 225	24 862 225
Accumulated depreciation	(3 047 629)	(2 550 384)
Depreciation	(497 245)	(497 245)
Carrying amount at end of year	21 317 351	21 814 596
Cost	24 862 225	24 862 225
Accumulated depreciation	(3 544 874)	(3 047 629)
Income	8 638 895	7 902 881
Rental income (short-term investment income - note 26)	8 616 839	7 890 563
Bad debts recovered	0	2 023
Interest received	22 056	10 295
Less: Expenditure (direct operating expenses arising from investment properties that generate rental income)	3 729 732	3 405 983
Personnel remuneration	318 701	459 477
Maintenance - buildings	824 269	667 582
Municipal fees and property tax	909 752	785 608
Operating costs	602 155	511 276
Services outsourced	577 610	484 795
Depreciation	497 245	497 245
Net surplus from investment properties	4 909 163	4 496 898

Investment properties consist of various business buildings that are let. Independent valuations were done by an estate agency. The total fair value of these investment properties amounts to R71 080 100 (2012: R65 937 000).

Investment property - Cachet Park: Present value of future cash flow projections, based on current lease agreements, were used in the calculation of the fair value to the amount of R67 580 100 (2012: R62 437 000), using an interest rate of 8% (2012: 8%) per annum.

Investment properties - Other: The fair value amounts to R3 500 000 (2012: R3 500 000).

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

8. INTANGIBLE ASSETS	COMPUTER SOFTWARE			
	Goodwill	Licenses	Other	TOTAL
Opening net book amount - 01/01/12	4 597 000	54 136	3 349 685	8 000 821
Cost	4 597 000	23 473 573	24 010 757	52 081 330
Accumulated amortisation	0	(23 419 437)	(20 661 072)	(44 080 509)
Additions	0	163 894	0	163 894
Amortisation charges	0	0	(844 497)	(844 497)
Net book amount - 31/12/12	4 597 000	218 030	2 505 188	7 320 218
Cost	4 597 000	23 637 467	24 010 757	52 245 224
Accumulated amortisation	0	(23 419 437)	(21 505 569)	(44 925 006)
Additions	0	171 826	0	171 826
Amortisation charges	0	0	(1 245 827)	(1 245 827)
Closing net book amount - 31/12/13	4 597 000	389 856	1 259 361	6 246 217
Cost	4 597 000	23 809 293	24 010 757	52 417 050
Accumulated amortisation	0	(23 419 437)	(22 751 396)	(46 170 833)

Impairment tests for goodwill

Goodwill is allocated to the University's cash-generating units (CGUs). The recoverable amount of all CGUs has been determined based on value-in-use calculations for the next three years. These calculations use pre-tax cash flow projections.

The key assumptions used for value-in-use calculations are as follows:

	2013	2012
Gross margin	8,74%	8,84%
Growth rate	6,02%	8,15%
Discount rate	9,29%	9,36%

9. INVESTMENTS**9.1 Non-current investments**

The following investments are carried at fair value:

Unlisted investments**Available-for-sale**

Unlisted shares that do not qualify as an investment in an associate company

775 767 540 355

Listed investments**Available-for-sale**

Shares in public companies

242 072 928 197 551 682

Financial assets/liabilities at fair value through profit or loss

ALSI future contracts

721 241 0

Total non-current investments at fair value

243 569 936 198 092 037

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2013 R	(Restated) 2012 R
9. INVESTMENTS (continued)		
9.1 Non-current investments (continued)		
The following investments are carried at amortised cost:		
<u>Unlisted investments</u>		
Receivables originated by the entity	550 018 543	695 666 725
Money-market : Committee for investments	78 279 647	71 467 670
Money-market : Other	471 738 896	624 199 055
Held-to-maturity	35 399 680	27 156 690
Bonds	35 399 680	27 156 690
Total non-current investments at amortised cost	585 418 223	722 823 415
<u>Total non-current investments</u>	828 988 159	920 915 452

The market value of listed investments represents the closing prices at year-end as fixed on the Johannesburg Securities Exchange. The management valuation of unlisted investments which takes place on the reporting date in accordance with relevant valuation bases (note 2.9) is regarded to be the same value as reflected above.

Available-for-sale investments

The fair value adjustment for the current year amounts to R43 559 595 (also see note 16) and is shown in OCI (Other comprehensive income).

Shares in public companies	43 338 640	7 618 796
Unlisted shares - not investments in associates	220 955	(215 716)
	43 559 595	7 403 080

Refer to notes 3 and 11 for additional disclosure on financial instruments.

9.2 Derivative financial instruments**Financial assets/liabilities at fair value through profit or loss**

ALSI future contracts (included in note 9.1)	721 241	0
--	---------	---

There were 33 ALSI future contracts on 31 December 2013 (2012: no contracts) which mature on 15 March 2014. The exposure in terms of these contracts amounts to R13 761 000 for 2013 (2012: R nil).

Derivate instruments are entered into for hedging purposes and no substantial losses are anticipated.

Other information

Realised profits or losses on the disposal of investments are included in investment income (note 26). The register with full particulars of the above-mentioned investments is available for inspection at the registered address of the University.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2013	(Restated) 2012
	R	R
9. INVESTMENTS (continued)		
9.3 Investment in subsidiaries		
<u>Detail as reflected in entities' financials</u>		
<u>Molopo Sun (Pty) Ltd (100% interest)</u>		
The principal business of the company is the rental of equipment to the University.		
Carrying amount of shares	2 700	2 700
Loan account	2 079 930	2 139 930
Non-distributable profit/(loss) after tax	54 009	54 686
<u>PUK Kanselierstrust (100% interest)</u>		
The principal business of the trust is to promote higher education at the University.		
Carrying amount of trust fund - included in other investments	1 283 494	1 253 380
Attributable profits/(loss)	30 255	152 273
<u>PUK Ontwikkelingstrust (Incorporated association not for gain) (100% interest)</u>		
The principal business of the company is to generate funds in order to realise the vision and mission of the University.		
Carrying amount: Non-distributable reserves	8 240 537	8 619 974
Attributable profits: Non-distributable	5 318 511	0
<u>Zingaro Trade 9 (Pty) Ltd (Awhatukee Trust) (100% interest)</u>		
The principal business of the company is running a garage and tuck shop, and includes related activities.		
Carrying amount of shares	100	100
Loan account	6 130 805	5 916 592
Non-distributable profit/(loss) after tax	1 090 761	497 281
<u>OpenCollab (Pty) Ltd (90,29% interest)</u>		
The principal business of the company is to provide software development, maintenance, support and consulting services.		
Carrying amount of shares	93	93
Loan account	0	260 302
Non-distributable profit/(loss) after tax	2 333 859	1 278 546
Total assets and liabilities of consolidated subsidiaries		
Assets	24 080 289	15 449 109
Liabilities	2 099 787	2 296 002

Mortgages

Loan accounts to Molopo Sun (Pty) Ltd and Zingaro Trade 9 (Pty) Ltd: The University has subordinated its claims with respect to these loans to claims of other creditors.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2013	(Restated) 2012
	R	R
10. INVESTMENTS IN ASSOCIATES		
Balance at beginning of year	41 827	24 398
Acquisition of investment	0	10
Share of profit	76 095	17 419
Balance at end of year	117 922	41 827

The University's share of the results of its principal associates, and its aggregated assets (including goodwill) and liabilities, are as follows:

Name	Assets	Liabilities	Income	Profit / (Loss)	% Interest held
31 December 2013					
- Extended Campus Technologies (Pty) Ltd	353 194	105 170	1 106 555	152 191	50
	353 194	105 170	1 106 555	152 191	
31 December 2012:					
- Extended Campus Technologies (Pty) Ltd	277 485	181 652	1 242 091	34 838	50
	277 485	181 652	1 242 091	34 838	

All the associate entities are incorporated in South Africa.

11. FINANCIAL INSTRUMENTS

Financial instruments carried on the statement of financial position include investments, trade and other receivables, cash and cash equivalents, borrowings, derivatives, receivables, trade and other payables.

11a. FINANCIAL INSTRUMENTS BY CATEGORY

	Receivables	Held to maturity	Available-for- sale	Fair value through profit or loss	Total
	R	R	R	R	R
31 DECEMBER 2013					
Assets as per statement of financial position					
Investments and derivatives (refer note 9)	550 018 543	35 399 680	242 848 695	721 241	828 988 159
Trade and other receivables (refer note 14) (excluding prepayments)	132 378 066	0	0	0	132 378 066
Cash and cash equivalents (refer note 15)	313 002 946	0	0	0	313 002 946
Total	995 399 555	35 399 680	242 848 695	721 241	1 274 369 171

	Other financial liabilities	Total
	R	R
Liabilities as per statement of financial position		
Borrowings (refer note 17)	90 727 666	90 727 666
Trade and other payables (refer note 20)	296 484 783	296 484 783
Total	387 212 449	387 212 449

	Receivables	Held to maturity	Available-for- sale	Fair value through profit or loss	(Restated) Total
	R	R	R	R	R
31 DECEMBER 2012					
Assets as per statement of financial position					
Investments and derivatives (refer note 9)	695 666 725	27 156 690	198 092 037	0	920 915 452
Trade and other receivables (refer note 14) (excluding prepayments)	81 282 679	0	0	0	81 282 679
Cash and cash equivalents (refer note 15)	196 495 316	0	0	0	196 495 316
Total	973 444 720	27 156 690	198 092 037	0	1 198 693 447

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

11. FINANCIAL INSTRUMENTS (continued)

11a. FINANCIAL INSTRUMENTS BY CATEGORY (continued)

31 DECEMBER 2012 (continued)

Liabilities as per statement of financial position

Other financial liabilities	(Restated) Total
R	R
97 234 712	97 234 712
255 674 773	255 674 773
352 909 485	352 909 485

Borrowings (refer note 17)

Trade and other payables (refer note 20)

Total

11b. CREDIT QUALITY OF FINANCIAL ASSETS

Exposure per category:

Credit rating:

Investments (note 9)

Listed investments - shares

-

Unlisted investments - money market and bonds

AA

Trade and other receivables

(Group 1,2,3)

Cash and cash equivalents

AA

Total

2013	(Restated) 2012
R	R
242 794 169	197 551 682
586 193 990	723 363 770
144 294 787	88 983 699
313 002 946	196 495 316
1 286 285 892	1 206 394 467

AA ratings denote a very low expectation of credit risk and indicate very strong capacity for payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates:

Counterparties without external credit rating

Group 1

98 695 097

35 520 329

Group 2

28 188 705

35 496 822

Group 3

17 410 985

17 966 548

Trade and other receivables (refer to note 14)

144 294 787

88 983 699

Group 1 - existing student accounts with some defaults in the past.

Group 2 - trade debtors outstanding less than 90 days with some defaults in the past.

Group 3 - other outstanding amounts with no defaults in the past.

12. AVAILABLE-FOR-SALE FINANCIAL ASSETS

Balance at beginning of year

198 092 037

195 099 601

Additions/(Disposals)

1 197 063

(4 410 644)

Net gain/(loss) transferred to/(from) OCI (Other comprehensive income)

43 559 595

7 403 080

Balance at end of year

242 848 695

198 092 037

There were no impairment provisions made on available-for-sale financial assets in 2013 and 2012.

Available-for-sale financial assets include the following:

Listed securities:

Equity securities

242 072 928

197 551 682

Unlisted securities:

Investments in companies that do not qualify as an investment in an associate company

775 767

540 355

242 848 695

198 092 037

Available-for-sale financial assets are denominated in rand and none of the assets are impaired.

The fair value of unlisted securities is based on cash flows and other valuation techniques (note 2.9).

The maximum exposure to credit risk at the reporting date is the carrying value of the debt securities classified as available-for-sale.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2013 R	(Restated) 2012 R
13. INVENTORIES		
Net realisable value (see note 25)		
Trading	1 497 083	1 077 107
Foodstuffs (Residence and Catering Services)	1 367 487	1 311 132
Publications and study materials	11 315 671	9 397 871
Other consumables	8 856 602	8 505 305
Veterinary health	1 110 227	1 046 930
	<u>24 147 070</u>	<u>21 338 345</u>
At cost		
Trading	1 497 083	1 077 107
Foodstuffs (Residence and Catering Services)	1 520 271	1 448 151
Publications and study materials	12 614 924	11 125 114
Other consumables	8 865 642	8 647 774
Veterinary health	1 110 227	1 046 930
	<u>25 608 147</u>	<u>23 345 076</u>
14. TRADE AND OTHER RECEIVABLES		
Balance at beginning of year	139 489 076	128 153 675
Plus: Net movement	105 963 879	39 274 039
	245 452 954	167 427 714
Less: Bad debts written off	(25 556 363)	(27 938 638)
Balance at end of year	219 896 591	139 489 076
Less: Provision for impairment	(75 601 804)	(50 505 377)
Balance at beginning of year	(50 505 377)	(55 819 113)
Debtors written off during current year	25 556 363	27 938 638
Provision for current year	(50 652 790)	(22 624 902)
Balance at end of year	<u>144 294 787</u>	<u>88 983 699</u>
<u>Details of trade and other receivables</u>		
Students	162 202 333	79 857 759
Tuition and residence fees	155 831 291	75 824 536
Meal fees	6 371 042	4 033 223
Less: Provision for impairment	(63 507 236)	(44 337 430)
Sub-total: Students	<u>98 695 097</u>	<u>35 520 329</u>
Sub-total: Advances and prepayments	<u>11 916 721</u>	<u>7 701 020</u>
Other debtors	45 777 536	51 930 297
State subsidy	0	4 895 718
Projects: Services rendered	40 283 272	41 664 769
VAT	0	278 316
Other	5 494 264	5 091 494
Less: Provision for impairment	(12 094 567)	(6 167 947)
Sub-total: Other debtors	<u>33 682 969</u>	<u>45 762 350</u>
Total trade and other receivables at 31 December	<u>144 294 787</u>	<u>88 983 699</u>

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

14. TRADE AND OTHER RECEIVABLES (continued)

Student receivables

Student debtors who do not register the following year and have not paid their accounts by the autumn graduation ceremony are considered impaired and are handed over to attorneys for collection. Current students debtors are also not allowed to register for studies unless outstanding balances are settled or repayment contracts have been negotiated. The increase or decrease in provision for impairment, debts written off, as well as amounts previously written off and recovered during the year, are included in current operating expenditure. Amounts charged to the statement of comprehensive income are generally written off when there is no expectation of recovering and additional cash.

As at 31 December 2013, student debtors of R63 507 236 (2012: R44 337 430) were impaired and provided for. Provision in the amount of R19 169 806 was provided for during 2013 (2012: R2 434 839 - provision written back).

Movement in provision for impairment of student debtors was as follows:

	2013	(Restated) 2012
	R	R
Balance at beginning of year	44 337 430	46 772 269
Student debtors written off during current year	(24 810 000)	(27 566 751)
Provision for current year	43 979 806	25 131 912
Balance at end of year	63 507 236	44 337 430

The ageing of student debtors that are past due is as follows:

Student debtors past due and impaired (enrolled in 2013 & before)	63 507 236	44 337 430
Student debtors past due but not impaired (enrolled in 2014 again)	98 695 097	35 520 329
Total balance at end of year	162 202 333	79 857 759

Other trade debtors

Balances on other trade debtors of 90 days and older are considered to be an indicator of impairment and provided for accordingly. The increase or decrease in provision for impairment, debts written off, as well as amounts previously written off and recovered during the year, are included in current operating expenditure. Amounts charged to the statement of comprehensive income are generally written off when there is no expectation of recovering any additional cash.

As at 31 December 2013, other debtors of R12 094 568 (2012: R6 167 947) were impaired and provided for. Provision in the amount of R5 926 621 was provided for during 2013 (2012: R2 878 897 - provision written back).

Movement in provision for impairment of other debtors was as follows:

Balance at beginning of year	6 167 947	9 046 844
Other debtors written off during current year	(746 363)	(371 886)
Provision for current year	6 672 983	(2 507 011)
Balance at end of year	12 094 567	6 167 947

The fair values of trade and other receivables are as follows:

Student debtors	98 695 097	35 520 329
Advances and prepayments	11 916 721	7 701 020
Other debtors	33 682 969	45 762 350
Total	144 294 787	88 983 699

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2013	(Restated) 2012
	R	R
14. TRADE AND OTHER RECEIVABLES (continued)		
Other trade debtors (continued)		
The ageing analysis of trade receivables is as follows:		
Current	25 417 688	32 510 278
30 days	13 888 499	11 323 837
60 days	6 293 503	9 629 255
90 days	12 094 567	6 167 947
Total balance at end of year (Advances and prepayments, Other debtors)	<u>57 694 257</u>	<u>59 631 317</u>

The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivables mentioned above. The University does not hold any collateral as security.

15. CASH AND CASH EQUIVALENTS

Short-term bank deposits	159 393 142	21 012 351
Bank balances	152 936 302	175 012 856
Petty cash advances	673 502	470 109
	<u>313 002 946</u>	<u>196 495 316</u>

The weighted average effective interest rate on short-term bank deposits was 9,29% (2012: 9,36%).

16. EQUITY

The movement is the result of the normal financial cycle after a fair value adjustment (note 9) in the amount of R43 559 595 (2012: R7 403 080) was made on 31 December 2013.

Fixed asset funds (PPE)	1 069 015 336	997 794 050
Non-current investments revaluation reserve funds	116 194 075	72 634 480
Restricted funds	208 962 289	167 359 685
Student loan funds	1 716 574	1 696 311
Student residences funds	82 883 504	48 662 495
Donations, grants and similar funds	31 317 784	27 285 324
Research and other funds (contracts)	93 044 427	89 715 555
Unrestricted and designated funds	308 605 125	172 176 057
Non-controlling interest	540 737	314 119
	<u>1 703 317 562</u>	<u>1 410 278 391</u>

17. BORROWINGS - INTEREST-BEARING**Carrying amounts**

Annuity loans	0	128 478
Nedbank	21 037 753	21 037 753
First National Bank - PUK Sport Village and extension of Excelsior Hostel	33 459 743	37 042 578
First National Bank - New residence	36 230 171	39 025 902
Total borrowings	90 727 667	97 234 712
Less: Current portion	11 430 012	10 698 949
Non-current liabilities	<u>79 297 655</u>	<u>86 535 763</u>

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2013	(Restated) 2012
	R	R
17. BORROWINGS - INTEREST-BEARING (continued)		
Represented as follows:		
<u>Annuity loans</u>		
University buildings - 85% subsidised	0	128 478
Residence and Catering Services (RCS) buildings - 50% subsidised	0	0
Total - Annuity loans	0	128 478
Less: Current portion	0	128 478
Non-current liabilities	0	0

The fair value of these annuity loans amounts to R nil for 2013 (2012: R116 533). The weighted average rate of discount rates used for 2012 was 10,25%.

Interest rates vary from 9,63% to 12,43% (note 27). Weighted average rate of 11,03% (2012: 11,02%). Instalments on loans with regard to University buildings are 85% subsidised by the State and those with regard to RCS buildings are 50% subsidised by the State and amount to R nil for 2014 (2013: R136 054). These annuity loans are secured by State guarantees.

Nedbank

Total - Nedbank loan	21 037 753	21 037 753
Less: Current portion	1 037 753	1 037 753
Non-current liabilities	20 000 000	20 000 000

A FirstRand Bank Negotiable Certificate of Deposit serves as security for the loan. This loan bears interest at a fixed rate of 8,85% per annum, which must be paid annually. The capital amount of R20 000 000 must be repaid on 30 May 2016.

The fair value of this loan amounts to R17 040 862 (2012: R15 948 397). The fair value is based on cash flows discounted using a rate based on the prime lending rate less 1,65%, namely 6,85% on 31 December 2013 (2012: 6,85%).

First National Bank - PUK Sport Village and extension of Excelsior Hostel

Total - First National Bank loan	33 459 743	37 042 578
Less: Current portion	5 601 184	5 057 402
Non-current liabilities	27 858 559	31 985 176

A Nedbank Negotiable Certificate of Deposit serves as security for the loan. This loan bears interest at a fixed rate of 10,20% per annum. Repayments take place in equal annual instalments in the amount of R7 389 105 (including interest and capital), with a final instalment on 21 October 2019.

The fair value of this loan amounts to R33 210 158 (2012: R37 522 424). The fair value is based on cash flows discounted using a rate based on the prime lending rate less 0,30%, namely 8,20% for 2013 (2012: 8,20%).

First National Bank - New residence

Total - First National Bank loan	36 230 171	39 025 902
Less: Current portion	4 791 075	4 475 315
Non-current liabilities	31 439 096	34 550 587

A FirstRand Bank Negotiable Certificate of Deposit serves as security for the loan. This loan bears interest at a fixed rate of 9,20% per annum. Repayments take place in equal annual instalments in the amount of R6 290 145 (including interest and capital), with a final instalment on 28 July 2021.

The fair value of this loan amounts to R33 894 374 (2012: R36 968 278). The fair value is based on cash flows discounted using a rate based on the prime lending rate plus 0,20%, namely 8,70% for 2013 (2012: 8,70%).

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2013 R	(Restated) 2012 R
17. BORROWINGS - INTEREST-BEARING (continued)		
Maturity of borrowings:		
Between 1 and 2 years	16 653 418	15 183 387
Between 2 and 5 years	51 611 663	28 782 203
Over 5 years	11 032 574	42 570 173
	<u>79 297 655</u>	<u>86 535 763</u>
18. POST-EMPLOYMENT BENEFITS/OBLIGATIONS		
ACCRUED LEAVE		
Balance at beginning of year	246 963 240	226 443 913
Net movement	26 194 875	20 519 327
Balance at end of year	<u>273 158 115</u>	<u>246 963 240</u>
<u>Presented as follows:</u>		
Non-current liability: Long-term portion	265 617 328	226 231 761
Current liability: Short-term portion	7 540 787	20 731 479
	<u>273 158 115</u>	<u>246 963 240</u>
MEDICAL AID CONTRIBUTIONS (note 18.6)		
Balance at beginning of year	167 103 000	132 433 000
Net movement	383 000	34 670 000
Balance at end of year	<u>167 486 000</u>	<u>167 103 000</u>
<u>Presented as follows:</u>		
Non-current liability: Long-term portion	167 486 000	167 103 000
Current liability: Short-term portion	0	0
	<u>167 486 000</u>	<u>167 103 000</u>
TOTAL POST-EMPLOYMENT BENEFITS/OBLIGATIONS		
Non-current liability: Long-term portion	433 103 328	393 334 761
Current liability: Short-term portion	7 540 787	20 731 479
	<u>440 644 115</u>	<u>414 066 240</u>
NORTH-WEST UNIVERSITY PENSION FUND		
Net asset recognised in the statement of financial position (note 18.1.3)	<u>256 057 000</u>	<u>61 859 000</u>
Statement of comprehensive income charge included in operating profit	<u>(10 232 000)</u>	<u>3 676 000</u>
Remeasurements recognised in statement of comprehensive income	<u>204 430 000</u>	<u>(58 264 000)</u>
NORTH-WEST UNIVERSITY DISABILITY RESERVE FUND		
Net asset recognised in the statement of financial position (note 18.2.3)	<u>44 822 000</u>	<u>39 603 000</u>
Statement of comprehensive income charge included in operating profit	<u>6 343 000</u>	<u>2 433 000</u>
Remeasurements recognised in statement of comprehensive income	<u>(1 124 000)</u>	<u>6 585 000</u>

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

18. POST-EMPLOYMENT BENEFIT PLANS (continued)

18.1 North-West University Pension Fund

18.1.1 The North-West University Pension Fund, which is registered in terms of and governed by the Pension Funds Act (Act 24 of 1956 (as amended)), was implemented on 1 January 1995. The North-West University Pension Fund has two fixed-benefit options, which were only available to members who changed from the Associated Institutions Pension Fund to the North-West University Pension Fund on 1 January 1995 – closed options (2013: 1,29% or 43 members and 2012: 1,63% or 49 members). A fixed-contribution option with a defined-benefit guarantee applied to all new members joining from 1 January 1995 (2013: 19,02% or 635 members and 2012: 21,90% or 659 members). This option closed in December 2003. A fourth option was introduced on 1 January 2004 for all new members of the Fund, namely a fixed-contribution option (2013: 79,24% or 2 646 members and 2012: 75,94% or 2 285 members). According to the actuarial valuation report of the fund's official actuary, the North-West University Pension Fund was fully funded with regard to expired service and had achieved, subject to note 18.1.3, a sound financial position (refer to note 18.1.2).

18.1.2 The fund is valued actuarially every three years in terms of the Pension Funds Act by the actuary in the service of ABSA Consultants and Actuaries (Pty) Limited. The latest actuarial valuation of the fund took place on 1 January 2014 on the accumulated benefits valuation basis (taking into account the impact of the Second Pension Funds Amendment Act), with the following results:

	2013
	R
Valuation results:	
Present value of liabilities	2 415 911 000
Minus: Fair value of plan assets and employer surplus account	2 415 911 000
Surplus	0
Funding level	100,0%
Most important actuarial assumptions:	
Inflation rate	4,5%
Discount rate	8,5%
Expected rate at which salaries will increase	5,5% + merit scale

The next actuarial valuation will be carried out no later than 1 January 2017.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

18. POST-EMPLOYMENT BENEFIT PLANS (continued)

18.1 North-West University Pension Fund (continued)

18.1.3 Valuation calculations in terms of IAS 19 (revised) were done on 1 January 2014, with the following results:

	2013 R	(Restated) 2012 R	2011 R	2010 R
Valuation results:				
Present value of liabilities	1 274 919 000	1 325 663 000	1 029 759 000	952 713 000
Minus: Fair value of plan assets	1 789 727 000	1 387 522 000	1 149 882 000	1 081 802 000
Accounting (surplus)/deficit	(514 808 000)	(61 859 000)	(120 123 000)	(129 089 000)
Impact of asset limitation	258 751 000	0	0	0
(Asset)/Liability in the statement of financial position	(256 057 000)	(61 859 000)	(120 123 000)	(129 089 000)
Funding level	140,4%	104,7%	111,7%	113,5%
Experience adjustments on:				
- Plan liabilities	(168 579 000)	219 780 000	6 581 000	94 518 000
- Plan assets	(294 602 000)	(157 840 000)	20 959 000	(41 447 000)
Most important actuarial assumptions:				
Inflation rate	6,80%	6,70%	6,25%	5,60%
Discount rate	9,00%	8,05%	8,65%	8,46%
Expected return on plan assets	9,00%	8,05%	10,25%	9,60%
Expected rate at which salaries will increase	7,80% + merit scale	7,70% + merit scale	7,25% + merit scale	6,60% + merit scale

The increase in the funding level is due to exceptional returns achieved during the year (around 25%) in relation to the expected return over 2013 and to a lesser extent the decrease in the liability due to the change in financial assumptions at the end of 2013.

Plan assets are comprised as follows:

Year ending:	2013 R	%	2012 R	%
Local equity instruments	909 181 316	50,80%	768 687 188	55,40%
International equity instruments	427 744 753	23,90%	271 954 312	19,60%
Local fixed interest	270 248 777	15,10%	148 464 854	10,70%
International fixed interest	62 640 445	3,50%	58 275 924	4,20%
Local cash	0	0%	140 139 722	10,10%
Local commodities	34 004 813	1,90%	0	0%
Local property	85 906 896	4,80%	0	0%
Total Defined Benefit Plan Assets	1 789 727 000	100,00%	1 387 522 000	100,00%

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

18. POST-EMPLOYMENT BENEFIT PLANS (continued)

18.1 North-West University Pension Fund (continued)

18.1.3 Valuation calculations in terms of IAS 19 (revised) (continued)

In calculating the above figures, the composition of the total assets of the Pension Fund have been applied to the assets in respect of the defined benefit and pensioner obligations.

Expected contributions to post-employment benefit plans for the year ending 31 December 2014 are equal to the contributions made in respect of the year ending 31 December 2013, adjusted by any increases in pensionable salaries upon which the contributions are based, and any decisions by the employer regarding the contribution rates.

Movement in liabilities and assets for the period are as follows:

	2013 R	(Restated) 2012 R
LIABILITIES		
Balance as at 1 January 2013 (excluding defined contribution members' equitable shares)	1 325 663 000	1 029 759 000
Interest cost	107 138 000	88 548 000
Current service cost	48 068 000	40 391 000
Employee contributions	17 123 000	18 836 000
Benefits paid	(54 494 000)	(71 651 000)
Actuarial (gain)/loss on obligation	(168 579 000)	219 780 000
Balance as at 31 December 2013	1 274 919 000	1 325 663 000
ASSETS		
Fair value as at 1 January 2013 (excluding defined contribution members' equitable shares)	1 387 522 000	1 149 882 000
Expected return on plan assets	111 540 000	98 666 000
Employer contributions	33 434 000	33 949 000
Employee contributions	17 123 000	18 836 000
Benefits paid	(54 494 000)	(71 651 000)
Actuarial gain/(loss) on assets	294 602 000	157 840 000
Fair value as at 31 December 2013	1 789 727 000	1 387 522 000

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

18. POST-EMPLOYMENT BENEFIT PLANS (continued)

18.1 North-West University Pension Fund (continued)

18.1.3 Valuation calculations in terms of IAS 19 (revised) (continued)

Based on the above information the actuarial gains/losses were calculated, and under the requirements of IAS19 (revised), recognised in Other Comprehensive Income (OCI):

	2013
	R
Remeasurements:	
Actual (gain)/loss due to experience	(16 553 000)
Actual (gain)/loss due to demographic assumption changes	0
Actual (gain)/loss due to financial assumption changes	(152 026 000)
Actuarial (gain)/loss on liabilities	(168 579 000)
	<hr/>
Actual return on assets	406 142 000
Less: Expected return	(111 540 000)
Actuarial gain/(loss) on assets	294 602 000
	<hr/>
Actuarial (gain)/loss on defined benefit obligations	(168 579 000)
Return on plan assets (greater)/lower than discount rate	(294 602 000)
Total re-measurement effects recognised in OCI	(463 181 000)
	<hr/>

The change due to experience is to a large extent explained by the larger than expected reduction in the membership during the year, and the gain due to financial assumptions changes is a result of the increase in the discount rate compared to the rate at the start of the period.

The actuary in the service of ABSA Consultants and Actuaries (Pty) Limited is of the opinion that the fund is in a sound financial position, with a surplus of R256 million.

18.1.4 Amounts recognised in the statement of comprehensive income:

	2013	(Restated)
	R	2012
	R	R
Current service costs	48 068 000	40 391 000
Interest in obligation	107 138 000	88 548 000
Expected return on plan assets	(111 540 000)	(98 666 000)
Actuarial gains recognised during the year	(463 181 000)	61 940 000
Change in asset limitation	258 751 000	0
	(160 764 000)	92 213 000
Contributions to pension fund	(33 434 000)	(33 949 000)
Included in statement of comprehensive income	(194 198 000)	58 264 000

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

18. POST-EMPLOYMENT BENEFIT PLANS (continued)

18.1 North-West University Pension Fund (continued)

18.1.4 Amounts recognised in the statement of comprehensive income (continued)

	(Restated)	
	2013	2012
	R	R
Movement in the pension fund asset:		
Net asset at beginning of year	61 859 000	120 123 000
	194 198 000	(58 264 000)
Included in statement of comprehensive income	160 764 000	(92 213 000)
Contributions - employer	33 434 000	33 949 000
Net asset at end of year	256 057 000	61 859 000

18.1.5 MORTALITY

The following tables were used in the valuation:

- Mortality post-retirement: PA (90), rated down 1 year, 1% future mortality improvement
- Mortality pre-retirement: SA (56 – 62), rated down 3 years for female members

18.1.6 SENSITIVITY ANALYSIS

The reported DBO is set by reference to specific financial and demographic assumptions. Changes in the assumptions will lead to a change in the value of the reported DBO and cost of benefits.

In order to assess the impact of possible changes we provide an overview below of the impact on the DBO for (ex gratia) pensioners and the guaranteed benefit in respect of active members due to changes in the most significant actuarial assumptions.

DBO	Actives	Pensioners	Ex gratia
	R'000	R'000	R'000
Base scenario	353 838	240 426	1 466
+ 0.25% discount rate	308 589	235 464	1 446
- 0.25% discount rate	375 386	245 579	1 486
+0.1% inflation	352 320	241 804	1 471
-0.1% inflation	334 283	239 059	1 460
Mortality: +1 year	327 776	233 423	1 402
Mortality: - 1 year	358 550	247 384	1 532

18.2 North-West University Disability Reserve Fund

18.2.1 According to the actuarial valuation report of the fund's official actuary, the North-West University Disability Reserve Fund was fully funded with regard to current disability benefit payments. The purpose of the fund is to provide disability income benefits to current claimants. The benefits are paid up to age 65 and increase annually. The fund's liabilities are reduced by the payments received from the reinsurers and payments do not increase.

The fund pays benefits to three pensioners who were affected when normal retirement age was changed. These pensioners receive annuities for life.

The fund is managed by the Board of Trustees.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

18. POST-EMPLOYMENT BENEFIT PLANS (continued)

18.2 North-West University Disability Reserve Fund (continued)

18.2.2 The fund is valued actuarially every three years by the actuary in the service of ABSA Consultants and Actuaries (Pty) Limited. The latest actuarial valuation of the fund took place on 1 January 2014 with the following results:

	2013
	R
Valuation results:	
Present value of liabilities	22 917 000
Minus: Fair value of assets	62 530 000
Surplus	39 613 000
Funding level	182,0%
Most important actuarial assumptions:	
Inflation rate	4,5%
Discount rate	8,5%
Expected return on investment	14,1%

The next actuarial valuation will be carried out no later than 1 January 2017.

18.2.3 Valuation calculations in terms of IAS 19 (revised) were done on 1 January 2014 with the following results:

	(Restated)			
	2013	2012	2011	2010
	R	R	R	R
Valuation results:				
Present value of liabilities	24 818 000	19 339 000	17 824 000	13 082 000
Minus: Fair value of assets	69 640 000	58 942 000	50 842 000	47 468 000
(Asset)/Liability in the statement of financial position	(44 822 000)	(39 603 000)	(33 018 000)	(34 386 000)
Funding level	280,6%	304,8%	285,2%	363,0%
Most important actuarial assumptions:				
Inflation rate	6,42%	5,93%	6,25%	5,60%
Discount rate	8,40%	7,02%	8,65%	8,50%
Expected return on investment	8,40%	7,02%	10,25%	9,60%
Benefit increases	6,42%	5,93%		

The decrease in the funding level is mainly due to two new claimants during the year which the reinsurer declined to reinsure. Their full liability is kept in the fund and not offset by future reinsurance receipts. This effect was partially offset by good returns achieved during the year in relation to the expected return over 2013.

The method used to place a value on the Fund's future obligations (the Projected Unit Credit Method) is consistent with the requirements of IAS19 (revised).

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

18. POST-EMPLOYMENT BENEFIT PLANS (continued)

18.2 North-West University Disability Reserve Fund (continued)

The fund's assets consist of investments in the High Equity Portfolio of Advantage Asset Managers and a money market account managed by the North-West University. These investments were selected with the aim of achieving an optimum return, taking into account associated risks.

Plan assets are comprised as follows:

Year ending:	2013		2012	
	R	%	R	%
Equity	37 814 520	54,30%	32 712 810	55,50%
International	17 479 640	25,10%	14 263 964	24,20%
Property	6 267 600	9,00%	6 365 736	10,80%
Bonds	4 874 800	7,00%	3 595 462	6,10%
Cash	3 203 440	4,60%	2 004 028	3,40%
Total Plan Assets	69 640 000	100,00%	58 942 000	100,00%

Expected contributions for the year ending 31 December 2014 are equal to the contributions made in respect of the year ending 31 December 2013, adjusted by any increases in pensionable salaries upon which the contributions are based, and any decisions by the employer regarding the contribution rates.

		(Restated)	
		2013	2012
		R	R
18.2.4 Movement in the Disability Reserve Fund Asset:			
Net asset at beginning of year		39 603 000	33 018 000
		5 219 000	6 585 000
Statement of comprehensive income		(2 671 000)	2 804 000
Contributions - employer		7 890 000	3 781 000
Net asset at end of year		44 822 000	39 603 000
Amounts recognised in the statement of comprehensive income:			
Included in other comprehensive income		5 219 000	6 585 000

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

18. POST-EMPLOYMENT BENEFIT PLANS (continued)

18.2 North-West University Disability Reserve Fund (continued)

	2013	(Restated) 2012
	R	R
Movement in liabilities and assets for the period are as follows:		
LIABILITIES		
Balance as at 1 January 2013	19 339 000	17 824 000
Interest cost	1 250 000	1 462 000
Service cost	0	0
Benefits paid (net of reinsurance recoveries)	(3 124 000)	(1 874 000)
Actuarial (gain)/loss	7 353 000	1 927 000
Balance as at 31 December 2013	24 818 000	19 339 000
ASSETS		
Fair value as at 1 January 2013	58 942 000	50 842 000
Expected return	4 150 000	4 301 000
Contributions (net of reinsurance premiums)	3 443 000	(406 000)
Benefits paid (net of reinsurance recoveries)	(3 124 000)	(1 874 000)
Actuarial gain/(loss) on assets	6 229 000	6 079 000
Fair value as at 31 December 2013	69 640 000	58 942 000

Based on the above information the actuarial gains/losses were calculated, and under the requirements of IAS19 (revised), recognised in Other Comprehensive Income (OCI):

	2013
	R
Remeasurements:	
Actual (gain)/loss due to experience	9 309 000
Actual (gain)/loss due to demographic assumption changes	0
Actual (gain)/loss due to financial assumption changes	(1 956 000)
Actuarial (gain)/loss on liabilities	7 353 000
Actual return on assets	10 379 000
Less: Expected return	(4 150 000)
Actuarial gain/(loss) on assets	6 229 000
Actuarial (gain)/loss on defined benefit obligations	7 353 000
Return on plan assets (greater)/lower than discount rate	(6 229 000)
Total re-measurement effects recognised in OCI	1 124 000

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

18. POST-EMPLOYMENT BENEFIT PLANS (continued)

18.2 North-West University Disability Reserve Fund (continued)

The change due to experience is to a large extent explained by the change in claimants during the year and the change in the relative level of reinsurance. The loss due to financial assumptions changes is a result of the increase in the inflation rate, relative to the discount rate compared to the rate at the start of the period. This results in a slightly lower post-disability interest rate leading to a slight increase in the liability.

The actuary in the service of ABSA Consultants and Actuaries (Pty) Limited is of the opinion that the fund is in a sound financial position, with a surplus of R44,8 million.

18.2.5 MORTALITY

The published PA (90) tables for males and females, rated up by 4 years, were used with an additional 3% loading on mortality at each age.

18.2.6 SENSITIVITY ANALYSIS

No sensitivity analysis is shown as this is impracticable to do so.

18.3 Associated Institutions Pension Fund

18.3.1 Of the permanent staff in the relevant staff categories (Potchefstroom and Vaal Triangle campuses), (2013: 0,45% or 15 staff members and 2012: 0,53% or 16 staff members) exercised the option of remaining members of the Associated Institutions Pension Fund (AIPF), which fund is registered in terms of and governed by the Pension Funds Act (Act 24 of 1956 (as amended)). Upon retirement these staff members receive retirement benefits in terms of a defined-benefit plan. The University has a liability to make an additional contribution to the pension fund if the cash flow of the AIPF is inadequate for the payment of the pensions of pensioners. The latest valuation was done on 31 March 2005 and the results show a funding level of 151,4% and a R3 631 million surplus.

18.3.2 The AIPF is administered by the State.

18.3.3 The amount as recognised in the statement of comprehensive income (note 24) for 2013 is R1 374 540 (2012: R1 405 583).

18.4 NWU provident funds

18.4.1 The NWU provident funds were established on 1 March 1993 and 1 March 1996 respectively. All permanent staff members in the relevant staff categories (Potchefstroom and Vaal Triangle Campuses 2013: 137 staff members and 2012: 139 staff members) contribute to the NWU provident funds. The Registrar of Pensions does not require that a fixed-contribution fund be valued actuarially. The fund is 100% funded because benefits are limited to fixed contributions plus growth. The University has no further obligation towards the funds.

18.4.2 The amount as recognised in the statement of comprehensive income (note 24) for 2013 is R1 720 186 (2012: R1 808 417).

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

18.5 Percentage employees who contribute to retirement funds

All active permanent staff members contribute to the North-West University Pension Fund, the AIPF or the NWU provident funds.

18.6 Post-employment medical benefits

18.6.1 In accordance with current staff practice, contributions to the medical aid fund are also made on behalf of retired employees (Potchefstroom and Vaal Triangle Campuses) who had been employed before 1 January 1999.

18.6.2 Valuation calculations in terms of IAS 19 (revised) are done annually and the valuation calculations on 1 January 2014 are as follows:

	2013 R	2012 R
Most important actuarial assumptions:		
Inflation rate	6,45%	6,50%
Discount rate	8,46%	8,25%
Expected rate at which salaries will increase	7,45%	7,50%
Expected rate at which medical cost will increase	7,45%	7,75%

No plan assets are held in respect of the post-retirement medical subsidies.

	2013 R	2012 R	2011 R	2010 R
Valuation results: 4 years				
Present value of liabilities	167 486 000	167 103 000	132 433 000	127 547 000
Experience adjustments on plan liabilities	8 559 000	(27 895 000)	1 559 000	(11 514 000)

	2013 R	2012 R
18.6.3 Present value of unfunded liabilities		
Pensioners	110 244 000	105 374 000
Active employees	57 242 000	61 729 000
Liability as shown in the statement of financial position (note 18)	167 486 000	167 103 000

Movement in liabilities as reflected in the statement of financial position:

Balance at beginning of year	167 103 000	132 433 000
Service cost	2 842 000	1 959 000
Interest cost	13 482 000	11 614 000
Actuarial (gain)/loss	(8 669 506)	27 752 186
Contributions paid	(7 271 494)	(6 655 186)
Balance at end of year	167 486 000	167 103 000

NORTH-WEST UNIVERSITY
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)
18. POST-EMPLOYMENT BENEFIT PLANS (continued)
18.6 Post-employment medical benefits (continued)

Amounts recognised in the statement of comprehensive income:
(note 24 – Personnel remuneration)

Service cost	2 842 000	1 959 000
Interest cost	13 482 000	11 614 000
Balance at end of year	16 324 000	13 573 000

Expected contributions to post-employment benefit plans for the year ending 31 December 2014 are R8 009 000.

18.6.4 Sensitivity

It is important to examine how results vary in response to changes in the assumptions used. The sensitivity analysis below illustrates how results change under various alternative assumptions.

Salary/Health-care cost inflation

Assumption	Variation	% change in past-service contractual liability	% change in service cost plus interest cost (contractual liability)
Salary/Health-care cost inflation	+ 1%	+ 12,5%	+ 13,9%
	- 1%	- 10,5%	- 11,5%

Mortality

Assumption	Variation	% change in past-service contractual liability	% change in service cost plus interest cost (contractual liability)
Mortality	+ 1%	- 9,5%	- 10,1%
	- 1%	+ 10,7%	+ 11,4%

Pre-expected retirement age : SA1985-90 light

Post-expected retirement age: PA(90)-2

Resignation rate

Assumption	Variation	% change in past-service contractual liability	% change in service cost plus interest cost (contractual liability)
Resignation	+ 1%	- 2,1%	- 2,9%
	- 1%	+ 2,4%	+ 3,2%

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2013	(Restated) 2012
	R	R
19. DEFERRED INCOME		
Deferred income includes state grants and lotto funds.		
Capital projects	136 751 351	113 883 364
	<u>136 751 351</u>	<u>113 883 364</u>
Balance at beginning of year	113 883 364	55 143 491
Subsidy received during the year	73 958 000	94 868 000
Interest capitalised during the year	4 161 843	3 866 564
	<u>192 003 207</u>	<u>153 878 055</u>
Recognised during the year	(55 251 856)	(39 994 691)
Balance at end of year	<u>136 751 351</u>	<u>113 883 364</u>
<u>Presented as follows:</u>		
Non-current liability: Long-term portion	10 465 835	58 361 508
Current liability: Short-term portion	126 285 516	55 521 856
	<u>136 751 351</u>	<u>113 883 364</u>
20. TRADE AND OTHER PAYABLES		
Trade creditors	224 977 079	191 181 305
Student fees - credit accounts	69 628 179	64 493 468
VAT	1 879 525	0
	<u>296 484 783</u>	<u>255 674 773</u>
The fair value approximates the carrying amounts.		
21. STUDENT DEPOSITS AND PREPAID INCOME		
Include student-related fees as well as various research and project income received in advance	50 559 791	53 298 528
	<u>50 559 791</u>	<u>53 298 528</u>
The fair value approximates the carrying amounts.		
22. INCOME		
Total income includes the total subsidy, tuition, residence, meal and other student fees, research contract income, interest (including long-term investment income), rental received and consultation income generated by departments.		
Total income also includes Lotto awards, namely:		
Income recognised	2 886 319	2 762 786
Income deferred	1 988 148	4 874 468
	<u>2 886 319</u>	<u>4 874 468</u>
23. STATE APPROPRIATIONS - SUBSIDIES AND GRANTS		
<u>Unrestricted or designated</u>		
Operating purposes	1 147 023 247	1 086 603 722
Redemption of interest and debt	115 646	392 468
	<u>1 147 138 893</u>	<u>1 086 996 190</u>
Deferred capital subsidy recognised	16 598 830	14 773 100
	<u>1 163 737 723</u>	<u>1 101 769 290</u>
<u>Student and staff accommodation</u>		
Redemption of interest and debt	0	106 231
	<u>0</u>	<u>106 231</u>
Total: State appropriations - subsidies and grants	<u>1 163 737 723</u>	<u>1 101 875 521</u>

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	COUNCIL- CONTROLLED: UNRESTRICTED OR DESIGNATED R	SPECIFICALLY FUNDED ACTIVITIES: RESTRICTED R	STUDENT & STAFF ACCOMMO- DATION: RESTRICTED R	2013 TOTAL R	(Restated) 2012 TOTAL R
24. PERSONNEL REMUNERATION					
Remuneration and fringe benefits	1 241 472 687	34 910 086	26 824 750	1 303 207 523	1 163 623 630
Retrenchment packages	1 407 318	0	0	1 407 318	2 473 857
Accrued leave	26 194 875	0	0	26 194 875	20 519 327
Contributions: NWU Pension fund	151 827 825	4 292 056	3 297 996	159 417 877	142 491 990
Contributions: AI Pension fund	1 309 097	37 007	28 436	1 374 540	1 405 583
Contributions: NWU Provident funds	1 638 286	46 313	35 587	1 720 186	1 808 417
Post-employment medical aid benefits	15 959 562	206 084	158 354	16 324 000	13 573 000
	<u>1 439 809 650</u>	<u>39 491 546</u>	<u>30 345 123</u>	<u>1 509 646 319</u>	<u>1 345 895 804</u>

Annualised Gross Remuneration to Institutional Management

Name	Office held	Basic salary R	Employment benefits R	Other payments / allowances R	Total costs to NWU 2013 R	Total costs to NWU 2012 R
Dr T Eloff	Vice-Chancellor	2 043 021	311 620	964 546	3 319 187	3 274 933
Prof NT Mosia	Institutional Registrar	1 517 333	182 318	659 666	2 359 317	2 607 156
Prof HD van Schalkwyk	Campus Rector: Potchefstroom	1 586 210	181 064	411 743	2 179 017	2 088 582
Prof TJ Mariba	Campus Rector: Vaal Triangle	1 586 210	180 686	384 177	2 151 073	2 081 489
Prof IJ Rost	Executive Director: Finances and Facilities	1 745 541	22 397	392 188	2 160 126	2 075 237
Prof ND Kgwadi	Campus Rector: Mafikeng	1 569 770	172 611	376 019	2 118 400	1 988 139
Prof F van Niekerk	Executive Director: Research and Innovation	1 657 634	21 194	373 887	2 052 715	1 971 818
Prof MJ Oosthuizen	Deputy Vice-Chancellor: Teaching-Learning	1 506 577	172 145	366 202	2 044 924	1 802 809
Mr VL Mothobi	Executive Director: Human Capital Development	1 019 958	133 784	220 474	1 374 216	1 371 464
Me PP Mmope	Executive Director: Corporate Affairs and Relations	912 219	111 527	292 141	1 315 887	1 104 756
Total		<u>15 144 473</u>	<u>1 489 346</u>	<u>4 441 043</u>	<u>21 074 862</u>	<u>20 366 383</u>

These include annual remuneration, levies, bonuses and in the case of the Vice-Chancellor, housing benefits.

There are no outstanding obligations with regard to management remuneration on year-end.

Refer to note 31 - Related party transactions.

Number of senior staff members 2013: 10 (2012: 10).

	COUNCIL- CONTROLLED: UNRESTRICTED OR DESIGNATED R	SPECIFICALLY FUNDED ACTIVITIES: RESTRICTED R	STUDENT & STAFF ACCOMMO- DATION: RESTRICTED R	2013 TOTAL R	(Restated) 2012 TOTAL R
Other information regarding personnel remuneration					
Provision: accrued leave - increase (note 18)	26 194 875	0	0	26 194 875	20 519 327
Retirement benefit costs	154 775 207	4 375 377	3 362 019	162 512 603	145 705 989
Members' contributions	56 789 506	1 605 396	1 233 579	59 628 481	53 224 051
Council contributions	97 985 701	2 769 981	2 128 440	102 884 122	92 481 938
Senior management remuneration	20 147 007	0	0	20 147 007	20 366 383
For managerial services	20 147 007	0	0	20 147 007	20 366 383

Payments for attendance at meetings of the Council and its Committees

Name	Number of members	2013 R	2012 R
Chair of Council: Honorarium, travel and accommodation expenses	1	60 846	54 500
Chairs of committees: Honorarium, travel and accommodation expenses	7	180 440	199 273
Members of Council: Honorarium, travel and accommodation expenses	36	216 504	213 101
Total		<u>457 790</u>	<u>466 874</u>

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

24. PERSONNEL REMUNERATION (continued)

Exceptional payments - each exceeding in annual aggregate R249 999

Purpose/nature of payment	Name	Office held	2013 R	2012 R
Severance package	Dr I Tufvesson	Executive Advisor : IM Vice-Chancellor	1 229 094	0
Leave gratuity	Mr GH Gopane	Pension and Insurance Officer : MC Human Resources	1 113 941	0
Leave gratuity	Prof PC Van Der Westhuizen	Professor : PC Education Management Leadership	562 269	0
Leave gratuity	Prof NT Mosia	Registrar : IM	503 606	
Leave gratuity	Prof CDP Meyer	Associate Professor : PC Recreation Science	431 769	0
Leave gratuity	Dr SR Van Der Walt	Director : Innovation IM Technology Transfer and Innovation Support	430 195	0
Arbitration award	Mrs M Van Staden	Manager : IM Institutional Governance and Secretariat Services	395 000	0
Leave gratuity	Prof MJ Mosoge	Associate Professor : PC Education Management Leadership	368 004	0
Leave gratuity	Prof P Rankin	Associate Professor : PC Social Work	327 193	0
Leave gratuity	Mr PT Mpete	Programme Manager : MC Graduate School Postgraduate Division	320 065	0
Leave gratuity	Prof W Scholtz	Professor : PC Law Undergraduate	309 757	0
Leave gratuity	Dr HN Ncala	Senior Lecturer : MC Sociology and Indigenous Knowledge Studies (IKS)	284 448	0
Publication Award IREA	Prof OI Oladele	Professor : MC School of Agricultural Sciences	278 220	0
Leave gratuity	Prof SJ Van Der Merwe	Associate Professor : MC Arts, Theology and Philosophy	268 900	0
Leave gratuity	Ms ST Mokgoro	Senior Councillor : MC Health Care Centre	262 906	0
Ad Hoc Claim	Prof M Nel	Temp Coordinator : PC Unit for Open Distance Learning	254 906	0
Severance package	Mr CF De Wit	Chief Director : IM Human Capital: Operations	0	1 055 864
Leave gratuity	Dr EM Sedibe	Director : IM Institutional Student Affairs and Sport	0	964 611
Turn over bonus	Mr WJHJ Jansen Van Rensburg	Money-Market Manager : IM Money Market	750 782	695 000
Leave gratuity	Prof F Venter	Dean : PC Faculty of Law	0	577 429
Leave gratuity	Prof JJ Bergh	Professor : PC Pharmaceutical Chemistry	0	523 393
Leave gratuity	Prof EP Ababio	Professor : VTC Public Management and Administration	0	493 459
Leave gratuity	Prof JL Van Der Walt	Professor : PC School of Languages	0	461 253
Leave gratuity	Prof H Moraal	Professor : PC Physics	0	453 886
Leave gratuity	Prof JC Breytenbach	Professor : PC Pharmaceutical Chemistry	0	442 159
Leave gratuity	Prof HJG Du Plooy	Professor : PC School of Languages	0	438 238
Leave gratuity	Prof P Van Schalkwyk	Associate Professor : PC School of Mechanical and Nuclear Engineering	0	434 645
Leave gratuity	Prof CA Venter	Professor : PC Psychology	0	422 803
Leave gratuity	Prof JJ Gerber	Associate Professor : PC Clinical Pharmacy	0	416 253
Leave gratuity	Prof AA Stoop	Associate Professor : PC School of Accounting Sciences	0	387 944
Leave gratuity	Prof C Van Eeden	Associate Professor : VTC School of Behavioural Sciences	0	378 847
Leave gratuity	Prof HO Kaya	Associate Professor : MC Sociology and Indigenous Knowledge Studies (IKS)	0	354 914
Leave gratuity	Mr JGL Schutte	Manager : PC Technical Services Administration	0	348 666
Leave gratuity	Dr G Lachmann	Senior Lecturer : PC Chemistry	0	343 388
Leave gratuity	Prof SM Funnah	Professor :MC Crop Sciences	0	315 107
Leave gratuity	Prof WF Du Plessis	Associate Professor : PC Institute for Psychotherapy and Counselling	0	312 992
Leave gratuity	Mr PG Volschenk	Director : PC Academic Support Services	0	298 590
Leave gratuity	Dr EJ Van Hamburg	Adviser: Teaching Development : PC Academic Support Services	0	291 466
Leave gratuity	Dr MM Qinisa	Lecturer : MC Animal Sciences	0	287 813
Leave gratuity	Mrs EJ Schutte	Temp Administrator : IM Information Technology	0	273 866
Leave gratuity	Dr HE Holtzhausen	Senior Lecturer : VTC School of Education Sciences	0	260 033
Leave gratuity	Mrs KV Motsilanyane	Lecturer : MC Communication and Languages	0	255 916
Leave gratuity	Mr IS Tabane	Senior Lecturer : MC Public Administration	0	255 663
Total			8 091 055	11 744 198

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	COUNCIL- CONTROLLED: UNRESTRICTED OR DESIGNATED R	SPECIFICALLY FUNDED ACTIVITIES: RESTRICTED R	STUDENT & STAFF ACCOMMO- DATION: RESTRICTED R	2013 TOTAL R	(Restated) 2012 TOTAL R
25. OTHER CURRENT OPERATING EXPENSES BY NATURE					
Provision impairment loss: Accounts receivable (note 14)	48 187 790	0	2 465 000	50 652 790	22 624 902
Bad debts recovered	(9 198 883)	0	0	(9 198 883)	(17 272 596)
Inventory written off (note 13)	1 324 880	0	136 197	1 461 077	2 006 731
Foodstuffs (Residence and Catering Services)	16 587	0	136 197	152 784	137 019
Publications and study materials	1 299 253	0	0	1 299 253	1 727 243
Other consumables	9 040	0	0	9 040	142 469
Audit remuneration	1 895 060	64 070	10 800	1 969 930	2 934 946
Audit fees	1 473 374	64 070	10 800	1 548 244	2 568 550
Other costs	421 686	0	0	421 686	366 396
Services outsourced	37 320 075	31 925	15 549 382	52 901 382	49 032 544
Rent: Buildings	4 573 830	109 100	7 890 853	12 573 783	10 852 340
Rent: Equipment	21 420 314	117 672	332 340	21 870 326	30 298 695
Maintenance	132 094 341	6 502 163	20 037 996	158 634 500	153 559 805
Bursaries	130 693 954	21 452 685	0	152 146 639	127 762 354
Goods and services - other	560 410 244	111 409 277	125 698 912	797 518 433	688 689 848
	<u>928 721 605</u>	<u>139 686 892</u>	<u>172 121 480</u>	<u>1 240 529 977</u>	<u>1 070 489 569</u>
26. INVESTMENT INCOME					
26.1 Operating income (short-term investment income)	102 995 084	5 790 636	0	108 785 720	105 388 257
Interest	95 165 250	5 790 636	0	100 955 886	97 127 703
Unrealised interest on loans with initial fair value adjustment	(787 005)	0	0	(787 005)	369 991
Rental received (investment properties - note 7)	8 616 839	0	0	8 616 839	7 890 563
Long-term investment income	11 064 309	0	0	11 064 309	16 742 535
Interest	6 091 296	0	0	6 091 296	12 950 087
Dividends (listed investments)	4 973 013	0	0	4 973 013	3 792 448
	<u>114 059 393</u>	<u>5 790 636</u>	<u>0</u>	<u>119 850 029</u>	<u>122 130 792</u>
26.2 Realised profit/(loss) on disposal of investments	5 120 855	0	0	5 120 855	12 351 175
Available-for-sale investments	4 884 866	0	0	4 884 866	12 200 981
Financial instruments at fair value through profit or loss	235 989	0	0	235 989	150 194
	<u>5 120 855</u>	<u>0</u>	<u>0</u>	<u>5 120 855</u>	<u>12 351 175</u>
Total per statement of cash flows	<u>119 180 248</u>	<u>5 790 636</u>	<u>0</u>	<u>124 970 884</u>	<u>134 481 967</u>
27. FINANCE CHARGES					
Long-term loans (note 17)	9 078 259	0	0	9 078 259	9 769 921
Bank account	21 719	0	0	21 719	24 020
Exchange differences	139	0	0	139	(38 167)
Other	1 812 884	(120 455)	6 478 912	8 171 341	4 580 790
	<u>10 913 001</u>	<u>(120 455)</u>	<u>6 478 912</u>	<u>17 271 458</u>	<u>14 336 564</u>

No amount capitalised on qualifying assets for 2013 (2012: No amount capitalised).

28. CAPITAL EXPENDITURE EXPENSED

Included in capital expenditure that have been expensed are library books in the amount of R42 070 389 (2012: R28 755 104).

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

		(Restated)
	2013	2012
29. RECONCILIATION OF NET SURPLUS TO CASH GENERATED FROM OPERATIONS	R	R
Net surplus for the year	37 504 069	122 504 314
Adjusted for:		
Provision for impairment loss: Trade and other receivables (note 14)	50 652 790	22 624 902
Depreciation (note 6 and 7)	111 689 574	101 939 538
Amortisation charges (note 8)	1 245 827	844 497
(Profit)/Loss on disposal/write-off of assets - PPE	(15 470 173)	(7 547 610)
Increase/(decrease) in retirement benefit obligations (note 18)	39 136 381	27 437 141
Increase/(decrease) in deferred income (note 19)	22 867 987	58 739 873
Investment income (note 26)	(124 970 884)	(134 481 967)
Finance charges (note 27)	17 271 458	14 336 564
Proceeds of investment in associates	(76 095)	(17 429)
Adjustments i.t.o. IAS 39 (AC 133)	(1 508 246)	336 711
Capital market	(787 005)	369 991
ALSI future contracts	(721 241)	(12 701)
Foreign investment	0	(20 579)
Operating surplus before changes in operating capital	138 342 688	206 716 533
Changes in operating capital	(70 650 001)	(20 488 155)
(Increase)/decrease in inventories	(2 808 725)	(1 573 512)
(Increase)/decrease in trade and other receivables	(105 963 879)	(39 274 039)
Increase/(decrease) in trade and other payables	40 810 011	28 871 575
Increase/(decrease) in tax liability	51 329	(63 537)
Increase/(decrease) in student deposits and prepaid income	(2 738 737)	(8 448 642)
Cash flows from operating activities	67 692 687	186 228 378

30. COMMITMENTS

CAPITAL COMMITMENTS

The following commitments not recognised in the statement of financial position existed on 31 December 2013 with regard to capital expenditure approved but not yet completed or carried out:

Buildings	220 805 725	247 231 115
-----------	-------------	-------------

This expenditure will be financed with internal and external funds.

OPERATING LEASES

The future aggregate minimum lease payments under non-cancellable operating leases are as follows:

Payable within 1 year	11 837 654	7 532 054
Payable within 2 to 5 years	36 883 132	27 808 019
Payable after 5 years	0	8 395 819
	48 720 786	43 735 892

Operating leases consist of three (3) contracts for the hiring of property and the premises for purposes of student housing.

The duration of Longfellow - Commences on 1 January 2014 and terminates on 31 December 2018.

Rent payable escalates by 7% per annum. Total of 56 (3 bed roomed) flats are leased.

The duration of Santrust - Commences on 1 January 2014 and terminates on 13 December 2014 unless renewed.

Lease may be renewed for one (1) year, commencing on 1 January 2015 and thereafter on a year to year basis.

Total of 150 beds are leased (22 x 1 bed room and 64 x 2 bed room apartments) .

The duration of Park Village - Commences on 1 January 2014 and terminates on 31 December 2015.

Rent payable escalates by 7% per annum. Total of 40 (3 bed roomed) flats are leased.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

31. CONTINGENT LIABILITIES

Legal matters can rarely be linked to a time frame due to the nature thereof.

- 31.1 An amount of approximately R2 700 000 is claimed from the University in respect of alleged non-payment in terms of a service contract. The claim is disputed on the basis that the amount in question had in fact been paid. The University has a strong case and the risk factor is relatively low.
- 31.2 The University is involved in a contractual dispute in which an amount of R231 155 is claimed by the other party. This action is opposed by the University on the basis that the plaintiff failed to fully comply with its obligations. It is not possible to assess the risk at this point in time, but it is submitted that the prospect of the University successfully warding off the claim, can be rated as 60%.
- 31.3 A former employee claims an amount of R300 000 for damages that he had purportedly suffered as result of alleged malicious prosecution by the University involving theft of stolen money. The University is opposing the court action brought against it and the prospects of refuting the claim is rated as good.
- 31.4 A former employee who had not been re-employed after the expiry of his probation period has approached the CCMA for relief, claiming two years' salary amounting to R1 200 000. The proceedings are still pending. The employee's prospects for an award in that amount are slender. Pending on the outcome of the proceedings, he may only be awarded six months' salary at most, amounting to R300 000.
- 31.5 Pursuant to a legal audit at institutional level, it appeared that a particular faculty within the University had presented an unaccredited academic program in collaboration with an outside party. The co-operation agreement was summarily cancelled by the acting institutional registrar, but the University remains at risk in that it may face legal action for damages by affected candidates who have completed the study and were awarded certificates bearing the University's logo. The risk factor is rated as high, but it is not possible to estimate the financial exposure at this point in time. The matter has been reported to the University's public liability insurers.
- 31.6 Contingent liabilities exist in respect of restricted funds that may have to be returned to the provider of the funds, should they not be utilised in accordance with the provider's requirements. The maximum amount that would have to be repaid if none of the specified activities could be achieved and if all providers requested the return of the funds is R126 078 785 (2012: R118 697 190). However, the repayment of these funds is unlikely.

32. RELATED-PARTY TRANSACTIONS

Included in unlisted investments – receivables originated by the entity – are subsidiaries which are related parties (refer to note 9.1 – Money-market: Others).

Available-for-sale investments include unlisted investments where the shareholdings do not qualify as an investment in an associate company, but the entities are regarded as related parties (refer to note 9.1).

Refer to note 10 for disclosure of investments in associates.

Seeing that the North-West University Pension Fund and the Associated Institutions Pension Fund are both post-employment benefit plans for the benefit of the employees of the University, these funds are considered related parties (refer to notes 18.1, 18.2 and 18.3).

The national Department of Higher Education and Training has a significant influence on the University and is therefore also considered a related party (refer to note 23).

Compensation of Institutional Management is considered related-party transactions. Refer to note 24 for disclosure of remuneration.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

32. RELATED-PARTY TRANSACTIONS (continued)

All transactions with related parties are transactions at arm's length.

	2013	2012
	R	R
Total related party transactions		
- Subsidiaries	15 872 196	12 813 430
- Other investments	2 129 472	1 325 881
	<u>18 001 668</u>	<u>14 139 311</u>

33. EVENTS AFTER THE REPORTING PERIOD

Events after the reporting period are those events that occur between the reporting date and the date on which the financial statements are approved to be issued, and are accounted for as follows: the financial statements are adjusted as necessary with regard to events that provide further proof of circumstances existing on the reporting date and/or information that is only mentioned by way of a note if the events are evidence of circumstances that arose after the reporting date.

No material facts or circumstances affecting the financial position arose between the date of the statement of financial position and that of this report.

34. NUMBER OF EMPLOYEES

The number of permanent employees and term employees with benefits totalled 3 341 on 31 December 2013 (2012: 3 159).

35. INCOME TAX / DEFERRED TAXATION

The University is currently still exempt from normal SA Income Tax in terms of Section 10(1)(cA) of the Income Tax Act, and consequently also from the provision for any deferred taxation.

As a result of the consolidation of Zingaro Trade 9 (Pty) Ltd, Molopo Sun (Pty) Ltd and OpenCollab (Pty) Ltd, which are not exempted from tax, a tax liability is shown with regard to tax currently payable, based on taxable profit for the year. Tax is calculated at 28% for 2013 (2012: 28%). Deferred tax is applicable to OpenCollab (Pty) Ltd, but does not apply to Zingaro Trade 9 (Pty) Ltd and Molopo Sun (Pty) Ltd.

	2013	2012
	R	R
ZINGARO TRADE 9 (Pty) Ltd		
Profit/(loss) before tax	338 058	(184 312)
Non-deductable items		
Donations	500	8 300
Staff theft	0	13 490
Not deductible provisions	<u>30 000</u>	<u>0</u>
Taxable income/(loss) for the year	368 558	(162 522)
Assessed loss brought forward	<u>(1 238 036)</u>	<u>(1 075 514)</u>
Tax loss carried forward	<u>(869 478)</u>	<u>(1 238 036)</u>

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

35. INCOME TAX / DEFERRED TAXATION (continued)

ZINGARO TRADE 9 (Pty) Ltd (continued)

	2013	2012
	R	R
Reconciliation of SA normal tax		
Balance at beginning of year	0	0
	0	0
Current tax for year at 28%	0	0
Amount paid in respect of prior years	0	0
Balance at end of year	0	0

	%	%
Reconciliation of rate of taxation		
SA normal tax rate	28	28
Reconciling items	-	-
Effective tax rate	28	28

OPENCOLLAB (Pty) Ltd

	2013	2012
	R	R
Profit/(loss) before tax	3 237 487	1 802 228
Non-deductable items		
Donations	719	2 400
Penalties and interest paid in respect of taxes	28 931	1 836
Taxable income for the year	3 267 137	1 806 464
Temporary differences	(90 180)	48 896
Taxable income	3 176 957	1 855 360

Reconciliation of SA normal tax		
Balance at beginning of year	3 710	71 428
Prior year adjustment	0	0
	32 334	(67 718)
Current tax for year at 28%	889 548	519 501
Amount paid in respect of current and prior years	(857 214)	(587 219)
	36 044	3 710
Less: Deferred tax	(48 136)	(62 216)
Balance at end of year	(12 092)	(58 506)

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

35. INCOME TAX / DEFERRED TAXATION (continued)

OPENCOLLAB (Pty) Ltd (continued)

	2013 %	2012 %
Reconciliation of rate of taxation		
SA normal tax rate	28	28
Reconciling items	-	-
Effective tax rate	28	28
	R	R
Tax charge @ 28%		
Tax expense as per statement of comprehensive income	903 628	523 682

	2013 R	2012 R
MOLOPO SUN (Pty) Ltd		
Profit/(loss) before tax	54 934	54 686
Non-deductable items		
Penalties and interest paid in respect of taxes	4 915	0
Taxable income/(loss) for the year	59 849	54 686
Assessed loss brought forward	(22 552 984)	(22 607 670)
Tax loss carried forward	(22 493 135)	(22 552 984)
Reconciliation of SA normal tax	R	R
Balance at beginning of year	0	0
	0	0
Current tax for year at 28%	0	0
Amount paid in respect of prior years	4 915	0
Balance at end of year	4 915	0
Reconciliation of rate of taxation	%	%
SA normal tax rate	28	28
Reconciling items	-	-
Effective tax rate	28	28
	R	R
Tax charge @ 28%		
Tax expense as per statement of comprehensive income	4 915	0

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

36. CHANGES IN ACCOUNTING POLICIES

36.1 EMPLOYEE BENEFITS

36.1.1 NORTH-WEST UNIVERSITY PENSION FUND

The University adopted IAS 19 (revised) as published in 2011, 'Employee benefits' on 1 January 2012.

As the expected return on plan assets is no longer a part of IAS 19 (revised), the expected return is measured at the discount rate.

Any out- or underperformance of the assets relative to the discount rate is reported as a gain or loss on the assets and recognised in Other Comprehensive Income (OCI).

The discount rate selected should be determined by reference to market yields on high quality government bonds of a term appropriate to the fund's liabilities. The term as at 31 December 2013 was measured at 13.75 years, by reference to the duration of the fund's liabilities. A yield curve based on listed government bonds was used. The discount rate for 2012 was also restated based on a similar methodology and curve as at 31 December 2012. The 2011 discount rate was not restated due to the lack of yield curve information available at this date.

The new accounting policy has had the following impact on the financial statements:

Reconciliation of the net statement of financial position over the reporting period.

The opening balance is based on the restated 2012 values.

	2013 R	(Restated) 2012 R
Opening balance	61 859 000	126 744 000
Reversal IAS 19 original movement	0	(6 621 000)
Opening balance - 1 January (IAS 19 (revised))	61 859 000	120 123 000
Service cost	(48 068 000)	(40 391 000)
Interest cost - liabilities	(107 138 000)	(88 548 000)
Interest cost - assets	111 540 000	98 666 000
Gains and (losses)	463 181 000	(61 940 000)
Employer contributions	33 434 000	33 949 000
Closing balance - 31 December	514 808 000	61 859 000
Net (liability)/asset	514 808 000	61 859 000
Asset ceiling - limit net asset to	256 057 000	no limitation
Impact of application of asset ceiling	258 751 000	0
Actuarial loss/(gain) on obligation	(168 579 000)	219 780 000
Actuarial (loss)/gain on assets	(294 602 000)	(157 840 000)

Impact of change in accounting policy on the statement of financial position

	Previous R	Effect of change R	Restated R
Reconciliation at 31 December 2012			
Non-current assets			
Pension fund	126 744 000	(64 885 000)	61 859 000

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

36. CHANGES IN ACCOUNTING POLICIES (continued)

36.1 EMPLOYEE BENEFITS (continued)

36.1.1 NORTH-WEST UNIVERSITY PENSION FUND (continued)

Impact of change in accounting policy on the statement of comprehensive income

	Previous R	Effect of change R	Restated R
Reconciliation at 31 December 2012			
Expenditure			
Personnel remuneration	0	(3 676 000)	(3 676 000)
Other Comprehensive Income (OCI):			
Remeasurements of post employment benefit obligations			
PENSION FUND - SURPLUS/(DEFICIT)	6 621 000	(64 885 000)	(58 264 000)

36.1.2 NORTH-WEST UNIVERSITY DISABILITY RESERVE FUND

IAS 19 (revised) as published in 2011, 'Employee benefits' is also applicable and was adopted by the University.

As mentioned per note 36.1.1 regarding the Pension Fund - with one exception, all principles also apply to the Disability Reserve Fund of the University.

The asset ceiling is not applicable to the Disability Reserve Fund.

The term appropriate to the fund's liabilities as at 31 December 2013 that was measured and used is 10 years.

Reconciliation of the net statement of financial position over the reporting period

The opening balance is based on the restated 2012 values.

	2013 R	(Restated) 2012 R
Opening balance	39 603 000	38 756 000
Reversal IAS 19 original movement	0	(5 738 000)
Opening balance - 1 January (IAS 19 (revised))	39 603 000	33 018 000
Service cost	0	0
Interest cost - liabilities	(1 250 000)	(1 462 000)
Interest cost - assets	4 150 000	4 301 000
Gains and (losses)	(1 124 000)	4 152 000
Employer contributions	3 443 000	(406 000)
Closing balance - 31 December	44 822 000	39 603 000
Net (liability)/asset	44 822 000	39 603 000
Actuarial loss/(gain) on obligation	7 353 000	1 927 000
Actuarial (loss)/gain on assets	(6 229 000)	(6 079 000)

Impact of change in accounting policy on the statement of financial position

	Previous R	Effect of change R	Restated R
Reconciliation at 31 December 2012			
Non-current assets			
Disability reserve fund	38 756 000	847 000	39 603 000

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

36. CHANGES IN ACCOUNTING POLICIES (continued)

36.1 EMPLOYEE BENEFITS (continued)

36.1.2 NORTH-WEST UNIVERSITY DISABILITY RESERVE FUND (continued)

Impact of change in accounting policy on the statement of comprehensive income

	Previous R	Effect of change R	Restated R
Reconciliation at 31 December 2012			
Expenditure			
Personnel remuneration	0	(2 433 000)	(2 433 000)
Other Comprehensive Income (OCI):			
Remeasurements of post employment benefit obligations			
DISABILITY RESERVE FUND - SURPLUS/(DEFICIT)	5 738 000	847 000	6 585 000

36.1.3 POST-EMPLOYMENT MEDICAL BENEFITS

Since there are no plan assets set aside for medical benefit liability, the change from IAS 19 to IAS 19 (revised) is only in respect of the liability. The impact on the liability is zero when using a flat yield curve and immaterial when using a curve yield curve due to the medical benefit inflation having a similar gap for all durations.

Therefore, no changes are made in respect of previously stated amounts regarding the liability for post-employment medical benefits.

Impact of change in accounting policy on the statement of comprehensive income

	Previous R	Effect of change R	Restated R
Reconciliation at 31 December 2012			
Expenditure			
Personnel remuneration	34 670 000	(27 752 186)	6 917 814
Other Comprehensive Income (OCI):			
Remeasurements of post employment benefit obligations			
HEALTH CARE (MEDICAL) - SURPLUS/(DEFICIT)	0	(27 752 186)	(27 752 186)

36.2 FIXED ASSETS

The University previously accounted for capital infrastructure grants by recognising the grant as deferred income that was recognised in surplus/(deficit) on a systematic basis over the useful life of the asset.

The University has changed its accounting policy with regard to the recognition of grants.

Grants received are set off against the cost incurred for the particular asset for which the grant was intended.

The grant is then recognised in surplus / (deficit) over the life of a depreciable asset as a reduction of the depreciation expense. The cost of PPE accounted for in the financial records is therefore only that relating to the contribution of the University to these assets.

This method was applied retrospectively and comparative amounts were restated.

The change in policy allows for simplified financial statements as the concept of deferred revenue will be eliminated. Furthermore, the net amount reflected in PPE will be the amount spent by the University on those assets.

Assets with a cost of less than R3 000 were in the past directly expensed to the statement of comprehensive income.

Management reviewed this practice and decided to include these assets as a new category of fixed assets and depreciate them over a suitable period of three years at a rate of 33,33% per annum.

This decision was made since the number of assets that meet this criterion has become significant in recent years.

Certain items of specialised equipment were also included in this re-evaluation process and adjusted.

This reviewed method of accounting was applied retrospectively and comparative amounts have been restated.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

36. CHANGES IN ACCOUNTING POLICIES (continued)

36.2 FIXED ASSETS (continued)

The useful lives for computer equipment has been re-evaluated. Items of computer equipment will be written off over a period of 3 - 5 years to provide a more accurate reflection of the use of the assets.

The change in the estimated useful life resulted in depreciation to decrease with R9 151 556 in the current year.

The effect on future years is not readily available because estimating is impracticable.

The change in accounting policy and adjustments had the following impact on the financial statements.

Impact of change in accounting policy and adjustments on the statement of financial position

	Previous R	Effect of change R	Restated R
Reconciliation at 1 January 2012			
<u>Total of changes</u>			
Property, Plant and Equipment (PPE)			
Carrying amount	1 006 808 177	(187 680 813)	819 127 364
Cost	1 439 484 733	(223 700 425)	1 215 784 308
Accumulated depreciation	(432 676 556)	36 019 612	(396 656 944)
<u>Government grants</u>			
Deferred income	284 424 697	(229 281 206)	55 143 491
NET EFFECT OF CHANGES IN EQUITY		<u>41 600 393</u>	

	Previous R	Effect of change R	Restated R
Reconciliation at 31 December 2012			
<u>Total of changes</u>			
Property, Plant and Equipment (PPE)			
Carrying amount	1 005 042 948	(19 036 899)	986 006 049
Cost	1 475 894 221	(14 222 294)	1 461 671 927
Accumulated depreciation	(470 851 273)	(4 814 605)	(475 665 878)
<u>Government grants</u>			
Deferred income	123 722 422	(9 839 058)	113 883 364
NET EFFECT OF CHANGES IN EQUITY		<u>(9 197 841)</u>	

Impact of change in accounting policy and adjustments on statement of comprehensive income

	Previous R	Effect of change R	Restated R
Reconciliation at 1 January 2012			
Income			
State appropriations - subsidies and grants	998 269 619	(6 373 002)	991 896 617
Expenditure			
Capital expenditure expensed	47 220 639	(21 744 765)	25 475 874
Depreciation	79 435 098	(26 228 630)	53 206 468
NET INCREASE/(DECREASE) IN SURPLUS FOR THE YEAR		<u>41 600 393</u>	

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

36. CHANGES IN ACCOUNTING POLICIES (continued)

36.2 FIXED ASSETS (continued)

Impact of change in accounting policy and adjustments on statement of comprehensive income (continued)

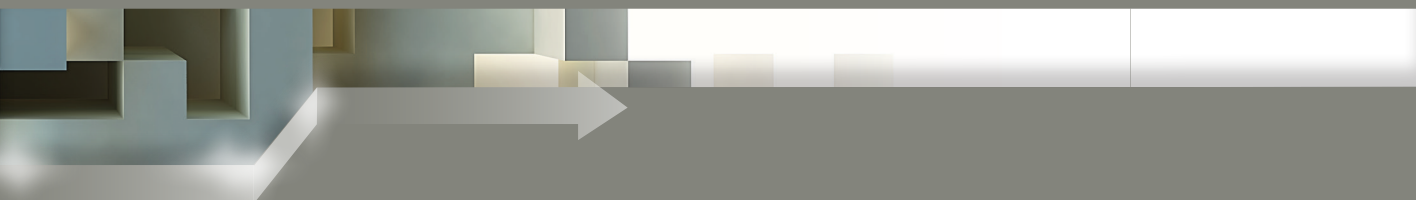
	Previous R	Effect of change R	Restated R
Reconciliation at 31 December 2012			
Income			
State appropriations - subsidies and grants	1 111 469 683	(9 594 162)	1 101 875 521
Expenditure			
Capital expenditure expensed	55 976 634	(10 999 297)	44 977 337
Depreciation	91 336 562	10 602 976	101 939 538
NET INCREASE/(DECREASE) IN SURPLUS FOR THE YEAR		<u>(9 197 841)</u>	

Impact of change in accounting policy and adjustments on the statement of cash flows

	Previous R	Effect of change R	Restated R
Reconciliation at 1 January 2012			
Reconciliation of net surplus to cash generated from operations			
Depreciation	79 435 098	(26 228 630)	53 206 468
Cash flows from investing activities			
Purchases of Property, Plant and Equipment (PPE)	(242 782 104)	213 909 443	(28 872 661)

	Previous R	Effect of change R	Restated R
Reconciliation at 31 December 2012			
Reconciliation of net surplus to cash generated from operations			
Depreciation	91 336 562	10 602 976	101 939 538
Cash flows from investing activities			
Purchases of Property, Plant and Equipment (PPE)	(277 858 256)	8 433 923	(269 424 333)

Management is of the opinion that these changes will result in a more realistic reflection of the University's current fixed assets.



LIST OF ABBREVIATIONS AND TERMS USED IN THIS REPORT

@NWU	The daily notice for NWU staff (not an abbreviation)
A	
ACCA	Association of Chartered Certified Accountants
ACP	African, Caribbean and Pacific Group of States
ACU	Association of Commonwealth Universities
ADS	Academic Development and Support
AGLA	Compulsory integrated module in academic literacy and development (if done in Afrikaans)
AGLE	Compulsory integrated module in academic literacy and development (if done in English)
AISA	Africa Institute of South Africa
AMBA	European Association of MBA's
AP	Atlantic Philanthropist
APEC	Advanced Projects Evaluation Committee
APU	American Public University
APUS	American Public University System
ASAUDIT	It focuses on the sharing of knowledge and collaboration between University IT division
ATKV	Afrikaanse Taal- en Kultuurvereniging
AUC	African Union Commission
AUTHeR	African Unit for Transdisciplinary Health Research
B	
B-BBEE	Broad-based Black Economic Empowerment
BTMG	Bridging The Mathematical Gap
BYOD	Bring Your Own Device
C	
CANSA	Cancer Association of South Africa
CATHSSETA	Culture, Art, Tourism, Hospitality and Sport Education and Training Authority
CE	Community Engagement
CFAM	Centre for Advanced Manufacturing
CHE	Council for Higher Education
COLA	Cost Of Living Adjustment
CPA	Critical Performance Area
CSI	Corporate Social Investment
CSIR	Council for Scientific and Industrial Research
CSRC	Campus Student Representative Council
CTexT®	Centre for Text Technology
CV	Curriculum Vitae
D	
DALRO	Dramatic, Artistic and Literacy Rights Organisation
DHET	Department of Higher Education and Training
DJ	Disk Jockey
DST	Departement of Science and Technology
DTEA	Distinguished Teaching Excellence Award
DTI	Department of Trade and Industry
E	
EAP	Employee Assistance Programme
ECSA	Engineering Council of South Africa
EDF	European Development Fund
Edu-Hrights	Education and Human Rights in Diversity
eFundi	The NWU's e-learning management system
EHW	Employee Health and Wellness

Eidos	This is an independent not-for-profit organisation dedicated to the value of ideas and social change
Eish!	The NWU's internal staff magazine (not an abbreviation)
EPE	External Programme Evaluation
ETA	Education Training Association
ETDP SETA	Education, Training and Development Practices Sector Education and Training Authority
ETEA	Emerging Teaching Excellence Award
EU	European Union

F

FAM	Funding Allocation Module
FAST	Faculty of Agriculture, Science and Technology
FCA-SCS	FCA Statistical Consultation Services
FCCD	Forum for Continuous Community Development
FinOPS project	Project known as Optimisation of the Financial Management and Administration Function
FTE	Full-Time Equivalent

G

GES	Graduate Empower Seminar
GIBS	Gordon Institute of Business Science
GKSA	Gereformeerde Kerk in Suid-Afrika
GOOT	Growing Our Own Timber
GPU	
GRI	Global Reporting Initiative

H


HAAST	
HART	Hypertension in Africa Research Team
HEAIDS	Higher Education HIV/AIDS Programme
HEI	Higher Education Institution
HELTASA	Higher Education Learning and Teaching Association of South Africa
HEMIS	Higher Education Management Information System
HEQC	Higher Education Quality Committee
HEQF	Higher Education Qualifications Framework
HEQSF	Higher Education Qualification Sub-Framework
HESA	Higher Education South Africa
HESA	Higher Education South Africa
HETN	Higher Education Transformation Network
HIV	Human Immunodeficiency Virus
HPC	High Performance Cluster
HR	Human Resources
HySA	Hydrogen South Africa

I

IBIMA	International Business Information Management Association
ICAS	Institutional Committee for Academic Standards
ICEBE	International Conference on Engineering and Business Education
ICNL	Institutional Course for New Lecturers
ICT	Information and Communications Technology
ICTL	Institutional Committee for Teaching and Learning
IDP	Integrated Development Plans
IDP	Integrated Development Plans
IDU	Software program that was introduced as a budgeting and reporting tool
IEASA	International Education Association of South Africa
IF	Institutional Forum
IFRS	International Financial Reporting Standards
IHWCC	Institutional Health and Wellness Coordinating Committee
IKS	Indigenous Knowledge Systems
INAF	Italian National Institute for Astrophysics

INSINQ	Quality in Nursing and Midwifery (research focus area on the Potchefstroom Campus)
INSINQ SHARE	The name of the electronic management platform
IP	Institutional Plan
IPE	Internal Programme Evaluation
IRMSA	Institute of Risk Management South Africa
IRTI	International Reformed Theological Institute
ISAS	Institutional Student Affairs and Sport
ISRC	Institutional Student Representative Council
ISTD	International Society of Typographic Designers
IT	Information Technology
ITC	Initial Test of Competency
ITEA	Institutional Teaching Excellence Awards
K	
KFS	
KKNK	Klein Karoo National Arts Festival
KOI	Kuali Oracle Initiative
Kuali KFS	Quality open source financial software for higher education institutions
L	
LMS	Learning Management System
M	
MACE	Marketing, Advancement and Communication in Education
MASARA	Musical Arts in South Africa: Resource and Applications
MaSIM	Material Science Innovation and Marketing (research focus area on the Mafikeng Campus)
MC	Mafikeng Campus
MEC	Member of Executive Council
MIS	Management Information Systems
MoU	Memorandum of Understanding
MUSA	Medicine Usage in South Africa
MuST	Multilingual Speech Technology
N	
NADEOSA	The National Association of Distance Education and Open Learning in South Africa
NDP	National Development Plan
NEHAWU	National Education, Health and Allied Workers Union
NGO	Non-Governmental Organisation
NIPMO	National Intellectual Property Management Organisation
NLDTF	National Lottery Development Trust Fund
NQF	The National Qualifications Framework
NRF	National Research Foundation
NSC	National Senior Certificate
NSFAS	National Student Financial Aid Scheme
NTIP	National Tooling Initiative Programme
NWHET	North West Higher Education Trust
NWU	North-West University
NWU & U	The NWU's alumni publication
O	
ODL	Open Distance Learning
OERU	Open Educational Resources University
OFM	Commercial radio station
OPTENTIA	A research focus area on the Vaal Triangle Campus focusing on positive psychology at work
Oracle-ERP	Oracle Enterprise Resource Planning
OTRS	It is an open source helpdesk software and an IT Service Management software free of licence costs

P	
PAIA	Promotion of Access to Information Act
PAL	Peer Assisted Learning
PC	Potchefstroom Campus
PCDDP	Preclinical Drug Development Platform
PCT	Patent Cooperation Treaty
PharMaCen	Centre of Excellence for Pharmaceutical Sciences
PhASRec	Physical Activity Sport and Recreation
PQM	Programme and Qualifications Mix
PRME	Principles of Responsible Management Education
PRMIA	Professional Risk Managers' International Association
PTM	Platinum Metals group
Pty	Proprietary Limited company
Q	
QS	Quaquarelli Symonds
R	
RSA	Republic of South Africa
S	
SA	South Africa
SABPP	South African Board for People Practices
SAFA	South African Football Association
SAGDA	South African Graduate Development Agency
SAGRA	South African Graduate Recruiters Association
SAHECEF	South African Higher Education Community Engagement Forum
SAHRC	South African Human Rights Commission
SAICA	South African Institute of Chartered Accountants
Sakai	It is a community of academic institutions who work together to develop an e-learning environment
SALT	Southern African Large Telescope
SANORD	Southern African-Nordic Centre
SANTRUST	It is a registered educational trust in die Republic of South Africa
SARIMA	South African Research & Innovation Management Association
SARS	South African Revenue Service
SARUA	South African Regional University Association
Sasol	It is an international integrated energy and chemical company
SAUS	South African Union of Students
SDL/TELHE	Self-Directed Learning, Technology Enhanced Learning in Higher Education
SENEX	Executive Committee of Institutional Senate
SET	Science, Engineering and Technology
SHARE	Electronic Records Management System
SI	Supplemental Instruction
SMP	Study Material Production
SMS	Short Message System
SOS	It is commonly used in international Mors Code
SoTL	Scholarship of Teaching and Learning
SRC	Student Representative Council
STI	Sexually Transmitted Infections
T	
TALL	Test for Academic Literacy
TEA	Teaching Excellence Award
TEL	Technology Enhanced Learning
TFT	Teaching Further Training
THRIP	Technology and Human Resources for Industry Programme
TIA	Technology Innovation Agency
TLT	Teaching and Learning Technology
TRADE	Trade and Development (a research focus area on the Potchefstroom Campus)



TREES	Tourism Research in Economic Environs and Society
TWAS	Academy of Sciences for the Developing World
U	
UK	United Kingdom
UniPrep	University Preparatory Programme
U-Multirank	A new University ranking for higher education institution types from all parts of Europe and the rest of the world
UNISA	University of South Africa
UODL	Unit for Open Distance Learning
UPSET	Understanding and Processing Language in Complex Settings
USA	United States of America
USSA	University Sports South Africa
V	
VAT	Value Added Tax
VC	Vice-Chancellor
VTC	Vaal Triangle Campus
W	
WiFi	A popular technology that allows an electronic device to exchange data wirelessly (using radio waves) over a computer network, including high-speed internet connections.
WIL	Work Integrated Learning
WorkWell	Research Unit for Economic and Management Sciences

