



ANNUAL REPORT 2013



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

It all starts here™

15 NWU faculties

3 NWU campuses

7 608
NWU employees

qualifications awarded

2004		2013
9 657	▶	15 464
= 60,1% growth		

students enrolled

2004		2013
40 145	▶	60 975

undergraduate pass rate

2004		2013
75,20%	▶	85,1%

PhDs awarded

2004		2013
87	▶	168
= 93,1 % growth		

the total weighted research output units increased from 789 in 2004 to 2 237 in 2013
= 183,5% growth

NRF-rated researchers

2004		2013
73	▶	169
= 131,5 % growth		

postdoctoral fellows

2004		2013
9	▶	140

total income 2013
R2 972,5
million



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24 years ago

Nelson Mandela took the first steps
to freedom.

20 years ago

our country marked its first day of
freedom for all our people.

10 years ago

our journey started as two different
universities united to deliver on the true
needs of our country.

In these intertwined landmark journeys, we have always known that progress is only possible through **change**, and that **change has to start with us**. We have been part of the success of the **evolving and growing South Africa** ever since.

As we make our **journey into the future** we will continue to **embrace the transformation** that we as the NWU and our country face.

The truth is in the facts – in what our staff, our students and our alumni have achieved and what our research is contributing to.

"It all starts here" – with us as individuals and as an institution.

vision, mission and strategy

vision

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

mission

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

The NWU's mission has five distinct elements. For more information, turn to p 61 to p 67, as included in the Institutional Plan.

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. Accordingly:

- ▶ The Mafikeng Campus will become a balanced teaching-learning and research campus, with a strong focus on broadening access in SET, and the further development of unique programmes linked to rural development.
- ▶ The Potchefstroom Campus is in the process to reposition itself to become a research-directed campus where excellence in both teaching-learning and research are mutually reinforcing.
- ▶ The Vaal Triangle Campus will be a reputable regional campus that is quality driven with relevant and expanded academic offerings to address local and national needs and adhere to international standards.

our profile

name of the organisation

North-West University

primary brands, products, and services

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

location

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

- ▶ Mafikeng
- ▶ Potchefstroom
- ▶ The Vaal Triangle

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

markets served

Although our main clients are our students, we also engage with several other stakeholder groups. (See table on p 3.)

scale of the organisation

60 975 students were enrolled and
7 608 staff members employed in 2013.

countries where the organisation operates

We operate mainly in South Africa, but through our daily activities we collaborate extensively with institutions and people all over the world. In 2013, the NWU had some 483 active agreements and memoranda of understanding.

Net revenues

The total income of the university was R2 972,5 million for the 2013 financial year. (Total expenses: R2 935,0 million.)

nature of ownership and legal form

The NWU is one of the 25 public higher education institutions in South Africa and is governed in terms of the Higher Education Act of 1997.

quantity of services provided

15 464 students received degrees and diplomas during 2013.

about this report

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

When compiling this report, we took into consideration the following Global Reporting Initiative (GRI) guidelines:

principle for defining report content

Stakeholder inclusiveness:

We identified our stakeholders as those groups or individuals who are affected by the university's activities and services, and whose actions can affect the ability of the university to successfully implement its strategies and achieve its objectives. For the first time ever, we asked our stakeholders what they would like to know about the NWU and then reported on those aspects (see p 9 to 20).

In addition to this targeted stakeholder engagement exercise, we also engaged with our stakeholders as part of our regular activities. This also provided useful input for decisions on what to include in this report. Subsequently, when defining the report content, we kept in mind the reasonable expectations and interests of our main stakeholders as set out in the table below:

Level 1 stakeholders

Students (current, postgraduate)
Staff (academic, support, contract)
Employers, business, industry
Peers, academic and research organisations

Level 2 stakeholders

Parents, families (of registered students)
Department of Higher Education and Training, Higher Education Quality Committee, Higher Education South Africa, South African Qualifications Authority
Schools (grade 11 and 12 learners)
Donors, sponsors, patrons
Media

Level 3 stakeholders

Government and government departments
Alumni and Convocation
Senate and Council
Management
Professional boards, accreditation bodies
Community, local economy, business
Local government, municipalities, civic organisations
Afrikaans community

Level 4 stakeholders

South Africa, general public (including Africa)
Libraries, Library Information Association of SA, Library Advisory Board
Faculties (NWU)
Churches
Provincial government
Trade unions with NWU members
International development bodies
Eduloan, National Student Financial Aid Scheme
Service providers

Level 5 stakeholders

Politicians, political parties
Farmers
Traditional leaders, chiefs
NGOs
FET colleges
Statutory bodies
Prospective parents

principles for defining report quality

Balance: The report reflects positive and negative aspects of our performance to enable a reasoned assessment of overall performance.

Comparability: We selected, compiled and reported the information consistently and presented it in such a way that enables our stakeholders to analyse changes in the organisation's performance over time.

Accuracy: The reported information is sufficiently accurate and detailed for stakeholders to assess the organisation's performance.

Timeliness: The NWU reports on a regular schedule (annually) so that information is available in time for stakeholders to make informed decisions.

Information in the report clearly indicates the time period to which it relates.

Reliability: The processes used in the preparation of this report can be subjected to scrutiny and the original source of the information can be identified by the NWU. Reliable evidence is available to support assumptions or complex calculations.

executive summary

Our journey to excellence

The NWU's journey started a decade ago when two different universities united to deliver on the needs of our country. Since then, we have made great strides in realising our mission to become a balanced teaching-learning and research university.

The truth is in the facts – in what our staff and students have accomplished and how our achievement curve has grown during the past 10 years.

The strong improvement in the undergraduate pass rate across all campuses from an average of 75,2% in 2004 to 85,1% in 2013 is one indication of the vitality of the teaching-learning environment at the NWU.

Another is the first-year drop-out rate among the first-time entering student cohorts of 2005 to 2010, which averaged 12,5%. This small percentage was largely achieved through supplemental instruction models and peer support, and is in stark contrast to the national drop-out average of 20% to 30%. Arguably one of the biggest challenges of the newly established NWU was to improve research output in a sustainable way.

To achieve this, we created an enabling research environment and established the research entities model. Research was further enhanced through 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 1 227 (provisional) 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.

The NWU is a financially stable institution that runs at a profit and has a growing income. The university's total income has increased by 120% since the merger in 2004, and the total income for 2013 was over R3 billion.

For its transformation agenda and the implementation of its 10-element framework, the NWU is a symbol of what is possible through reconciliation, the right balance between unity and diversity and a comprehensive and common-sense approach to ongoing transformation.

A pleasant, safe and enriching student experience on campuses, conducive to academic activity and producing well-rounded graduates, has been established. When looking at these achievements, it is clear that our strategy to focus on our core business, while embarking on a path of sustainable transformation, has paid off.

As we make our journey into the future we will continue to deal with the challenges that we as the NWU and our country face. We embrace the fact that "It all starts here" – with us as individuals and as an institution.

TSHOBOKANYO E E TSWANG GO BAKHUDUTHAMAGA

Loeto lwa go dira tiro ya boleng jo bo kwa godimo

Loeto lono lwa YBB lo simolotse dingwaga di le some tse di fetileng fa diyunibesiti tse pedi tse di farologaneng di ne di nna seoposengwe go tlamela ka se se tlhokwang ke naga ya rona. Fa e sa le ka nako eo, re dirile kgatelopele e e seng kana ka sepe mo go fitlheleleng maikaelelo a rona a go nna yunibesiti e e tlamelang ka tsela ya go ruta le go ithuta e e lekalekaneng sentle le go dira patlisiso. Boammaaruri jwa seno bo iponatsa sentle – ke jwa ka fa badiri ba rona le baithuti ba se fitlheletseng le ka fa phitlhelelo ya rona e godileng ka gone mo dingwageng di le 10 tse di fetileng.

Go tokafala thata ga maduo a go falola ditlathlombo a baithuti ba pele ga kalogo mo dikhamphaseng tsotlhe go tswa go palogare ya 75,2% ka 2004 go fitlha go 85,1% ka 2013 ke bongwe jwa bosupi jo bo bontshang botlhokwa jwa go ruta le go ithuta mo YBB. Bosupi jo bongwe ke selekanyo sa palo ya go tlogela sekolo ga baithuti ba ngwaga wa ntlha ka 2005 go fitlha ka 2010 se se neng sa fitlha go palogare ya 12,5%. Peresente e nnye eno e ne ya fitlhelelwa thata ka dithutotlaleletso le kemonokeng ya balekane, mme e farologana thata le palogare ya 20% go fitlha go 30% ya go tlogela sekolo ga baithuti mo nageng yotlhe. Tota, nngwe ya dikgwetlho tse dikgolo go di gaisa tsotlhe tsa YBB e e neng e sa tswa go tlhongwa e ne e le go tokafatsa dipholo tsa patlisiso ka mokgwa o o gatelang pele.

Go fitlhelela seno, re ne ra tlhama maemo ao tiro e atlegang mo go one re bo re tlhoma ditheo tsa patlisiso. Tiro ya patlisiso e ne ya tokafadiwa ka dipeeletsomadi tse di botlhokwa le ka go solofetsa babatlisisi ba ba dirang sentle moputso wa madi. Palogotlhe ya ditlhogo tsa patlisiso tse di neng tsa tlhagisiwa ke rona di ne tsa tlhatloga go tswa go 275 ka 2004 go fitlha go 1 227 (e ne e sa ntse e tlile go fetoga) ka 2013 – koketsego ya 346%. Ga jaanong jaana YBB e na le 0.94 ya diathikele tse di gatisitsweng ke lelolo la badiri ba leruri ka ngwaga, tse di tlhatlogileng go tswa go 0.4 ka 2005.

YBB ke setheo se se nang le boemo jo bo siameng jwa ditšhelete se tiro ya sone e tsamaisiwang ka dipororofete e bile lotseno lwa yone lwa madi lo a gola. Lotseno lotlhe lwa madi a yunibesiti lo tlhatlogile ka 120% fa e sa le dikhamphase di kopanngwa ka 2004, me lotseno lotlhe lwa madi lwa 2013 lo ne lo feta R3 bilione. Ka ntlha ya diphetogo tse e di dirileng le go dirisa dithulaganyo tsa yone tsa dikarolo di le 10, YBB ka boyone ke bosupi jwa se se ka kgonang go dirwa fa go nna le momagano, go boloka tekatekano e e siameng tsa kutlwano le dipharologano le go dira phetogo e e tswelelang pele eno ka mokgwa o o tlwaelegileng fela.

Go dirilwe gore botshelo mo dikhamphaseng e nne jo bo monate, jo bo sireletsegileng jo bo nang le matswela a a molemo, jo bo rotloetsang baithuti go ithuta le gore go tlhagisiwe baalogi ba ba rutegileng. Fa re leba diphitlhelelo tseno, go bonala sentle gore leano la rona la go tsepa mogopolo mo tirong ya rona e e botlhokwa, re ntse re leka go tlisa diphetogo, e nnile le matswela. Fa re ntse re tsweletsa leoto lwa rona go ya mo isagweng, re tla tswelela go mekamekana le dikgwetlho tse rona jaaka YBB le naga ya rona re lebaneng le tsone. Re amogela ntlha ya gore "gotlhe go simolola fano" – mo go rona batho ka bongwe le mo setheong.

BESTUURSOPSOMMING

Ons reis na uitnemendheid

Die NWU se reis het 'n dekade gelede begin toe twee verskillende universiteite saamgesmelt het om aan die land se behoeftes te voldoen. Sederdien het ons goeie vordering gemaak met die verwesenliking van ons missie om 'n gebalanseerde onderrig-leer- en navorsingsuniversiteit te word.

Die waarheid is in die feite – in wat ons personeel en studente bereik het en hoe ons prestasies in die laaste 10 jaar toegeneem het.

Die sterk verbetering in die voorgraadse slaagsyfer oor alle kampusse heen vanaf 'n gemiddeld van 75,2% in 2004 tot 85,1% in 2013 gee 'n aanduiding van die lewenskragtigheid van die onderrig-leer-omgewing by die NWU.

Die eerstejaarsuitvalkoers onder die eerste-inskrywingstudentegroepe van 2005 tot 2010 was gemiddeld 12,5%. Hierdie klein persentasie is grootliks bereik deur aanvullende onderrigmodelle en eweknie-ondersteuning, en is in skrilte kontras met die nasionale gemiddelde uitvalkoers van 20% tot 30%.

Een van die grootste uitdagings vir die nuut gestigte NWU was om sy navorsingsuitset volhoubaar te verbeter. Om dit te bereik, het ons 'n instaatstellende navorsingsomgewing geskep en die navorsingsentiteitmodel tot stand gebring.

Navorsing is verder verbeter deur middel van substansiële investering en finansiële en ander aansporings vir navorsers wat goed vaar.

Die totale aantal navorsingsartikelekwivalente het toegeneem van 275 in 2004 tot 1 227 (voorlopig) in 2013 – 'n toename van 346%. Die NWU staan tans op 0,94 gepubliseerde artikels per voltijdse ekwivalent-personeellid per jaar, vanaf minder as 0,4 in 2005.

Die NWU is 'n finansiële stabiele instelling wat 'n wins toon en 'n groeiende inkomste het. Die universiteit se totale inkomste het met 120% toegeneem sedert die samesmelting in 2004, en die totale inkomste vir 2013 was meer as R3 miljard.

Wat ons transformasie-agenda en die implementering van ons 10-element-raamwerk betref, is die NWU 'n simbool van wat moontlik is deur rekonsiliasie, die regte balans tussen eenheid en diversiteit en 'n omvattende en “gesonde verstand”-benadering tot voortgaande transformasie.

'n Aangename, veilige en verrykende studente-ervaring op kampusse, bevorderlik vir akademiese aktiwiteit en die lewering van goed afgeronde graduandi, is tot stand gebring.

Die strategie om op ons kernbesigheid te fokus en terselfdertyd volhoubare transformasie na te streef, het duidelik vrugte afgewerp.

Op die pad vorentoe sal ons voortgaan om die uitdagings die hoof te bied wat die NWU en die land in die gesig staar. “Dit begin alles hier” – met ons as individue en as instansie.

KAKARETSO YA BAETAPELE

Leeto la rona ho ya ntlafalong

Leeto la NWU le qadile dilemong tse leshome tse fetileng ha diyunivesithi tse pedi tse fapaneng di kopana ho kgotsofatsa ditlhoko tsa naha ya rona. Esale e le hoo, re se re nkile mehato e meholo haholo ho fihlella sepheo sa rona sa ho ba yunivesithi e tsitsitseng ya ho ruta-le ho ithuta le ya dipatlisiso.

Nnete e ditabeng tsa nnete – ho tsela eo basebetsi ba rona le baithuti ba rona ba seng e fihletse le hore na lebala la phihlello le atolohile ha kae nakong ya dilemo tse 10 tse fetileng.

Ntlafalo e matla ho sekgahla sa katleho sa dithuto tsa digrata tse tlase dikhamphaseng tsohle ho tloha ho palohare ya 75,2% ka 2004 ho ya ho 85,1% ka 2013 ke sesupo se le seng sa bohlokwa ba tikoloho ya ho ruta-ho ithuta e ho NWU. Sesupo se seng ke sekgahla sa baithuti ba tlohelang sekolo selemong sa pele ho baithuti ba kenang sekolong se seholo kgetlo la pele ba 2005 ho isa 2010, seo se neng se le palohareng ya 12,5%. Phesente ena e nyane e fihletswe ka dimotlolo tsa thuto ya tlatsetso le tshehetso ya dithaka, mme e fapane haholo ho palohare ya baithuti naheng ka bophara ba tlohelang sekolo eo e leng 20% ho isa 30%.

Re ka re e nngwe ya diphephetso tse kgolo ho fetisisa tsa NWU e thehilweng botjha e ne e le ho ntlafatsa dihlahiswa tsa dipatlisiso ka tsela ya nako e telele. Ho fihlela sena, re thehile tikoloho e nepahetseng ya dipatlisiso mme ra theha le mmotlolo wa dintlha tsa dipatlisiso. Dipatlisiso di boetse tsa ntlafatswa ka tsetelo e matla le dimpho tsa tjelele le ntho tse ding bakeng sa babatlisisi ba sebetsang hantle.

Palo e felletseng ya dingolwa tsa dipatlisiso e eketsehile ho tloha ho 275 ka 2004 ho ya ho 1 227 (e so felleng) ka 2013 – hona ke keketseho ya 346%. Hona jwale NWU e na le dingolwa tse 0,94 tse phatlaladitsweng bakeng sa setho ka seng sa nako yohle ka selemo, e nyolohile ho tloha ho ka tlase ho 0,4 ka 2005. NWU ke setheo se tsitsitseng ditjheleteng se sebetsang ka tswala mme se nang le lekeno le holang. Lekeno lohle la yunivesithi le eketsehile ka 120% esale ho ba le kopano ka 2004, mme lekeno lohle la 2013 le ne le feta R3 bilione.

Bakeng sa tshebetso ya yona ya phetoho le tshebetso ya moralo wa dintlha tse leshome, NWU ke sesupo sa se ka khonahalang ka tshwarelano, tekatekano e nepahetseng pakeng tsa kopano le phapano le katamelo e felletseng e bohlale ho phetoho e tswellang.

Ho thehilwe tikoloho e monate, e bolokehileng hape e ruisang bakeng sa baithuti sekolong, e dumellang mosebetsi wa sekolo le ho hlalisa baithuti ba phethahetseng. Ha re sheba boiphihlello bona, ho hlakile hore morero wa rona wa ho shebana le kgwebo ya rona ya mantlha, ha re ntse re sebetsana le tsela ya nako e telele ya phetoho, ho bile molemo.

Ha re ntse re le leetong la rona re tla tswelapele ho sebetsana le mathata ao rona jwalo ka NWU le naha ya bo rona re shebaneng le ona. Re dumellana le nnete e reng “Tsohle di qala mona” – ka rona jwalo ka batho ka bo mong mme hape jwalo ka setheo.

our commitment to sustainability

Sustainability has to be integrated into all the NWU's core functions and operational processes. In fact, sustainability is, in addition to the extension and enhancement of the university's knowledge base and increased diversity of the staff and students, key for the next few years.

The following contributions were made to the sustainability of the university in 2013:

- ▶ The NWU focused on a succession planning programme for building a sustainable leadership pipeline aligned with the university's employment equity targets. A total of 191 employees were identified as potential future managers, of whom 84 were black and 72 female.
- ▶ In compiling the 2012 annual report, 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 alumni magazine has already been significantly decreased and replaced with digital versions and plans were made to do the same with the staff newsletter.
- ▶ The NWU also focused on energy-saving initiatives as part of its 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 building for pharmacy and biological science 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 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.
- ▶ 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 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 NWU has taken up the global challenge to integrate sustainability into the core functions of the institution despite a multitude of challenges. The context of universities remains crucial and the nature and extent of unmet needs are powerful drivers between the necessity to engage and the social responsibility of universities.

Like most institutions we do not only want to sustain our engagements, but need to expand and deepen our social responsibility and environmental programmes. We aspire to achieve greater impact with both student and external communities. The issue of creating shared value for all stakeholders

will only be addressed in the long term as we have only initiated our stakeholders in our reporting process to date. We will use this reporting format during our operational and strategic planning to inform our long-term objectives and outcomes.

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).

As a responsible corporate citizen, the NWU will remain committed to sustainable development practices that contribute to a sound and healthy environment, economy and society, thereby safeguarding the interests of present and future generations.

our journey towards integrated reporting

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

This year we took a few steps further on this road.

To comply with global guidelines, we have joined the Global Reporting Initiative (GRI) Focal Point in Africa. The director for community engagement is a member of the GRI focal point academic committee in South Africa.

We have also incorporated the King III reporting processes for all NWU activities, including community engagement, financial sustainability and environmental sustainability.

At a training workshop on the GRI 4 reporting framework, where Dr Mervyn King was the keynote speaker, we took to heart the message of *materiality* that reports should contain information that stakeholders are interested in and not only information that an organisation perceives as important.

In response to this, we decided to ask our stakeholders what they would like to know about the NWU and then report on those aspects. This resulted in a process of *stakeholder engagement* to determine the relative importance of the economic, environmental and social aspects of integrated reporting in the opinion of key stakeholders of the NWU.

Completing this process in November 2013, we adhered to an important principle included in the Global Reporting Initiative (GRI) guidelines, namely *stakeholder inclusiveness*.

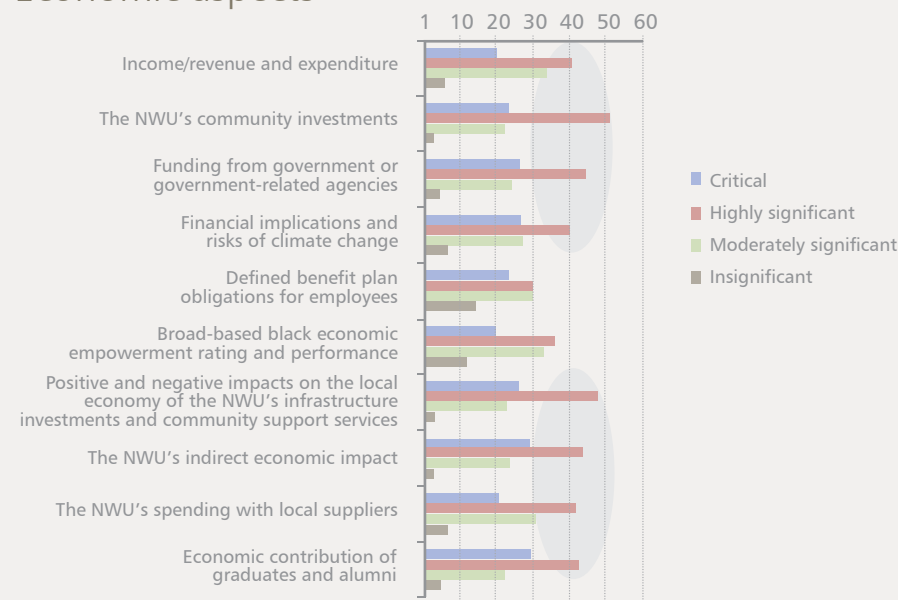
You can read more about this stakeholder engagement exercise from p 9 to p10. The information based on stakeholders' preferences is set out in table format from p 11 to p 20.

We trust that you will find this information – together with the information included in the rest of this annual report – useful and that it will enable you to make sound and reasonable assessments of our performance, and act accordingly.

engaging with our stakeholders

A total of 4 045 respondents participated in the research. The total group consisted of students (35,6%), staff (35,4%), alumni (17,6%), private sector partners (3,9 %), local businesses (neighbours) (3,6%) and parents (2,7%). Overall, variances in what respondents viewed as the most significant aspect (economic, environmental or social) were negligible. The main findings of this study are summarised below.

Economic aspects

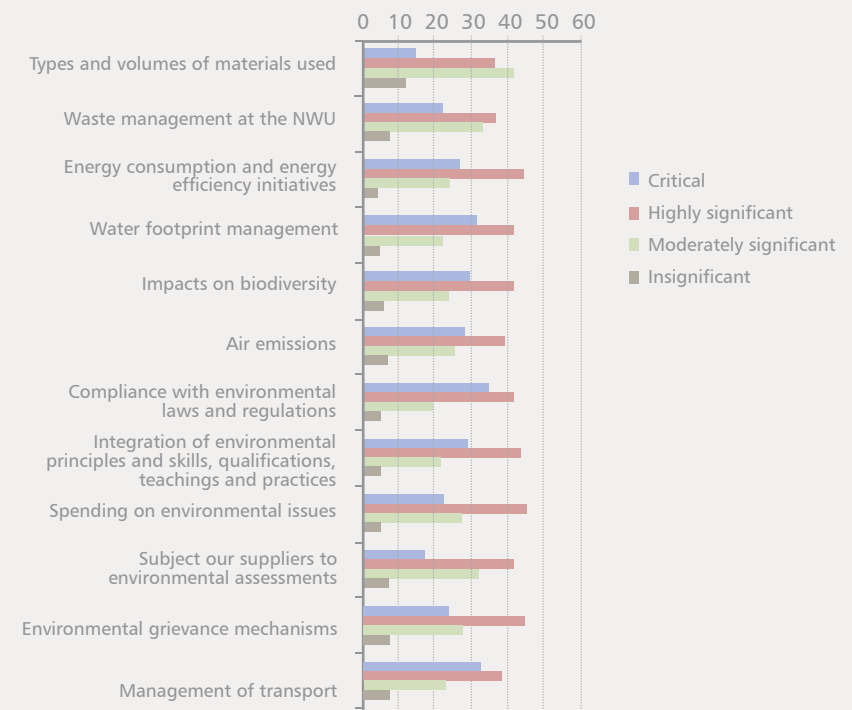


Respondents are mostly interested in learning more about the NWU's investment in the community.

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

The three aspects that received the highest percentages (thus being regarded as of critical importance) are the economic contributions made by graduates and alumni, the financial implications of and risks associated with climate change and the indirect economic impact of the NWU.

Environmental aspects

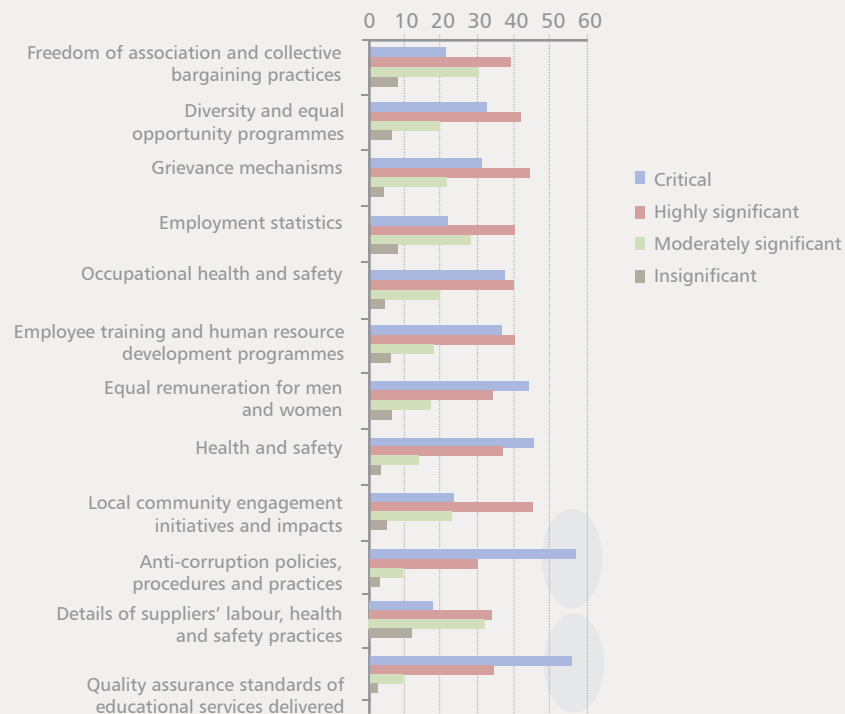


Most respondents want to know more about the NWU's management of transport. In order of significance, they also want to know more about the mechanisms for lodging environmental grievances, followed by the environmental principles and skills subscribed to and the NWU's practices for subjecting suppliers to environmental assessments.

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

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

Social aspects



Under the social aspects, the most critical issue is the NWU's anti-corruption policies, procedures and practices, followed by quality assurance standards of educational services, health and safety of staff and students, and equal pay for men and women.

The top-performing categories were involvement in local community initiatives, the grievance mechanisms available to students and staff, diversity and equal opportunity programmes, staff training and development, compliance with occupational health and safety regulations, employment statistics, freedom of association and collective bargaining on wages, suppliers' labour, health and safety practices, equal pay for men and women, and the policies, procedures and practices followed to counter corruption.

informing our stakeholders

The information in the following table (p 11 to p 20) was compiled according to the preferences of our stakeholders. However, not all the requested information was available in our databases or management information system. In these cases, we indicate the steps that we will take to obtain the information for the

next reporting period. One of these steps entails a workshop to train internal stakeholders to capture the data needed for the next integrated report. This workshop, facilitated by Integrated Sustainability Services, will be held early in 2014.

economic¹

Topic	What we do
1 NWU's community investments (financial)	<p>It is not part of the NWU's mandate to invest its income directly into communities. Our investment is based on creating shared value for communities through the implementation of our expertise. Our complete strategy can be found at: http://www.nwu.ac.za/files/files/i-institutional-information/annual-report/AR_2013/10.4.1_CE%20strategy-2011_e.pdf</p> <p>As can be inferred from this strategy, we offer our expertise to communities at minimal or no cost through community engagement projects, and also obtain project funding through collaboration with stakeholders from corporate social investment (CSI) funds and other sources.</p> <p>Income from donations and investments into grassroots communities is difficult to track, due to the lack of a coordinated database for community outreach projects. However, the process of establishing a database will be prioritised in 2014. The data collection process will be managed by the campus management teams of the three campuses and the relevant management and support staff at the Institutional Office.</p> <p>During 2013, the vice-chancellor reached an agreement with the three campus rectors, the executive director for institutional advancement and the campuses' fundraising coordinators to undertake an analysis of the corporate advancement income generated by the NWU.</p> <p>Corporate advancement income is revenue generated through the university's commercialisation and corporate advancement activities. It forms part the third-stream income which also includes research and innovation income for specific contracted research and innovation projects as well as commercialisation projects, including the offering of short learning programmes.</p> <p>The purpose is to compile a comprehensive, accurate and up-to-date record of the corporate advancement income that we are able to generate at the NWU, including funds for community outreach and development.</p> <p>This information will then be used to develop an integrated institutional advancement strategy.</p> <p>Another challenge arose when we were calculating our BBBEE scorecard rating for social investment funding, as we found that the many "in kind" contributions for our community development and outreach projects were difficult to quantify.</p> <p>The reason is that it is difficult to track the hours spent in communities against personnel rates. We could also not determine an hourly rate for the contribution from students (undergraduate and postgraduate) to "service learning" and volunteering.</p> <p>However, it is estimated that in 2013, between R3 million and R4 million was contributed "in kind" through the sharing and implementation of our expertise. This estimate excludes activities that were undertaken for profit, such as presenting short courses.</p> <p>A complete database of community outreach projects and a full analysis of third-stream income generated by the NWU could address this lack of information and enable the NWU to quantify its investment into the community.</p> <p>In addition to the implementation of expertise in our communities, the NWU's community investment also comprised bursaries for students. In fact, the NWU spent R130,7 million on bursaries in 2013.</p>

¹ See additional data on climate change management

2	Positive and negative impacts on the local economy of the NWU's infrastructure investments and community support services.	<p>In 2013, the NWU spent R208, 73 million on capital infrastructure projects and the macro maintenance programme. The positive economic impact of infrastructure development entails direct spending in the local economy, job creation and skills development.</p> <p>Universities have to submit quarterly reports to the Presidential Infrastructure Coordination Committee (PICC), via the Department of Higher Education and Training (DHET), about the impact of infrastructure projects on the local economy, job creation and skills development. According to the PICC report, more than 95% of the infrastructure expenditure reported on can be classified as local spend.</p> <p>More than 800 direct construction jobs and 306 skills development opportunities were created as a result of these projects. (The information about job opportunities and skills development opportunities was provided by the professional consultants and contractors involved in these projects.) Unfortunately, we have not yet evaluated our negative impact on the local economy or general community support services as is understood as support for internal communities of the NWU. This will receive attention and will eventually be included in this report.</p>
3	Funding from government or government-related agencies	<p>More detail about funding received from government or government agencies can be found in the report of Senate on p 53, in the report of the vice-chancellor on p 77 and in the financial report on p 113.</p>
4	The NWU's indirect economic impact	<p>As a major employer in each of the cities where our campuses are located, the NWU also provided jobs to many people in the surrounding towns and cities.</p> <p>The housing of students and personnel and the consumption of services and goods are critical to the economy of the cities where we are located. For the purpose of reporting on this issue, we plan to ask the NWU's Potchefstroom Campus Business School to assist with the quantification of the direct and indirect impact of the NWU.</p> <p>Other factors that should be considered are support from staff and students for local festivals such as Aardklop and attendance of training, cultural, academic and sports events.</p>
5	Economic contribution of graduates and alumni	<p>This information has not been calculated, as confidential information about the earnings of alumni is not easily obtained.</p> <p>However, several processes are currently underway to obtain more information about our alumni and expand the alumni database. One such process is overseen by the alumni call centre, which continued to update alumni contact details in 2013.</p> <p>As part of the process of ensuring that the NWU maintains a good relationship with its alumni, an alumni magazine is published and distributed twice annually, and an Institutional Alumni Association, with representation from all NWU campuses, was formally constituted in February 2013.</p> <p>For the first time ever, the NWU presented awards recognising our most outstanding alumni. At a gala event on 6 September 2013, awards were presented to Mr FW de Klerk, Justice Bess Nkabinde, Dr Bismark Tyobeka, Justice Yvonne Mokgoro, Mr De la Rey Venter, Dr Johan van Zyl, Prof TT Cloete, Mr Eric Bukasa Ntumba, Prof Johann Coetzee and Mr Maans Pretorius.</p>
6	The NWU's spending with local suppliers	<p>The NWU spent R229 065 068 with local suppliers from January to December 2013.</p>

7

Income/revenue and expenditure

This information can be obtained from our financial report, from p 112 to p 118.

8

Financial implications and risks of climate change

The NWU currently does not have a specific policy or strategy that deals with the implications of climate change (for instance the financial implications and risks involved for the university).

As part of developing a comprehensive environmental impact or climate change impact strategy, the university budgeted significant funds for a process which included an environmental legal compliance audit. Proposed interventions, as a result of the audit, are being implemented. The NWU strategy is expected to be completed by the second half of 2014.

A number of aspects, such as students and staff having to travel large distances to and from the campuses, have been identified as a potential contributor to carbon emissions.

Although the above aspect has been addressed by introducing a digital “find a lift” platform that will be available on all three campuses, this issue must be further explored. One way of doing this is to review all aspects related to climate change to determine their implications for the university. Only then can relevant, context-specific policies and strategies be developed for the university as a whole and for each of the three campuses.

9

Broad-based black economic empowerment (B-BBEE) rating and performance

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

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

Taking into account the different elements of B-BBEE, the NWU is performing excellently in preferential procurement, enterprise development and socio-economic development. However, scoring on management control, employment equity and especially skills development is currently problematic.

A long-term approach is being followed to address these three elements. In particular, the achievement of the employment equity targets will improve the score on all three. However, it is important to mention that all higher education institutions seem to experience difficulties in scoring optimally on these elements.

Furthermore, mention should also be made of the B-BBEE targets in other statutory fields, including NWU policies and practices, such as training and development for procurement staff and employment equity targets.

Late in 2013, new B-BBEE codes were issued for implementation. These will have an adverse effect on scoring and internal implementation of B-BBEE initiatives for all higher education institutions. The NWU has been proactive in investigating this matter and is in constant contact with our verification agency about the changing requirements.

10

Defined benefit plan obligations for employees

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

All policies, procedures and codes are available for inspection and perusal during office hours at the Human Capital department. For the convenience of staff, they are also available on the university's intranet.

environmental

1	Spending on environmental issues	<p>The budget for environmental issues and responsibility is not separate from the normal operational budget of the NWU.</p> <p>In 2013, an amount of R1 million was allocated for an environmental legal compliance audit. In addition, campuses used donations and other sources of funding to roll out environmental initiatives. (Please see paragraph eight.)</p>
2	Integration of environmental principles and skills qualifications, teachings and practices	<p>Most faculties on all three campuses are already in the process of introducing specific modules containing environmental principles into their curricula.</p> <p>An example of the above can be seen at the faculties of Engineering and Education Sciences at the Potchefstroom Campus, which has introduced a sustainability theme into their curricula.</p> <p>First-year engineering students have to conduct projects on green themes as part of an environmental programme run in association with the Vrije University in Brussels.</p> <p>In the case of the Faculty of Education Sciences, an awareness programme was launched at 60 primary schools.</p> <p>Programmes at other faculties include the fourth-year BCom students on the Potchefstroom Campus participating in annual carbon credit calculations. On the Vaal Triangle Campus, students in the Faculty of Basic Sciences are involved in a variety of projects integrating environmental principles.</p>
3	Environmental grievance mechanisms	<p>There is no environmental grievance mechanism in place yet. We are in the process of establishing a framework for implementation of sustainable practices at all levels at the NWU.</p> <p>This will be established in 2014 and will include a strategy and policy that should provide for a grievance mechanism procedure as part of risk management.</p>
4	Energy consumption and energy efficiency initiatives	<p>Energy consumption is monitored at all three campuses and various initiatives are in place to save electricity, for example an annual energy-saving competition at the student residences. This will be expanded in 2014.</p> <p>Currently the institutional financial services department and the Faculty of Engineering are evaluating the use of sun energy to support energy efficient systems on the campuses.</p>
5	Environmental assessment of suppliers	<p>The NWU is committed to buying green products and certain “greener” products already are kept in our stores.</p> <p>We also comply with health and safety legislation which in some cases informs the kinds of products that are used at the NWU. However, as is the case for supply-chain evaluations, there are no prescribed procedures for evaluating our suppliers at this point in time. This will be included in future planning.</p>
6	Impact on biodiversity	<p>The largest impact on biodiversity at the moment (on campus-level) is the presence of alien and invasive plants.</p> <p>Some important aspects have been flagged at the various campuses. These include the keeping of game and the management of potential natural fire risks at the Vaal Triangle Campus, the lawful transportation of indigenous biological resources and the management of collections of biological organisms through bio-prospecting permits at the Potchefstroom Campus, and the keeping of animals at the Mafikeng Campus. Plans are underway to introduce a well-designed strategy to address each of these aspects, for example a monitoring programme for alien and invasive plant control, in conjunction with the rectification of non-compliance as shown in the legal compliance audit.</p>

7

Water footprint management

The workers who are responsible for irrigating the gardens receive monthly training on how to manage water wisely. All the gardens on the Potchefstroom Campus are currently being irrigated from one of six dams on this campus. About 80% of the water that is used for this purpose is grey (waste) water.

A proposal is currently under review to introduce a system to monitor the main water inlets at the Potchefstroom Campus so as to gauge the use of water more accurately.

Similar initiatives will be introduced at the other two campuses in the near future. The Vaal Triangle Campus is keen to start using storm water for irrigation purposes, as they are located next to the Vaal River.

8

Compliance with environmental laws and regulations

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

At the time of the audit, evidence was found of significant non-compliance to applicable environmental laws as regards some of the processes owned and managed by the Institutional Office and three campuses.

In the case of the Institutional Office, the key processes at risk appear to be infrastructure development or maintenance, the management of research and the management of hazardous substances and dangerous goods. On campus level, the impact of land and biodiversity management was highlighted.

Since the audit, several plans and processes have been put in place to address shortcomings identified. Strategic funding to the amount of R1 million was made available to rectify the shortcomings.

Each campus received R350 000, mainly to help with remedies, although a portion could be used for initiating Green Campus initiatives.

The process of rectifying shortcomings in consultation with the Centre for Environmental Management will be rolled out in 2014. This funding will be requested via our annual budgeting process until the improvement plans have been finalised.

9

Air emissions

The NWU does not monitor its air emissions and does not have any data on record, due to the lack of resources. This will have to be incorporated into long-term plans. In order to comply with Health and Safety standards, all laboratories have to be fitted with extractor fans and extractor hoods for extracting chemical fumes. Some of this equipment is furnished with filters for safety purposes.

10

Management of transport

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

Pool vehicles may be used by staff and students for official trips only. The vehicles resort under the Technical Services Department, which administers all leasing.

Only NWU staff and students with valid South African or international driver's licences are permitted to drive these vehicles.

Since the Mafikeng Campus does not have a vehicle fleet, staff use their private vehicles. They may claim 100% of the tariffs, according to a tariff schedule that is updated annually.

The buying and selling of vehicles are handled according to the NWU's Procurement Policy and two procedures on the buying and selling of NWU assets.

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

Parking on the Potchefstroom Campus is a great challenge, and so they have started a commuter service using small buses. The idea is to use NWU-manufactured bio-diesel (known as Pukki diesel) for these vehicles.

11

Types and volumes of materials used

Currently we do not have exact information at hand, but we know that we use about 80 000 reams (500 sheets per ream) of paper per year on the three campuses.

For a three-year period, study guides and other printed matter used by the NWU amounted to about 60 million copies.

As part of the Go Green strategies that are gradually being implemented at our campuses, the Mafikeng Campus has phased out paper copies of minutes and supplementary notes for management meetings.

The Institutional Office and other campuses have followed suit, and although this practice is not yet compulsory for all meetings, most management meetings are conducted paperlessly.

In addition, the Marketing and Communications department at the Potchefstroom Campus converted 80% of their printed marketing material for prospective students into electronic material.

Furthermore, the Ferdinand Postma Library, also on this campus, made more than 5 000 e-books available.

As the environmental awareness campaigns become more successful, we expect an improvement in the long-term impact that the management of all materials might have on the environment.

12

Waste management at the NWU

The environmental audit report indicated that general waste management, isotopes management, the management of building waste and water use may be at risk.

This is due to the absence of formal arrangements to consistently and reliably screen routine activities, new technologies, innovations and business initiatives for the potential applicability of environmental law, and the potential need for environmental licensing.

At all three campuses a more effective approach has been proposed for the management of dangerous goods and hazardous substances, and the generation, re-use, reduction and recycling of waste. This includes the storage, management and disposal of these goods, staff training, operational documentation of hazardous substances and the containment of spills.

Other aspects that have been identified, for example contractors' responsibilities for environmental duties such as waste management on site and the illegal disposal of building rubble, will also be dealt with in due course.

Until the end of 2011, the Potchefstroom Campus's dry waste materials were collected by a contractor and transported to a place off campus where it was sorted into various categories.

However, since the implementation of the new waste management act on sorting and storage of waste, the contractor no longer delivers this service. This has compelled the campus to find new solutions.

Paper and plastic are separated at source and five recycling stations have been established at various public areas. The campus collaborates closely with the Tlokwe municipality and recycling bins were donated for the recycling stations.

(Our other campuses also have recycling stations, but they had to buy the bins for these stations.)

Paper is recycled and collected by the Potchefstroom Campus's Technical Services from the offices of the campus rector and the Student Representative Council, as well as from the Institutional Office which is situated next to this campus.

In addition, the packaging used for food and beverages sold at the Potchefstroom Campus student centre is gradually being replaced by more environmentally responsible options.

Furthermore, cooking oil from the student centre, the Drakenstein restaurant and various dining halls on campus is being recycled and used for manufacturing bio-diesel as part of a project associated with the Faculty of Engineering.

The other two campuses are in the process of rolling out similar initiatives.

1	Quality assurance standards of educational services delivered	<p>Processes to ensure relevant, high-quality qualifications are in place. A special SENEX meeting was convened on 24 July 2012 to discuss a vision and plan for teaching and learning at the NWU. A task team was then appointed to further develop a strategic plan for teaching and learning. This strategy is in its final draft and will be submitted to Senate in 2014.</p> <p>Briefly, the teaching and learning strategy focuses on four strategic goals: high-quality teaching and learning, improved access and success, curriculum reform and an enabling, sustainable learning environment.</p> <p>In developing the strategy, the task team explored the possibilities inherent in the adoption of blended learning and the use of technology on- and off-campus to deliver a learning experience that harnesses face-to-face and e-learning approaches.</p> <p>The articulation of graduate attributes has been reformulated to include responsible citizenship. These graduate attributes serve as the point of departure for the development of academic programmes, and inclusion of responsible citizenship shapes the curriculum to ensure attention to environmental issues in all academic programmes.</p> <p>The Institutional Quality Office drives the development and implementation of the university's quality management system in co-operation with the appropriate role players. Quality is evaluated at all levels of the academic and support operations, accountability is emphasised and measures are in place to ensure improvement as part of quality control. For more details about quality assurance, please refer to p 46 of the report of Senate.</p>
2	Anti-corruption policies, procedures and practices	<p>The university has an audit, compliance and risk committee that monitors compliance and risk.</p> <p>Although the NWU does not have any formal anti-corruption policies, the Internal Audit office conducts regular information sessions to prevent fraud. A fraud manual is also currently being developed. The NWU already has a policy on the reporting of maladministration and irregularities, and the protection of disclosure is focused on the protection of whistle blowers. To ensure all staff have access to the policy, it has been posted on the NWU intranet.</p> <p>A policy governing the conflict of interest is currently under review and will be finalised by the end of June 2014, for approval at the second Council meeting of 2014.</p> <p>The Internal Audit office evaluates and recommends internal control procedures and verifies financial figures for reporting purposes. The office also handles special investigations into reported irregularities and fraud-related matters, and governs the opening of tenders.</p>
3	Health and safety	<p>Health and safety officers are appointed on all campuses and are jointly responsible with management for all health and safety issues. For further information on health and safety, please see paragraph ten.</p>
4	Equal remuneration for men and women	<p>One set of salary scales applies to all employees, irrespective of gender or race. Permanent appointments are made according to well-documented advertisements, post descriptions, and interview and appointment processes. We do not publicise the actual scales as we consider that information confidential.</p>

5

Local community engagement initiatives and impacts

Although a wide variety of local community initiatives exist on all campuses, there is no formal database of initiatives nor is there a formalised system for coordinating community projects. The absence of these tools has been a stumbling block in reporting on all initiatives.

At the end of 2012, a soft review (less detailed) was conducted on the activities of the Institutional Community Engagement office.

Findings identified the lack of a database as a shortcoming, along with the lack of a shared understanding of what we categorise as community engagement across the NWU. These gaps will be addressed as a matter of priority through the task agreements of all relevant line managers in 2014.

In November 2011 the NWU Community Engagement Office completed a baseline assessment of the needs and assets in all districts in the North West Province as a guide to community engagement and interventions.

The information contained in the report was used by the NWU Community Development Trust to determine its strategy for integrated sustainable development.

The NWU has not quantified its impact on communities owing to a lack of resources for an annual study to determine the impact of our community engagement, together with the abovementioned challenges.

In order to address this need, a researcher was appointed in December 2013 to assist with a new baseline study to be conducted in 2014. This will inform impact-measurement studies in the future.

6

Grievance mechanisms

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

These forums:

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

The forums are entitled to participate in joint decision-making on various employee-related matters, such as disciplinary codes and procedures.

The workplace forums meet monthly and provide feedback reports to the Institutional Bargaining Forum.

7

Diversity and equal opportunity programmes

In 2013, the NWU took several steps to improve the NWU employment equity profile. These included a capacity building fund, undergraduate and postgraduate programmes, internships, succession planning and diversity management. On the Potchefstroom Campus the student council has implemented several projects that are addressing language, transformation and legacy activities. For more information, see the report of the vice-chancellor, p 70 to p 74.

8

Employee training and human resource development programmes

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

For more information, kindly refer to the report of Senate, p 47 and p 48, and the report of the vice-chancellor, p 73.

In addition, the Training and Development policy was reviewed and approved by Council in September 2013.

The following statistics for 2013 highlight the NWU's Skills Development Fund programmes and the total number of employees who benefited from these:

Short learning programmes (internal)	1 320
Short learning programmes (external)	561
Health and safety	422
Leadership and management	346
IT	392
New employee orientation	175
Academic development and support	21
ABET	45
Total	3 282

Black employees trained	993
Black female employees trained	679

Staff rebate and Unisa fund:

> Qualifications obtained from the NWU	348
> Dependents obtaining NWU qualifications	555
> Qualifications obtained from Unisa	103
Total	1 038

9

Employment statistics

The NWU had a grand total of 3 477 permanent employees in 2013 of whom 1 968 were male and 1 509 female. See p 70 in the report of the vice-chancellor for more detail.



10

Occupational health and safety

The Institutional Occupational Health and Safety department is jointly responsible with the management of the NWU for ensuring compliance with occupational health and safety legislation.

In 2013, the department focused on awareness programmes, audits and the compilation and implementation of a health and safety management system.

The first element of this management system was implemented on 30 April 2013. The implementation of the other four elements is scheduled for 31 July 2014.

Occupational Health on the Potchefstroom Campus merged with Institutional Occupational Safety to ensure the accomplishment of shared goals for managing occupational health and safety in all NWU work areas.

Health and safety representatives were appointed on all three campuses and at the Institutional Office. A full-time health and safety coordinator was also appointed, with the primary function of ensuring health and safety compliance of contractors and service providers on NWU construction sites.

In collaboration with Human Capital Development, health and safety training and awareness programmes were conducted on all three campuses and at the Institutional Office. Contractor training was also presented on the Mafikeng and Potchefstroom campuses.

An NWU emergency procedure was finalised and fire safety compliance in buildings across the NWU was substantially improved. This was done by focusing on safety signage and the maintenance of fire fighting equipment in NWU buildings, among other things. Consequently, a substantial number of NWU buildings were issued with fire safety compliance certificates during 2013.

11

Freedom of association and collective bargaining practices

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

The Institutional Bargaining Forum (IBF) is the committee that was constituted as per the recognition agreement between the employee organisations and NWU management. It operates in terms of chapter 3 of the Labour Relations Act, No 66 of 1995.

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

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

The IBF meets monthly and delivers monthly reports to the institutional management.

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

12

Details of suppliers' labour, health and safety practices

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

Making arrangements to routinely obtain these supplier details would require a long-term process and would call for the training of regular suppliers, which is not part of the NWU core business. We do however request this information for big tenders as part of tender requirements.

Steps to ensure how we can address this gap have not been discussed at the NWU.

The NWU is striving to manage the economic, environmental and social impact of our activities in a responsible way.

economic impact

More than 800 direct construction jobs and 306 skills development opportunities were created as a result of building projects undertaken on our campuses.



environmental impact

Our Vaal Triangle Campus is keen to start using storm water for irrigation purposes, as they are located next to the Vaal River.



In 2013 an institutional-wide legal environmental legal compliance audit was conducted.

social impact

We improved our fire safety compliance by focusing on safety signage and fire fighting equipment in our buildings.



60%

Council members not employed
by or students of NWU



external members
of council

16

14

internal members of council



83%

attendance: Council
and Council committees

10

committees of council

4

external Council members
on finance committee

Council approved

- ▶ 3 honorary degrees
- ▶ 5 new policies and rules
- ▶ the 2013 financial statements
- ▶ the 2014 Institutional Plan



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message from the *Chancellor*

KGOSI LERUO MOLOTLEGI

A university is a microcosm – it is alive, complex and beautiful. In this sense, the NWU has this year been a quintessential university, brimming with activity, research, growth, experimentation and achievement. The publication before you attests to this. The past year saw R208,73 million spent on new buildings and the continuation of the 10-year rolling macro maintenance programme. This is a continuation of efforts over the past years to improve and even out the infrastructure, as well as the academic offerings, at all of our locations.

Just to name a few initiatives, the Mafikeng Campus gained the new FCA Statistical Consultation Services, and the campus's Centre of Indigenous Knowledge Systems was relocated to the Faculty of Agriculture, Science and Technology.

In Potchefstroom, we purchased the "Hervormde Kerk" property in President Street and saw to it that work on a new Pharmacy and Life Science building started in earnest.

Of course our university has been affected by the economic storms buffeting our country and indeed the global economy. Money is hard to come by and competition for grant funding, both from government and other sources, is becoming ever more intense.

We can therefore be proud to have been chosen for significant grant funding, including R30,1 million in 2013 from the Technology and Human Resources Programme (THRIP).

Thinking about the honorary doctorates awarded, the Chancellor's medal presented, the over 15 000 degrees and diplomas conferred, the Vaal Triangle Campus doubling its postdoctoral output from 2012 to 2013, the R130,7 million in bursaries awarded across our campuses...

There is so much more to say about life and achievements at this extraordinary university. We urge you to look upon the contents of this publication not merely as a report card of a year that was successful on all fronts – management, academia, student life, sporting prowess, growth and transformation – but to see the year past as part of our collective journey towards a place where we can say that we are truly the best in the world at what we do.

I would like to thank the outgoing vice-chancellor, the tireless and visionary Dr Theuns Eloff, for his excellent leadership during the past decade. At the same time, I would like to extend the warmest of welcomes to a face already familiar to us all: the change-focused, service-minded and gifted Prof Dan Kgwadi whose appointment as new vice-chancellor was approved by Council.

When, 10 years ago now, the North-West University embarked on a quest to become a university of choice, locally and internationally, we knew we had to have both the courage to change where change was needed, and the wisdom to know where knowledge needed to be preserved. As we enter the second decade since the merger in 2004, we know that this process is never going to be easy; yet we are steadily and pleasingly moving forward.

We congratulate and thank all those who, in the name of education and a better future for our land, have toiled away in 2013. Every effort, whatever the size, has helped make 2013 a year of which this university and our family of campuses can be proud.

KGOSI LERUO MOLOTLEGI

KGOSI LERUO MOLOTLEGI
CHANCELLOR



“ Since 2004, the NWU had two chancellors – first Dr Popo Molefe (2004 to 2009) and then Kgosi Leruo Molotlegi (2009 to 2014). In 2013, Council unanimously agreed to appoint Kgosi Molotlegi for another five-year term.”





report of the

Chairperson of Council

MR PEET VAN DER WALT

As custodian of governance, Council sets the tone for the institution and plays a major role in defining our purpose, values and strategy. During 2013, Council remained committed to ensuring the effectiveness of its governance and oversight function as the highest governing body of the university.

self-evaluation of council

During the second semester of 2013, members of Council and the Council committees completed a self-evaluation questionnaire to evaluate the role and functioning of the various governing structures in respect of their mandates. 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.

important aspects dealt with in 2013

During 2013, Council and its committees dealt with the following important matters:

- ▶ Statutory appointments and Council committee elections were attended to.
- ▶ Several members were nominated to serve on the Council committees after the expiry of former Council members' terms of office.
- ▶ Prof Frik van Niekerk, deputy vice-chancellor for research, innovation and technology, was appointed as vice-principal for 2013.
- ▶ The chairperson of Council contacted members with attendance rates below the agreed upon 50%.
- ▶ Council recognised the establishment of the Alumni Association in accordance with paragraph 33(2) of the NWU Statute.

- ▶ 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 theologyA Chancellor's medal was approved during 2013 for conferral in 2014 to Mrs M G Masuku.
- ▶ Council approved the following infrastructure developments:
 - > The utilisation of R15 million from an 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; Council mandated the executive director for 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.
- ▶ Council approved the following in 2013 to ensure the continued stability of the NWU's management, operations and finances:
 - > The financial statements for the year ended 31 December 2013.
 - > The 2014 budget.
 - > The 2012 Annual Report, which was submitted to the Department of Higher Education and Training on 30 June 2013.
 - > The 2013 Key Risks Register.
 - > The appointment of PricewaterhouseCoopers as external auditors of the NWU for the financial year ending December 2013.
 - > Council also adopted the Institutional Plan 2014 for submission to the Department of Higher Education and Training in early 2014.
- ▶ 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
 - > Council approved the amendment of 10 existing policies, including the Employment Equity Policy and the Policy on Employees with Disabilities.



“Since 2004, the NWU had three chairpersons of Council. They were Mr Litha Nyhonyha, Dr Lidia Sebego and Mr Peet van der Walt, the current chairperson.”

- ▶ Council approved the following changes to academic and research structures:
 - > The relocation of the Centre of Indigenous Knowledge Systems to the Faculty of Agriculture, Science and Technology on the Mafikeng Campus.
 - > The establishment of FCA Statistical Consultation Services 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.
- ▶ Council also approved the minimum admissions requirements for undergraduate studies for 2014 and the Strategic Framework for Continuing Education at the NWU.

board of donors

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 IJ Rost, NWU Executive Director: Finance and Facilities

financial health and viability

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.

fair, equitable procurement

The NWU uses its 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:

- ▶ ensured an uninterrupted flow of goods, services and equipment to divisions, by developing sound working relationships with competent suppliers;
- ▶ ensured an independent cost/quality appraisal in all purchasing decisions through a centralised procurement division;
- ▶ promoted regional economic development 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
- ▶ ensured compliance with all statutory and regulatory requirements, such as Broad-Based Black Economic Empowerment (BBBEE) requirements.

the nwu as a going concern

A sound solvency position and optimal liquidity levels during the 2013 financial year was maintained to ensure 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.
- ▶ 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.

attending council committee meetings

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%

Although the attendance of Council meetings improved from 74% in 2012 to 82% in 2013, the total average attendance figure of Council and its committees for 2013 was 79% – slightly lower than the figure of 83% in 2012.

social responsibility

The NWU's community engagement strategy focuses on trans-disciplinary development projects that are sustainable and have measurable impact. These projects have to be aligned with the Millennium Development Goals, the National Development Plan and local Integrated Development Plans. To implement the strategy, a new policy is under development and will be submitted to Council 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 Rev Kiepie Jaftha of the University of the Free State.

Subsequently, the Potchefstroom Campus contracted Rev Jaftha to assist with the planning and implementation of management structures for community engagement. As many of his findings also have a bearing on the other campuses, it has been recommended that the process be escalated to an institutional level.

With this in mind, an NWU delegation went on a fact-finding visit to the University of Stellenbosch. The next step will be to finalise the policy and database for implementation in early 2014.

For more information please see the vice-chancellor's report under the heading "Caring for our communities".

events

- ▶ The first term of five years for the chancellor, Kgosi Leruo T Molotlegi, will expire on 19 June 2014. Council unanimously agreed to re-appoint him for a second five-year term.
- ▶ As the second term of office of the current vice-chancellor, Dr Theuns 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 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 on 30 June 2013. Council appointed Prof Marlene Verhoef as institutional registrar with effect from 1 January 2014 for a fixed period of six years.

working with industry

The NWU continued 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 R30,1 million.

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

The governance structures and core business of the NWU proceeded smoothly and without any significant changes in these structures or in the university's teaching-learning and research activities.

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

statement on workplace ethics

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.

requests for access to information

The NWU subscribes fully to the Promotion of Access to Information Act (PAIA). The Information Manual of the NWU was updated 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.

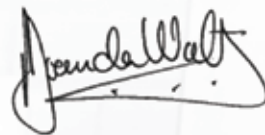
conclusion

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.

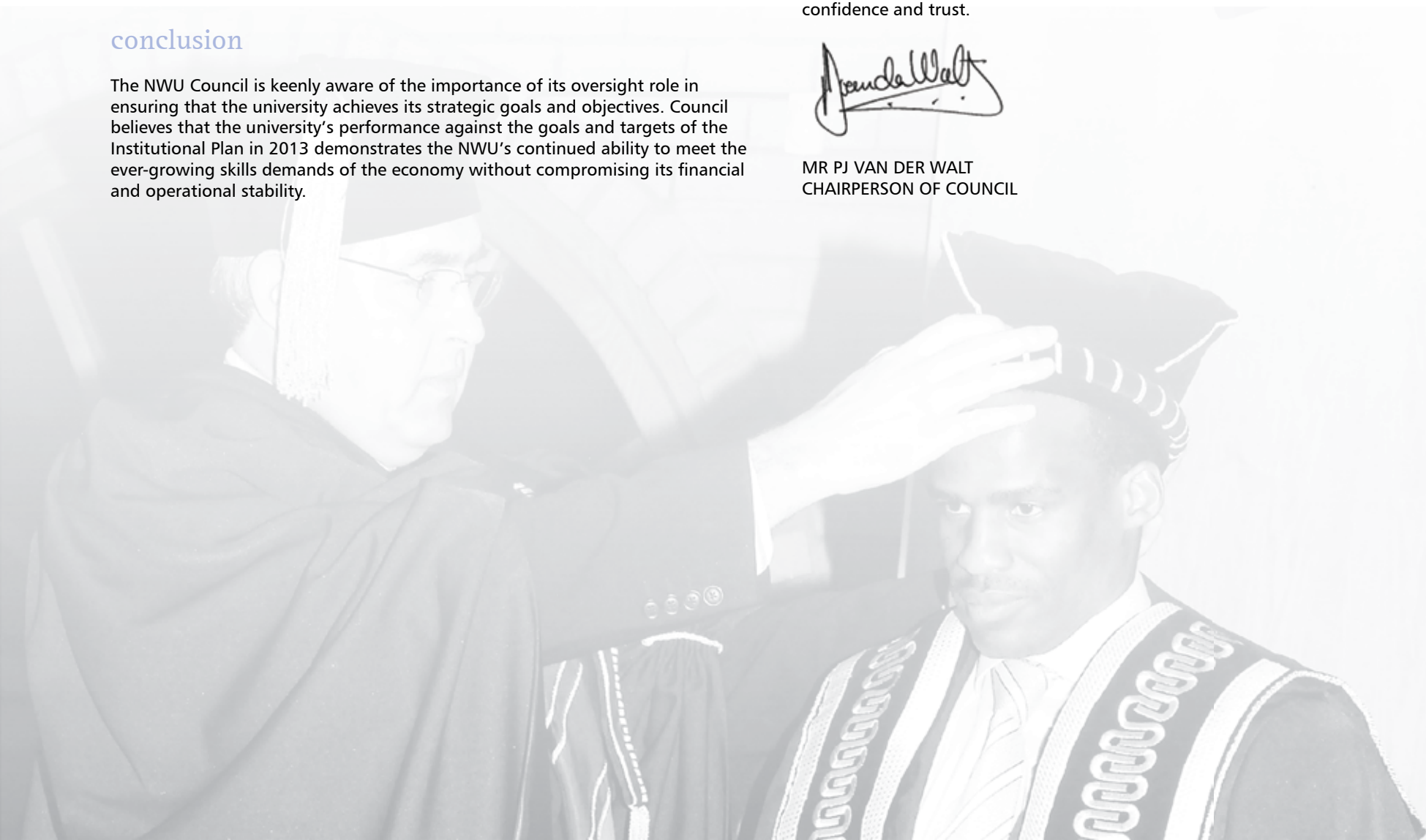
Council is under no illusions, however, about the magnitude of the challenges facing the university as it enters its second decade since the merger in 2004.

The NWU is part and parcel 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.

I sincerely thank my fellow Council members for their wisdom and dedication throughout 2013. On behalf of Council, I also 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 institution. We 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

MR JAMES 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.

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 we achieve our purpose and values.
- ▶ Determining the language policy of the NWU, subject to the policy set by

the Minister of Higher Education and Training and with the concurrence of Senate. Council's objective is to adopt a policy that is flexible and functional and redresses language imbalances of the past while promoting multilingualism, access, integration and a sense of belonging.

- ▶ Establishing the structures for rendering student support services, after consultation with the Institutional Student Representative Council (ISRC).
- ▶ Requiring members to adhere to 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 him or her.

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

All committees of Council function under a mandate of strategic or financial importance to the NWU.



“Since 2004, the NWU had three institutional registrars. They were Prof CFC van der Walt, Prof Themba Mosia and Prof Marlene Verhoef who was appointed by Council to take office in January 2014.”

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

► Executive Committee

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

The 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. 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.

► 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 for 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).

► Human Capital and Employment Equity Committee

The mandate of the Human Capital and Employment Equity Committee is to ensure that adequate human resources policies and strategies are in place and to monitor the implementation of these policies and strategies in accordance with the set criteria and measures. The committee is responsible for all human resources and employment equity-related aspects, including remuneration and service conditions matters that are not within the scope of the Remuneration Committee. The committee receives and evaluates reports from management on specific human resources issues, including compliance with statutory requirements, and ensures that management is held accountable for the implementation of human resources-related strategy and policies.

The 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) served as ex officio members and Mr VL Mothobi, executive director for human capital, was in attendance at meetings.

► Transformation Oversight Committee

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

The members during 2013 were Ms I Poee (chairperson), Mr A Mashilo, Prof D Meyer, Prof S Swanepoel 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), served as ex officio members, and Mr VL Mothobi, executive director for human capital, was in attendance at the meetings.

► Audit, Risk and Compliance Committee

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

The committee provides a channel of communication between Council, management, the internal audit function and the external auditors. It enjoys unrestricted communication with the chairperson of Council (who is not a

member of the Audit Committee), the vice-chancellor, the executive director for finance and facilities, and the internal and external auditors.

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 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 for finance and facilities) and Ms M van der Merwe (director for 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.

► 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 the Council committees' terms of reference, 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. Council was requested to designate a new member to serve on 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 for 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). 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 for 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).

► 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 external members 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 for 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).

► 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 committees' 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 on 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) and Mr PJ van der Walt (from October 2013). The management members were Dr T Eloff (vice-chancellor), Prof IJ Rost (executive director for 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).

► 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.

conflict management

Various groups where conflict could potentially arise exist within the NWU. These groups include students, academic and support staff, trade unions, the three campuses, the Institutional Office and management and those governed and managed at all levels.

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

worker and student participation

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.

Examples of these structures are the Institutional Forum (IF) and the Institutional Student Representative Council (ISRC).

Representatives from both students and workers form part of the IF and as members they engage on various matters. These include advising 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.

The ISRC consists of designated members of the different campus' student representative councils. It is accountable to the vice-chancellor and Council for the governance of organised student life within our university.

We currently have 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 Cost of Living Adjustment (COLA) forum, and are also members of various other governance committees.



MR JBH BOTHA
ACTING INSTITUTIONAL REGISTRAR AND SECRETARY TO COUNCIL

code of ethics

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

- ▶ To uphold human dignity, to develop the full potential of myself and others, and to practise and promote accuracy, honesty, truthfulness, trustworthiness and loyalty towards the university and all people.
- ▶ To seek that which is right and fair as seen from the perspective of the love of God and our love towards others, by showing appreciation for the other, by being open about my own presuppositions, by showing empathy, and by being impartial.
- ▶ To uphold everyone's freedom from restrictions, limited only by my duty to protect the freedom of myself and others and my commitment to live out and promote the above values.
- ▶ To demonstrate tolerance, patience and self-discipline towards views different from mine, in a spirit of peaceful coexistence, and to stimulate intellectual and personal growth.
- ▶ To recognise the potential of and show appreciation for the worth of all with whom I deal and to recognise how they can contribute towards growth.
- ▶ To dedicate my intellectual and personal integrity, competence,

professionalism and other resources to the achievement of superior outcomes.

- ▶ To use my expertise and my areas of specialisation to bring about constructive change in the community and environment, while broadening and deepening my own capacity in order to contribute even more to positive growth.
- ▶ To promote intellectual autonomy and critical thinking by upholding and defending the liberty and responsibility of individuals and the university to debate, teach and conduct research without arbitrary interference.
- ▶ To hold high expectations of the responsibility of the Council and management of the university to uphold the dignity of students and staff and to create a sustainable learning and working environment for all.
- ▶ To refrain from any conflict of interest detrimental to my relationship with the university, and to declare such interests or conflict in relation to my employment, fiduciary duties, interaction with colleagues and any other facet of my responsibilities.

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

meet our

Council Members



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

Chairperson:
Mr PJ van der Walt
(representing 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 and BAHons (University of Venda), MA (University of Limpopo), PhD (University of Venda) and PhD (University of Limpopo); appointed for a three-year term from 2012 to 2015.



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



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

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



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



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



Dr D Herman:
BA Law, BAHons and MA
in Industrial Sociology
(Potchefstroom University
for Christian Higher
Education) PhD in
Industrial Sociology
(North-West University),
Postgraduate diploma
in Labour Law (Rand
Afrikaans University);
appointed for a three-year
term from 2012 to 2015.



Members with special expertise

Ms M Claassens:
CA(SA), BCom Accounting
and BComHons
(Potchefstroom University
for Christian Higher
Education), Higher
Diploma in 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, BScHons, MSc,
DSc in Reactor Science,
(Potchefstroom University
for Christian Higher
Education).



Senate members

Prof EE Ebenso:
BSc (Hons) (University of
Calabar, Nigeria), MSc and
PhD (University of Ibadan,
Nigeria); elected for a
three-year term from 2013
to 2016.



Dr LB Mzini:
BA, BAHons (Vista
University), MA and PhD
in Development and
Management (North-West
University); elected for a
three-year term from 2013
to 2016.



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



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



Members representing other academic staff

Prof HF van Rooy:
BA, BAHons and MA
in Semitic Languages,
ThB, and DLitt (also
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),
BComHons Accounting
(Potchefstroom University
for Christian Higher
Education); elected for
a three-year term from
2010 to 2013.



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



The following NWU staff members attended Council meetings during 2013 upon invitation of the vice-chancellor:

- Prof F van Niekerk, deputy vice-chancellor for 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 HD van Schalkwyk, rector, Potchefstroom Campus
- Prof TJ Mariba, rector, Vaal Triangle Campus

The following institutional management members were also invited to attend Council meetings during 2013:

Prof MJ Oosthuizen, deputy vice-chancellor for teaching and learning
Prof IJ Rost, executive director for finance and facilities
Ms PP Mmope, executive director for institutional advancement
Mr VL Mothobi, executive director for human capital
Prof MM Verhoef, executive advisor in the office of the vice-chancellor

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, BAHons 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 July 2013 to 31 December 2013): BLC LLB (University of Pretoria), Diploma in Tax Practice (former Rand Afrikaans University).



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 appointee
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



report of the

Institutional Forum

DR KARABO MABE

During 2013, the Institutional Forum (IF) successfully carried out the consultative and advisory role envisaged for it in the Higher Education Act and the NWU Statute.

role and composition

The IF's role is to advise the NWU Council on the implementation of the Higher Education Act and National Higher Education Policy, to assist in developing an institutional culture of tolerance and respect for human rights, and to help promote an environment where effective teaching-learning and research can flourish.

Specific matters on which the 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. 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 members of the Executive Committee of 2013 were 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 Letsösa, Dr KL Mabe, Prof H van der Merwe
Academic staff (non-Senate)	Prof C de W van Wyk
Non-academic employees	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 Mekanazi, 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 commenced to fill the vacancies of academic staff members. The vacancy for the civic society member will be filled on nomination by the institutional management. The vacancy for the member with special expertise in human rights will be filled when a manager is appointed to that portfolio again.

matters dealt with

The Code of Ethics that Senate approved during 2012 was contemplated and accepted. The forum suggested 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 for appointing senior managers.



“During the past 10 years, the Institutional Forum constantly focused on addressing transformation and human rights matters.”

Consultation on senior appointments

Upon receiving a notice about the position of vice-chancellor becoming vacant, some members observed that this appointment 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 voting for 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 was informed that the position of institutional registrar had become vacant. 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 that Mr VL Mothobi should be reappointed as executive director for human capital.

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 for academic, quality and planning at the Vaal Triangle Campus. Prof L du Plessis was duly re-appointed.

The registrar of the Potchefstroom Campus consulted the forum on the appointment of a vice-rector for teaching-learning. 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 for 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 forum, but 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 on orientation programmes

All three campus student representative councils submitted their reports on the campus orientation programmes for first-year students. 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 Mr 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 and 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 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



Senate Report

DR THEUNS ELOFF

In this section you can read about our core business, namely teaching-learning and research. The third component of our core business, the implementation of our expertise, will be accounted for in the vice-chancellor's report under the section "our people". This is because we see the communities in which our campuses operate as part of the people who are close to the NWU's heart.

In 2013, Senate supported the core business of the NWU by ensuring that the university's academic structures, policies and personnel moved in the desired direction to enhance student success rates and safeguard the well-being of students. Senate also advised Council on various strategic matters regarding these core business components.

composition of senate

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

- ▶ The vice-chancellor (chairperson)
- ▶ The vice-principal
- ▶ The deputy vice-chancellor for teaching-learning
- ▶ The deputy vice-chancellor for research, innovation and technology
- ▶ The campus rectors
- ▶ The institutional registrar
- ▶ The deans of all faculties
- ▶ Academic staff elected by academic staff in the faculties (33 members in total)
- ▶ Non-academic staff elected by non-academic staff (two in total)
- ▶ Students designated by the Institutional Student Representative Council (ISRC) (four in total)
- ▶ The chairperson of Council or delegate and one other Council member

elected by Council

- ▶ Persons responsible for the 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)

Three ordinary meetings of Senate were held, and the average attendance at these meetings was 66%. 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
- ▶ Higher Degrees Committee
- ▶ Committee for the Classification of Theses and Dissertations
- ▶ Research Ethics Committee, which is responsible for the formulation of ethical guidelines for all research on humans, animals and human and animal material, as well as genetic material from all living organisms.

our academic structures

There were no changes in academic structures of the NWU in 2013. We continued with our 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.

our teaching-learning

With three campuses and the capacity to deliver contact and distance academic programmes, we offer students considerable flexibility in their study choices and directions.

During 2013, the emphasis of teaching-learning was on raising the level of academic and other support available to students and assisting lecturers to develop their teaching skills. This effort is reflected in the steady increases in student success

and graduation rates. At the same time, the university looked to the future by reviewing its teaching-learning strategy, refining enrolment planning, expanding distance learning capabilities and exploring blended learning options.

our teaching-learning statistics

► 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%	20,50%	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%

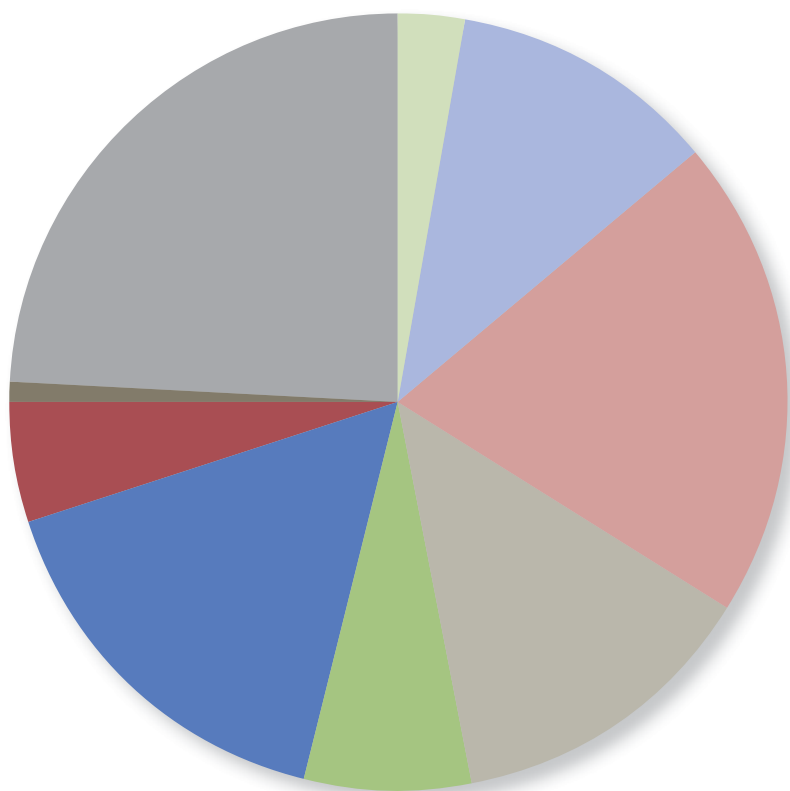
► Graduation statistics

(Per ceremony date after complying with the examination requirements in 2013.)

Campus Name	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 and 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



- Undergraduate diploma or certificate (3 years) 11%
- General academic bachelor's degree 20%
- Professional first bachelor's degree (4 years min) 13%
- Postgraduate diploma or certificate 7%
- Honours degree 16%
- Master's degree 5%
- Doctoral degree 1%
- Undergraduate diploma or certificate (1 or 2 years) 24%
- Professional first bachelor's degree (3 years) 3%

strategy for teaching-learning

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.

Elements that should define the university's Teaching and Learning Strategy include the NWU's 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.

enrolment plan looks ahead

After extensive consultation on each campus, the university submitted an enrolment plan to the Department of Higher Education and Training (DHET) for the next enrolment cycle.

The plan was submitted at the end of August 2013, and feedback is awaited from the DHET.

Some of the projections for the period 2013 to 2019, as included in the enrolment plan, are as follows:

- ▶ An overall growth in headcount enrolments of 3,1%, with a rate of 3,8% at undergraduate level, and 0,7% at postgraduate level.
- ▶ A rise in the percentage of contact enrolments, from 58,5% to 60,4%.
- ▶ The retaining of the overall success rate at 84%.
- ▶ A steady growth in enrolments in science, engineering and technology, as well as business and management.

approval of academic programmes

During 2013, the Institutional Committee for Academic Standards (ICAS) approved 117 applications. Of these, 62 were for changes to existing programmes, 10 for new qualifications and programmes and 45 for continuing education offerings.

The current policy and procedures for academic programme management were revised and developed into a Draft Policy for Programme Development, Management and Review. A task team will consider this 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.

To improve this situation, we have redesigned the process for receiving and distributing feedback from external bodies and streamlined internal lines of communication.

continuing education

Continuing education refers to continuing professional development, as well as other related activities in the teaching and learning field. These activities include offerings that are not listed on the NWU Programme and Qualifications Mix as formal academic programmes but are offered for a fee or other form of compensation, or for which an NWU certificate or other form of recognition bearing the emblem of the NWU is issued. With regard to continuing education, the following steps were taken in 2013:

- ▶ After identifying the delivery of short learning programmes as a risk and including it on the 2013 NWU risk register for immediate attention, a Framework for Continuing Education was developed.
- ▶ ICAS approved an amendment to the process for dealing with submissions of short learning programmes. This was done because ICAS procedures were primarily designed to serve formal programmes, and did not meet the needs associated with the offering of continuing education.
- ▶ The institutional registrar was requested to form a more appropriate mechanism to assist ICAS in its task of considering contracts, tenders and other forms of agreements for continuing education offerings.
- ▶ During 2013, three ICAS meetings for considering proposals for continuing education were held and applications for 45 new continuing education offerings were approved.

open distance learning

The Unit for Open Distance Learning (UODL) was launched on 1 January 2013 and 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.

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). 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.

The total number of students in distance education programmes as at 31 December 2013 stood at 24 448. Lectures are presented via interactive whiteboards to 55 fully equipped open learning study centres throughout the country. 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.

blended learning

The NWU is well aware of the world-wide changes in modes of educational provision. It is evident that 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.

In short, blended learning is the integration of thoughtfully selected complementary teaching and learning approaches and technologies. The strengths of each are blended into a unique learning experience. The Teaching and Learning Strategy, which may shape the NWU's approach to Open Distance Learning, is currently being revised to reflect developments in South African higher education.

programme alignment – the HEQF project

Phase 2 of the Higher Education Qualification Framework (HEQF) alignment process, focusing on Category B programmes, continued during 2013. Fifteen programme clusters have been constituted according to broad disciplinary groupings to coordinate the alignment process.

It was originally foreseen that Phase 2 would be in its final stages by the end of June 2013. However, the Council on Higher Education 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.

quality of academic programmes

Several quality assurance activities for academic programmes were undertaken in 2013.

External evaluations were conducted on the BA Hons degree in art history and the MA/MSc degree in research psychology on the Potchefstroom Campus, and for the bachelor's degree in communication and the BCom degree in information systems on the Mafikeng Campus. A follow-up evaluation was conducted for English as subject on the Mafikeng Campus.

A total of 21 external scholars contributed to these external evaluations. Eight of the external panel members were women and four were employed in industry. The international scholars who participated hailed from countries such as Canada, the United Kingdom, Germany, the Netherlands, India, Kenya and Nigeria.

A national review was conducted by the Higher Education Quality Committee (HEQC) for the bachelor's degree in social work on all three campuses.

The UK-based Association of Masters in Business Administration (AMBA) conducted a review and accreditation visit of 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 BEdHons 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.

The Engineering Council of South Africa (ECSA) conducted an accreditation visit for the bachelor's degree in mechanical engineering at the Potchefstroom Campus. The visit resulted in full accreditation for the programme.

academic risk abatement: student access and success

It remains a risk for any university when students drop out or are not able to complete their studies in the allocated time.

Academic, thinking 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 achieve success in their studies. Read more about how we support our students in the next section.

In the meantime, here are a few specific steps taken on the campuses:

- ▶ Following poor student performance during early assessment opportunities, an innovative Peer Assisted Learning (PAL) programme was introduced on the Mafikeng Campus as an intervention strategy in a third-year logistics module. This programme differs from Supplementary Instruction (which is discussed in the next section) in that it is more informal and involved "peer mentors" in the same class as opposed to senior students. The pass rate increased from 38% for the first semester test to 63% for the second semester test.
- ▶ As is the practice, all first-year students on the Potchefstroom Campus were required to sit for 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 was offered during the orientation period. Recruitment was started early in the year and the number of students recruited exceeded 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.
- ▶ 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 for first years.

The Academic Preparatory Programme was developed to address study competencies and use of the eFundi Learning Management System, as well as to familiarise students with academic development and support services.

supporting our students

► 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 were 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.

► University Preparatory Programme (UniPrep)

The UniPrep pilot project entered the second year of the three-year pilot phase in 2013. This programme, 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.

In 2013, a UniPrep programme aimed at enhancing access to BTh programmes was added to the existing BCom offering and the number of participating students increased to 102, compared to the 26 in 2012.

At the request of the Potchefstroom Campus, 28 campus students whose National Senior Certificate results did not allow admission to BCom studies enrolled for the mathematics module pair ("Bridging the Mathematical Gap") to attain the necessary standard.

► Supplemental Instruction (SI)

SI is an internationally recognised non-remedial approach to learning enrichment that increases student retention and performance.

In 2013, SI "out-of-class" study sessions were facilitated by 1 122 SI leaders, meaning students who have previously and successfully completed the targeted module. Although it is largely used in first-year modules, it became clear that SI was equally effective in second-year and postgraduate subjects.

Summary of Supplemental Instruction activities in 2013

Campus	Modules in which SI is presented	SI sessions	% of at-risk modules in which SI was presented
Mafikeng	208	15 730	33%
Potchefstroom	195	6 413	37%
Vaal Triangle	176	10 169	63%
TOTAL	579	32 312	

Note that an at-risk module in 2013 was defined as a module with a pass rate lower than 70%.

An analysis of 47 modules showed that students participating in SI achieved a module mark that is 10% higher than those who did not attend.

Various projects are underway to further assess the effectiveness of the SI programme. These include

- > a master's dissertation on the SI programme
- > measuring the impact of SI across all campuses of the NWU
- > tracking the progression of SI leaders into academic careers
- > obtaining online feedback from students

The marketing of SI was expanded in 2013 to make SI even more visible on the campuses of the NWU. Information about SI was shared at the annual Scholarship of Teaching and Learning conference, the Institutional Course for New Lecturers (ICNL) and at open day events on the campuses.

Other marketing tools included brochures, an SI awareness week, promotional DVDs, a lecturers' manual on eFundi and SI-webpages featuring campus-specific information.

developing our academic staff

The main academic staff development activities in 2013 included the presentation of the institutional course for new lecturers (ICNL), two teaching award processes (the Institutional Teaching Excellence Award (ITEA) and the Rapport Award), as well as projects relating to the Scholarship of Teaching and Learning.

► Institutional Course for New Lecturers (ICNL)

The three broad aims of the ICNL 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.

Some of the practical matters focused on in 2013 included the development of study guides, e-guides, examination papers and the use of technology in the classroom. Philosophical and ethical issues in higher education were also discussed, with national and international education experts sharing their expertise with academic staff. During 2013, a total of 284 academics attended phases one and two of the ICNL.

In 2014, a concerted effort will be made to ensure that all academic staff members who have been appointed since 2010 and have not yet attended the ICNL, complete this course.

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

The task of supporting the UODL during 2013 was delegated to Potchefstroom Academic Support 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. The ITEA process includes activities such as observation of three contact sessions by an evaluation panel, student feedback, proof of innovative strategies and approaches to teaching and learning (including e-learning) and the evaluation of a teaching portfolio. In 2013, a total of 55 lecturers received ITEA awards based on the 2012 evaluation process. During the year, the ITEA awards process was reviewed and a revised ITEA framework approved by Senate.

In terms of the revised policy, there will be three award categories in future:

- > The Emerging Teaching Excellence Award, recognising emerging lecturers, with a monetary award of R15 000.
- > The Teaching Excellence Award, recognising exceptional and proven achievements in teaching excellence, with a monetary reward of R30 000.
- > The Distinguished Teaching Excellence Award, recognising 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 R4 000 for three years.

► Rapport Top Lecturer Faculty Awards

For the fourth consecutive year, *Rapport* newspaper made available a substantial amount of money for these awards. After full-time undergraduate students voted for the lecturers who inspired them the most, the faculty winners each received a cash prize of R50 000. The levels of student involvement in the nominations have increased substantially, with two of the three NWU campuses securing student involvement close to 60% in 2013. The process was subject to the oversight of the NWU Internal Audit department.

► Scholarship of Teaching and Learning (SoTL)

According to the Institutional Plan for 2013, the university has to support projects on the Scholarship of Teaching and Learning (SoTL). With this in mind, the NWU allocated R1 million from strategic funds at the beginning of 2013. These funds were distributed to the three campuses and the Institutional Office. The Institutional Office used its funds for hosting the annual SoTL Conference from 19 to 21 November, with the theme “The university in the 21st century: cultivating inquiry-driven students”.

The guest speakers were Prof Clifton Conrad from the University of Wisconsin-Madison in the USA, and Dr Melissa Layne from the American Public University System. Funds allocated to campuses were awarded to 52 SoTL grant holders (academics) across the NWU. On each campus, the responsible vice-rector for academic or teaching-learning approved the proposals for SoTL grants, using set criteria. The recipients were required to present progress reports to their campus vice-rectors and to present work in progress or completed projects at the SoTL conference.

► Teaching and learning technology

Teaching and learning technology (TLT) is part of the development of a Teaching and Learning Strategy, according to the 2013 Institutional Plan. The activities in this domain of support at the NWU are regulated by the teaching and learning technology framework. The vision of this framework is to ensure the quality of teaching and learning technology used at the NWU.

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 OER with partner institutions from around the world. 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.

In 2013 collaboration with existing partners and other users of teaching and learning technology at higher education institutions in South Africa and abroad was expanded.

The aim of this collaboration is to benchmark, source and share new and in-house developed technology to the benefit of the NWU and participating partners.

The eNdaba workgroup, which oversees the implementation of teaching and learning technology at the NWU, was involved in several projects.

These included implementing and testing the Sakai 2.9 learning management system, developing e-guides, and supporting the campuses with the adoption of teaching and learning technology. In 2013 an amount of R250 000 was made available per campus to maintain multimedia equipment in lecture rooms.

► Production of study material

At the Potchefstroom Campus, the production of certain paper-based study guides was discontinued in favour of the development of e-guides. The Vaal Triangle Campus also produced a number of e-guides.

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.

► Implementation of eFundi at the NWU

At the NWU we use a learning management system called eFundi. In 2013, as many as 28 329 of the 36 125 contact students at the NWU used eFundi. This reflects a usage rate of 78%, which compares very favourably with the learning management systems used at most other reputable universities. The system was also used by 1 072 NWU academics during 2013.

career centre

The Career Centre engages in a variety of activities to promote the employability of NWU students, create networks that make employers aware of the strengths of our students, and provide feedback on the qualities of our graduates. A number of key activities contributed to the university's employability strategy in 2013.

► Supporting teaching-learning

In 2013, the Career Centre worked closely with the teaching-learning portfolio, for instance by providing regular feedback on specific needs articulated by employers and professional groups. Examples pertinent to 2013 were a partnership between Senwes and the School of Accounting Sciences on the Potchefstroom Campus, pharmaceutical companies' involvement in the annual Pharmacy Symposium, and bursaries offered to NWU students and curriculum renewal in the School of Physiology, Nutrition and Consumer Sciences, also on the Potchefstroom Campus.

► Engaging with alumni

In line with the Institutional Plan, the Career Centre provided the platform for the network of NWU alumni to share their expertise with students via various mechanisms. These include volunteering their services as mentors, presenting guest lectures and hosting student interns within their organisations. Alumni also used the CareerZone for their personal searches on career opportunities.

► Assisting our students

The main responsibility of the careers consultant is to empower NWU students in CV writing and preparation for job interviews. Workshops are held for this purpose; alternatively, students may attend individual consultations. The year under review saw an increase in the number of academic staff who invited the career consultant to make presentation to their students. The careers consultant visited all campuses during 2013 and the number of students reached increased from 1 310 in 2012 to 1 702 in 2013.

Six career fairs, attended by 106 companies, were held, offering students the opportunity to network with employers. The Career Centre continued to use electronic student platforms such as the CareerZone, social media (especially Facebook) and eFundi (the university's learning management system) to advertise employer vacancies, employer presentations and any other career-related events and articles. Resources available to job-seeking students included online application tips, links to websites for jobseekers, and information on employers expectations and the job-search process.

► Other initiatives

Other initiatives undertaken by the Career Centre in 2013 include the following:

- > The Career Centre, in association with the South African Graduate Development Agency, arranged a graduate empowerment seminar for each campus. Around 150 NWU students attended these seminars.

- > The Career Centre had a regular weekly slot on the student radio station, *PUKFM*, called "Bridging the Gap". The careers consultant spoke live on the show on four occasions on the topics of CV writing, interviewing and the graduate empowerment seminars.
- > During 2013, the Career Centre took part in various national surveys or benchmarking events. These included the Universum surveys aimed at South African students and professionals, and the South African Graduate Recruitment Association (SAGRA) employer and candidate surveys. Career Centre staff members also attended the annual conference of the Association of Graduate Careers Advisory Services in the United Kingdom and the National Association of Graduate Careers Advisory Services in Australia.

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. These funds were used to support adequate resources in libraries across the NWU.

On all three campuses, Library Services conducted a reclamation project on the accuracy of library holdings on the Online Computer Library Centre databases.

It was verified that the NWU libraries have access to approximately 7 000 purchased e-books and 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. This culminated in a similar job structure for library staff across the NWU by April 2013.

A comprehensive peer evaluation was conducted for the library at the Potchefstroom Campus, followed by two "soft reviews" (broad rather than detailed reviews) for the libraries at the Mafikeng and Vaal campuses. Shortcomings that were identified were addressed.

Specific developments at the various campus libraries are as follows:

- All outdated and redundant books were removed from the Mafikeng Campus library.
- The Potchefstroom Campus library is being upgraded in phases over three years from 2013 to 2015. A research commons for postgraduate students, an information commons for undergraduate students, a self-checkout system, and an eBook project are envisaged, amongst other things.
- A new library building was built on the Vaal Triangle Campus and should be fully operational by January 2014. The new library building is part of a larger learning commons and will also house the reading and writing centre, Academic Development and Support Services as well as Student Counselling. Between 2011 and September 2013, the library acquired 5 159 new books and removed 4 583 dated items.

our research and innovation

In striving towards becoming a balanced teaching-learning and research university, the NWU has been making carefully targeted investments in building research capacity and creating a conducive environment for our research staff. Over the past few years, these investments have been reaping good returns for the university, which is now ranked among the top five research universities in South Africa.

highlights

- ▶ 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 master's 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 462 in 2012 to 506 in 2013.
- ▶ The number of postdoctoral fellows at the university rose from 118 to 140 and NRF-rated researchers increased from 140 to 169. Following an increase in article equivalents output of 22% in 2012, the increase in 2013 was 41%, from 869 (approved) in 2012 to 1 227 (provisional) article equivalents.
- ▶ 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 being financially supported by the National Intellectual Property Management Organisation (NIPMO) for a period of three years.
- ▶ The NWU was awarded funding for a Medical Research Council (MRC) Flagship Project entitled: "Development to the Clinical Phase of Oxidant and Redox Drug Combinations for Treatment of Malaria, TB and Related Diseases (MALTB REDOX)".

our research statistics

The following table shows the increase in 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	1 061
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	1 227 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	1 074	1 061	1 083	1 186	1 318	1 483	1 793	2 237
Postdoctoral fellows	9	17	18	34	38	48	69	89	118	140

Note: All research outputs reported on are as submitted to the Department of Higher Education and Training on 15 May 2014, and may change after that date.

► Publication output

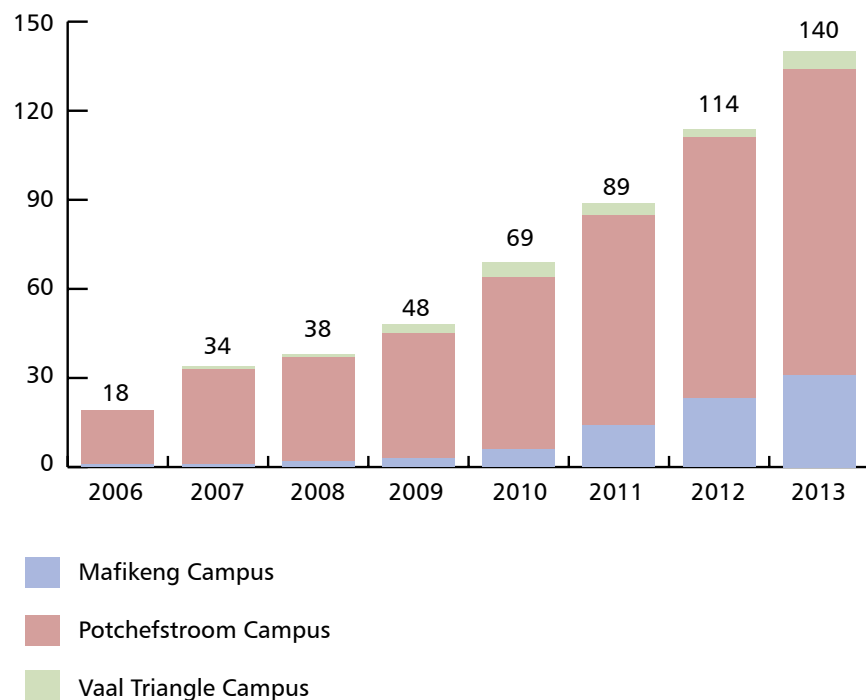
The NWU's subsidised publication output consists of accredited journal articles, books and conference proceedings. Total publications output for the year came to 1 227 (provisional) units, which is an increase of 41% against the previous year's 869 (approved) units.

Per capita output, referring to articles published per academic per year, increased from 0,7 in 2012 to 0,94 (provisional) in 2013. Of the journal articles published, 64% (676 units) appeared in Institute for Scientific Information (ISI) journals, compared to 66% in 2012.

► Postdoctoral fellows

The NWU continued its trend of increasing the number of postdoctoral fellows. In 2013, there were 140 at the NWU, compared to 114 in the previous year.

These fellows all received grants from the university. In 2013 a total of R21,56 million was spent on grant funding, compared to the R19,48million spent in 2012. The following graph reflects the steady increase in the number of postdoctoral fellows on the NWU campuses since 2006.



► NRF ratings

Starting the academic year with 125 National Research Foundation (NRF)-rated researchers, the NWU submitted 40 rating applications to the NRF in February 2013.

Of the 40 applications for new ratings, 25 were successful and one is still outstanding. Owing to natural attrition, the NWU had 169 rated researchers at the end of December 2013.

The following table reflects the number of rated researchers per category at each NWU campus.

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

rewarding our researchers

At the annual gala dinner on 1 November 2013, the university recognised 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 awarded for exceptional leadership and contributions to international organisations; and
- ▶ The most productive junior and senior researcher and the most productive research entity.

developing our research capacity

The NRF once again made a significant contribution towards supporting students at master's and doctoral level in the scarce skills category. The following table shows how these funds were allocated.

	Value (R)	Students
Honours	4 190 000	145
Master's	7 213 398	119
PhD	6 513 650	66
Total	17 917 048	330

In 2013, the NWU provided financial support to the value of R1 401 772 to staff members completing doctoral degrees. This was done in the form of bursaries granted to 51 members of staff. In addition, the NWU spent R337 800 on capacity-building workshops which 503 researchers attended.

The topics of these workshops ranged from writing for publications to questionnaire design, research opportunities and science communication, among others.

our research entity model

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

Six research entities were externally evaluated in 2013, all with a positive outcome. The evaluation recommendations are being incorporated into action plans.

In 2013, two new research entities on the Potchefstroom Campus were approved for 2014:

- ▶ The niche area, Visual Narratives and Creative Outputs through Interdisciplinary and Practice-led Research, and
- ▶ The focus area, Self-Directed Learning and Technology Enhanced Learning (SDL and TEL).

Two new entity categories were added in 2012 and became active in 2013, namely hosted entities (centres, platforms and institutes) and commercial entities. The NWU research entities as at 31 December 2013 are listed in the following table:

NWU RESEARCH ENTITIES	
Research niche areas	Faculty and 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 Information Technology, Vaal Triangle Campus
Musical Arts in South Africa: Resources and Applications (MASARA)	Arts, Potchefstroom Campus
Population and Health	Human and Social Sciences, 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)	Education 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 and 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 (centre, platform or institute)	
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 of Excellence in Advanced Manufacturing	Engineering, Potchefstroom Campus
The DST Centre of Excellence in Indigenous Knowledge Systems (IKS)	Agriculture, Science and Technology, Mafikeng Campus
Commercial research entities	
Centre for Pharmaceutical and Biomedical Services	Health Sciences, Potchefstroom Campus
NRF research chairs	
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

Two applications for NRF/DST Centres of Excellence passed the first round of evaluation, and were invited to submit full proposals. These were Astroparticle Physics, and the Centre for Innovation in Environment and Climate Change Law and Governance, both on the Potchefstroom Campus.

research funding

Once again, research funding was received from the NRF and from the NRF's Technology and Human Resources for Industry Programme (THRIP).

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

Year	Amount	Adjusted	Awarded
2010	22 979 510	16 707 197	39 686 708
2011	30 119 319	3 863 175	33 982 494
2012	36 599 173	10 808 456	47 407 629
2013	47 510 962	8 135 673	55 646 635

The NWU continues to be one of the top THRIP earners. 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.

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

Year	Amount	Awarded
2010	22 979 510	39 686 708
2011	31 673 631	35 748 806
2012	11 589 866	31 660 131
2013	19 120 477	30 153 932

technology transfer and innovation support

During 2013, the NWU's Technology Transfer and Innovation Support Office supported the innovation and commercialisation activities of the university by providing a wide range of support services. These services ranged 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.

They also managed the NWU's comprehensive patent portfolio that spans 47 countries. The total number of RSA-patented inventions is 50, which is 20 more than in the period 2004 to 2008. The NWU has secured 14 USA-registered patents to date.

The National Intellectual Property Management Office (NIPMO) supports the NWU with up to 50% of the cost of patenting and awards incentives to individual inventors. After filing a claim in October, the university expects 50% back of its total expenditure of R4,8 million for the claim period.

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
Number of co-owned patents included in RSA	0	0	4	4	5	5
First internationally granted patents	0	5	1	1	2	2
Total number of first international patented inventions	0	14	15	16	18	20

It should be noted that one invention could be registered in many countries. It is reported here as only one.

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

Licensing, royalties and product sales

	2004-2008	2009	2010	2011	2012	2013
New licence agreements	13	1	0	1	1	1
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 IP	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

internationalisation

The NWU is 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.

► Conferences

During 2013, the university continued to broaden its horizons and raise its international profile at various conferences, seminars and workshops. These include a SANTRUST Workshop, the Africa Institute of South Africa (AISA) Young Graduate Scholars Conference, the G20 Youth Forum for young leaders and two Eidos conferences.

NWU staff were also involved in the bi-annual congress of the International Reformed Theological Institute, the 17th International Education Association of South Africa (IEASA) Conference, various Southern African Research and Innovation Management Association (SARIMA) workshops and a meeting of the South African Regional Universities Association (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. Visitors hailed from institutions such as the Oberlin College Conservatory in the USA, Oxford University, the University of Glasgow, the Polytechnic of Namibia, Ghent University in Belgium and German universities such as the Friedrich-Alexander-Universität Erlangen-Nürnberg, Bauhaus University and the University of Potsdam.

► 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 Quacquarelli Symonds (QS) 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).

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 will be published in 2014.

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. 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.

	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%	83,60%	83,50%	85,20%	88,20%	85,10%
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	1 227 provisional
Total weighted research output units	798	865	1 074	1 061	1 083	1 190	1 318	1 483	1 793	2 237
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

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



DR T ELOFF
CHAIRPERSON OF SENATE

During the past decade, the NWU grew and excelled to deliver on the needs of our country.



93%

increase in doctoral degrees awarded
2004 to 2013

346%

increase in article equivalents
published (provisional)
2004 to 2013

66,6%

increase in RSA-patented
inventions
2004 to 2013

171%

increase in accountants
delivered to SA labour force
2004 to 2013



NWU students

2004 2013
40 146 60 975

2013

7 608 NWU employees
= 3 234 male employees
= 4 374 female employees

2013
R130,7 million financial
support for students

54 council-approved
policies at NWU

14 025
NWU web pages

91
employees identified
for succession planning
programme

17
support departments
conduct self-evaluations



how we manage the NWU

60 meet our institutional management

61 reaching our targets

68 report of the vice-chancellor

70 engaging with our people

- > empowering our employees (human capital)

- > supporting our students

- > caring for our communities (community engagement)

79 backing our core business

- > enabling good governance and management (institutional registrar)

- > building on solid foundations (finances and facilities)

- > enhancing the flow of information (information and communication technology)

- > talking to our stakeholders (institutional advancement)

meet our *Institutional Management*



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

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

VICE-CHANCELLOR



Dr Theuns Eloff

Deputy vice-chancellor for teaching-learning



Prof Martin Oosthuizen

Deputy vice-chancellor for research, innovation and technology



Prof Frikkie van Niekerk

Acting institutional registrar



Mr James Botha

Executive director for finance and facilities



Prof Johan Rost

Executive director for human capital



Mr Victor Mothobi

Executive director for institutional advancement



Ms Phumzile Mmope

Rector of the Mafikeng Campus



Prof Dan Kgwadi

Rector of the Potchefstroom Campus



Prof Herman van Schalkwyk

Rector of the Vaal Triangle Campus



Prof Thanyani Mariba

reaching our targets

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.

Our goal	Our progress	Where to find more details
Transformation	<ul style="list-style-type: none"> ▶ A transformation module was implemented for the Leadership Academy. ▶ Transformation was also included in the development and orientation programmes for new managers. 	Vision, mission and strategy p 1 Report of the chairperson of Council, p 26 Council report on corporate governance, p 30 Report of the Institutional Forum, p 40
Access	<ul style="list-style-type: none"> ▶ The UniPrep programme was continued in order to increase the preparedness of first-time entrants. The student numbers grew from 26 in 2012 to 102 in 2013. ▶ Fair progress was made with the pursuit of the minimum diversity targets as agreed upon by Council in November 2010. 	Report of Senate, p 47 Report of the vice-chancellor, p 76
Alignment	<ul style="list-style-type: none"> ▶ Progress was made in utilising the extensive HEQSF project to determine an as-is view, as well as an ideal future view, of academic programme alignment at the NWU. 	Report of Senate, p 46
Diversity	<ul style="list-style-type: none"> ▶ 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. ▶ The NWU continued implementing the revised NWU Language Policy that pursues functional multilingualism in all NWU environments. 	Report of the vice-chancellor, p 72
Addressing historically entrenched forms of discrimination and achieving the agreed minimum diversity targets.	<ul style="list-style-type: none"> ▶ The “growing our own timber” guidelines were approved by the institutional management. ▶ A new Human Rights Committee structure, representative of all campuses and workplaces, was approved 	Report of the vice-chancellor, p 71, p 72
Increased unity	<ul style="list-style-type: none"> ▶ Four new policies/sets of rules and 10 reviewed policies were approved for implementation across the NWU. 	Report of the chairperson of Council, p 26
Quality	<ul style="list-style-type: none"> ▶ The development of all 15 faculty quality manuals was continued. ▶ 21 quality manuals for support departments were redeveloped, updated and placed on the intranet. ▶ The annual Quality Indaba took place in October 2013 to raise awareness of quality management among support departments. 	Report of Senate, p 46 Report of the vice-chancellor, p 79
Redress	<ul style="list-style-type: none"> ▶ 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 have been applied consistently. ▶ Of the R824 million in goods and services procured in 2013, 78,60% qualified as BBBEE procurement. (The target was 50%.) 	Report of the vice-chancellor, p 82
Resource allocation	<ul style="list-style-type: none"> ▶ The NWU continued optimising the budget process. Three changes were made to the process that was implemented in 2013. ▶ The Institutional Budget Committee focused on equitable resource allocation which is aligned with the Institutional Plan (IP). 	Report of the vice-chancellor, p 82 Report of the vice-chancellor, p 82
Student experience	<ul style="list-style-type: none"> ▶ A sound and balanced student experience was maintained. ▶ A survey was used to monitor the quality of the academic experience of first-year students. 	Report of the vice-chancellor, p 77 Campus overviews, p 94, p 98, p 104

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.

Our goal	Our progress	Where to find more details
Improve quality of teaching-learning on a continuous basis.	<ul style="list-style-type: none"> ▶ The NWU contracted a consultant to review the status of teaching and learning at the NWU. ▶ Further progress was made with the NWU's draft revised Teaching and Learning Framework. ▶ The NWU joined the Open Educational Resources University (OERU) network as an anchor partner. 	Report of Senate, p 45
Implement a blended learning model and continue investigating the use of information and communication technologies in all teaching and learning environments.	<ul style="list-style-type: none"> ▶ The strategy that may shape the NWU approach to Open Distance Learning is currently being revised. ▶ Pilot projects for blended learning commenced in 2013. 	Report of Senate, p 45, p 46
Ensure effective academic planning and programme development.	<ul style="list-style-type: none"> ▶ The NWU submitted an enrolment plan to the Department of Higher Education and Training for the next enrolment cycle. ▶ A "size and shape" exercise was conducted to determine the quantitative parameters for academic planning and to develop an academic profile of the NWU by classifying its academic programmes. ▶ The NWU evaluated the financial viability of academic modules and programmes to make sure that the NWU's staff complement is both optimal and efficient. This was used in the budget process for 2014. ▶ 15 programme clusters have been constituted to coordinate the alignment process. The internal approval process of the Institutional Committee for Academic Standards was streamlined. 	Report of Senate, p 45, p 46
Continue to use the enrolment plan to address national needs.	<ul style="list-style-type: none"> ▶ The NWU's approved enrolment plan remained a steering mechanism. ▶ An enrolment monitoring report for 2013 was submitted to Senate. 	Report of Senate, p 45
Continue curriculum transformation.	<ul style="list-style-type: none"> ▶ The NWU provided academic literacy development in the form of compulsory modules and writing and reading centres on each campus. ▶ The HEQSF alignment project was continued. 	Report of Senate, p 46, p 47
Develop effective programme management processes that ensure consistency across the NWU.	<ul style="list-style-type: none"> ▶ Two major aspects related to the programme development, management and review processes were identified. Revised policies and procedures then had to be drafted and systems development completed. As an interim measure, urgent attention was paid to the quality of submissions to external bodies. ▶ The Academic Programme Management Policy was developed into the Draft Policy for Programme Development, Management and Review. 	Report of Senate, p 45
Optimise the work of the Career Centre.	<ul style="list-style-type: none"> ▶ Graduate empowerment seminars were held on the campuses. ▶ The centre engaged in a variety of activities to promote the employability of NWU students. ▶ Employer feedback on NWU graduates was obtained through participation in several national surveys. ▶ The centre provided the platform for NWU alumni to share their expertise with students. ▶ A career services management system to enhance the processing and sharing of information was investigated. ▶ The centre informed teaching-learning role players of the needs expressed by employers and professional groups. 	Report of Senate, p 49

Optimise learner participation in work integrated learning and service learning.	▶ The draft Work Integrated Learning policy was submitted to the Institutional Committee for Teaching-Learning.	
Optimise continuous professional development.	▶ Work started on the development of a framework for the provision of continuing education. ▶ A comprehensive audit by Internal Audit of all short courses was undertaken.	Report of Senate, p 45
Manage quality as part of all teaching-learning facets.	▶ Internal and external academic programme evaluations continued.	Report of Senate, p 46
Improve student success.	▶ A report on student success against NWU targets was submitted to Senate. ▶ A report on the implementation of Supplemental Instruction in 30% of all at-risk modules was submitted to Senate.	Report of Senate, p 43, p 47
Cultivate the scholarship of teaching-learning.	▶ The annual Scholarship of Teaching and Learning Conference was held in November 2013. ▶ The Institutional Course for New Lecturers was presented in February, June and November 2013. ▶ The institutional teaching excellence (ITEA) awards process was reviewed to ensure optimal participation and consistency in the allocation of awards. ▶ Communities of practice were developed. ▶ A strategy for implementing a mentoring-the-mentor programme was dealt with.	Report of Senate, p 47, p 48



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.

Our goal	Our progress	Where to find more details
Enabling research.	<ul style="list-style-type: none"> ▶ Task agreements were used to balance staff time allocation to core business activities. ▶ The number of postdoctoral fellows increased from 114 to 140. ▶ The NWU participated in nine research programmes which formed part of the European Union Framework Programme. The activities of the Technology Transfer and Innovation Support office included the commercialisation of the ignition project in Europe, amongst other things. 	<p>Report of Senate, p 50</p> <p>Report of Senate, p 54</p>
Improving the research profile.	<ul style="list-style-type: none"> ▶ The number of NRF-rated researchers increased from 140 to 169. ▶ In 2013, the NWU awarded 781 master's and 168 doctoral degrees, compared to the 670 and 154 in 2012 respectively. ▶ A new postgraduate bursary scheme was implemented. The NWU received R7 213 398 from the NRF for master's students and R6 513 650 for doctoral students. ▶ The increase in article equivalents output in 2013 was 41%, from 869 (approved) in 2012 to 1 227 (provisional). ▶ R23 million was awarded for expensive research equipment on all three campuses. ▶ Two new tier-two NRF chairs were awarded to the NWU. ▶ 64% of all journal papers were published in ISI journals and 34% in local journals. The IREA incentive scheme was revised to focus more on ISI journals. ▶ The NWU participated in the Quaquarelli Symonds Stars Rating System and received a three-star rating. ▶ The NWU also participated in the international U-Multirank, a new university ranking for higher education institutions. The results will be published in 2014. 	Report of Senate, p 50 – p 56
Develop research staff capacity.	<ul style="list-style-type: none"> ▶ A new postgraduate bursary scheme was implemented. ▶ An amount of R285 876 was spent on research capacity building workshops and bursaries were awarded to 51 staff members who were in the process of completing doctoral degrees. ▶ The IREA incentive scheme was revised to further incentivise publications in international accredited journals. 	Report of Senate, p 52
Monitor the research entities model.	<ul style="list-style-type: none"> ▶ Five research entities and the Centre for Human Metabolomics were evaluated by an external panel. ▶ Agreements were concluded for various development and funding opportunities. ▶ Research entities were involved in multiple national and international collaborative research programmes. ▶ The idea of research clusters was further developed. ▶ The Research Infrastructure policy was reviewed. ▶ New research collaboration opportunities were identified, involving government, industry and communities. ▶ The NWU focused on assisting niche areas with commercialisation, supporting industry needs and establishing world-class technology platforms. 	<p>Report of Senate, p 52</p> <p>Report of Senate, p 54</p>
Measure and improve throughput of postgraduate students.	<ul style="list-style-type: none"> ▶ A project plan and progress report were submitted to Senate. ▶ Various aspects of the postgraduate student management system were implemented. 	Report of Senate, p 51
Refine quality assurance processes.	<ul style="list-style-type: none"> ▶ The programme is underway and being managed by the Quality Office. 	Report of Senate, p 52
Explore research funding opportunities.	<ul style="list-style-type: none"> ▶ The Strategic plan for Research, Innovation and Community Engagement was reviewed. 	Report of Senate, p 53

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.

Our goal	Our progress	Where to find more details
Implement expertise and commercialise research results.	<ul style="list-style-type: none">▶ Third-stream income grew by 9,29 % in 2013.▶ Internal awareness of innovation was raised through workshops and seminars.▶ An innovation competition and an Entrepreneur of the Year competition were organised.▶ The NWU focused on Intellectual Property scouting.▶ One internal corporate venture was started and other possibilities were investigated.▶ Nine RSA patents were granted in 2013 and third-stream income from royalties and sales increased by R700 000.	Report of Senate, p 54
Expand community engagement.	<ul style="list-style-type: none">▶ Partnerships were further pursued and audited statements were made available. Donations and interest received amounted to R444 930.▶ The skills of three part-time employees who formed part of the social entrepreneurship mentorship programme were utilised and further developed.	Report of the vice-chancellor, p 78
Align commercialisation and social engagement activities with core activities.	<ul style="list-style-type: none">▶ A "soft review" (not as detailed) of Community Engagement has been conducted.▶ The Green Campus committee met to ensure compliance to the findings of the environmental compliance audit.	Our commitment to sustainability, p 6
Refine quality assurance.	<ul style="list-style-type: none">▶ The applicable HEQC audit aspects were reviewed.▶ All gaps have been closed, except for the development of a postgraduate student support system which will be finalised in the next financial year.	Report of the vice-chancellor, p 79
Integrate sustainability into all core business activities.	<ul style="list-style-type: none">▶ The Integrated Report was postponed to 2014 due to a lack of resources. A contract appointment was made for conducting a materiality study in 2014.	Integrated reporting, p 8



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.

Our goal	Our progress	Where to find more details
Continue to build an aligned NWU brand.	<ul style="list-style-type: none"> ▶ An aligned brand strategy and creative concept were implemented. ▶ The brand identity policy and procedures and the mascot guidelines were approved by Council. 	Report of the vice-chancellor, p 86 - p 90
Develop an integrated online information strategy.	<ul style="list-style-type: none"> ▶ The review of the social media guidelines commenced and will be completed in 2014. ▶ The Web Policy was reviewed and its name changed to NWU Online Publication Policy. The policy was approved by Council. ▶ The NWU web was upgraded. ▶ A new intranet environment was created and a centralised management process put in place, and draft intranet guidelines were compiled. ▶ The NWU app was implemented and news will be updated on a daily basis, if possible. ▶ Researchers were trained to talk to the media. 	Report of the vice-chancellor, p 86 - p 90
Enhance national media exposure.	<ul style="list-style-type: none"> ▶ A convergence newsroom on the university website, as was developed by the Potchefstroom Campus, was established for the Mafikeng and Vaal Triangle campuses. 	Report of the vice-chancellor, p 86 - p 90
Develop an effective stakeholder management system.	<ul style="list-style-type: none"> ▶ A searchable database was implemented for communication with our alumni. ▶ The NWU continued building sound relationships with various stakeholders. ▶ The Department of Higher Education and Training received the NWU annual report on 30 June 2013. In August an annual report for stakeholders was published. This version was in line with current trends and represented a move towards adhering to integrated reporting. ▶ The NWU's relationship with its donors was strengthened and a Board of Donors meeting was held. ▶ A variety of electronic media were used to communicate with internal stakeholders at the NWU. ▶ Strategic matters from the vice-chancellor's office were communicated through existing channels. 	Report of the vice-chancellor, p 86 - p 90
Establish an institutional advancement office.	<ul style="list-style-type: none"> ▶ Good progress was made with establishing an integrated institutional advancement strategy. ▶ Funds were distributed from the North-West Higher Education Trust to the campuses. The ▶ The NWU focused on the revision of policies and procedures for third-income stream activities. 	Report of the vice-chancellor, p 86 - p 90
Implement a framework for internationalisation.	<ul style="list-style-type: none"> ▶ Following the QS rating process, a report was generated as the first step towards meaningful remedial action. ▶ A workshop on internationalisation was attended by delegates from the campuses' international offices. ▶ Contracts were recorded on the new Intium system. ▶ Interactive data for incoming international students and outgoing NWU students was included on the NWU website, and the internationalisation web pages were revamped. 	Report of the Senate, p 55

Allocate resources to ensure the implementation of campus niches (in other words the strategic direction for each campus).	<ul style="list-style-type: none"> ▶ Resource allocation was aligned across the three campuses. ▶ Roll-out of the 10-year infrastructure plan continued. 	Report of the vice-chancellor, p 84
Ensure adequate support functions and integrated business systems to ensure core business success.	<ul style="list-style-type: none"> ▶ Campuses started with projects to create awareness of the hampering effects of bureaucracy on effectiveness and efficiency. These projects will continue in 2014. ▶ The Institutional Quality Office drove a project to determine the perceptions and levels of service satisfaction of key support departments at the NWU. ▶ The FinOps project – related to financial management and administration – commenced. ▶ 21 support departments' quality manuals were redeveloped, updated and placed on the intranet. ▶ The NWU streamlined processes in Management Accounting Services. ▶ The Oracle HR System was upgraded to Version 12 and the HR reporting platform was further developed to improve access to HR information. ▶ Management Information developed instruments to service client needs. Remarkable progress was made in streamlining the data warehouse to provide a reliable dashboard interface environment. ▶ The Information and Communication Technologies unit was subject to a large-scale peer-evaluation process. ▶ A study on the provision of "one-stop" student services was conducted. ▶ Several steps were taken to enhance library services on all campuses. ▶ IT strategies continued to support the NWU's core business. ▶ Quali Ready has been selected as an appropriate platform for the Business Continuity Plan. 	<p>Report of the vice-chancellor, p 79</p> <p>Report of the vice-chancellor, p 82</p> <p>Report of the vice-chancellor, p 86</p>
Promote staff wellness.	<ul style="list-style-type: none"> ▶ To enhance the services offered to employees, external health and wellness providers were contracted to service employees under the banner of the Wellness 4U programme. ▶ 1 324 NWU students and staff participated in a national HIV/Aids awareness and testing campaign. 	Report of the vice-chancellor, p 72
Maintain a strong focus on risk management and compliance.	<ul style="list-style-type: none"> ▶ The Risk Register was updated and a start was made on reviewing the risk management process. Risk management was included in the institutional management's performance agreements. ▶ Combined Assurance Forum and Audit, Risk and Compliance Committee meetings were continually held during the year. 	<p>Report of the vice-chancellor, p 83</p> <p>Report on corporate governance, p 31</p>



report of the

Vice-Chancellor

DR THEUNS ELOFF

People, processes and policies are the heartbeat of a well-run university. We have established a well-deserved reputation as an institution that enables our staff and students to succeed and our surrounding communities to develop sustainably, while securing its own viability in the long run.

Furthermore, it is the vice-chancellor's responsibility to ensure sound management in support of our core business. This includes ensuring that students and lecturers have effective support and that the infrastructure – ranging from buildings to IT infrastructure – provides a conducive setting for teaching-learning and research.

how to navigate this section

This report flows from the inside out. It starts with the heart of the institution, our people, meaning our staff, students and the communities around our campuses. From there the report moves outwards, showing how the NWU's employees enable good governance and management, sound finances, solid infrastructure and state-of-the-art technology. The report ends with our engagement with our external stakeholders in the outside world.



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engaging with our people

In this section you can read about the NWU's impact on three of the stakeholder groups that are very valuable to us, namely our employees, our students and the communities around our campuses.

empowering our employees

The NWU realises that our sustainable success rests in the hands of our employees. As a result, we create a workplace in which our employees feel safe, are empowered to grow and are willing to go the extra mile in pursuit of our goals. In engaging with our employees, Human Capital is guided by policies covering important issues such as employment equity, diversity management, human rights and employee relations, employee wellness and HIV/Aids management, and training and skills development, among others.

ensuring adequate staffing levels

In 2013 the university continued to monitor specific academic and support departments to ensure adequate staffing, particularly in critical areas.

► 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

► 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 equity profile

► Gender profile

Business unit	Female	Male	Grand total
Institutional Office	397	287	685
Mafikeng Campus	563	727	1 289
Potchefstroom Campus	2 826	1 860	4 686
Vaal Triangle Campus	588	360	948
Grand total	4 374	3 234	7 608

► Demographic composition – South African citizens

Business unit	African	Coloured	Indian	White	Grand total
Institutional Office	168	33	8	471	680
Mafikeng Campus	995	26	24	108	1 153
Potchefstroom Campus	913	192	38	3 464	4 607
Vaal Triangle Campus	425	19	17	476	937
Grand total	2501	270	87	4 519	7 377

► Foreign nationals

Business unit	Female	Male	Grand total
Institutional Office	3	1	4
Mafikeng Campus	48	89	137
Potchefstroom Campus	31	48	79
Vaal Triangle Campus	3	8	11
Grand total	85	146	231

equity targets

Workplace targets and desired change

Mafikeng Campus	Black	White	Women
Current	87,94%	12,06%	47,08%
Target	91,30%	8,70%	47,10%
Potchefstroom Campus	Black	White	Women
Current	24,95%	75,05%	58,76%
Target	26,70%	73,30%	55,40%
Vaal Triangle Campus	Black	White	Women
Current	35,88%	64,12%	64,64%
Target	35,30%	64,70%	54,00%
Institutional Office	Black	White	Women
Current	21,49%	78,51%	56,47%
Target	22,10%	77,90%	55,70%
North -West University	Black	White	Women
Current	35,71%	64,29%	57,36%
Target	38,02%	61,98%	53,05%

improving employment equity

To substantially improve the NWU's ability to appoint and retain employees from the designated groups, the university has adopted a number of institutional strategies.

► Capacity building fund

This fund facilitates the appointment of candidates from the designated groups through bridging finance for a maximum period of three years, after which the position is funded through normal staff budgeting. Some 81,31% of employees who were employed through the capacity building programme when it was introduced in 2006 are still employed by the NWU.

► Growing our own timber

During 2013 the NWU continued to implement the "growing our own timber" programme, which aims to improve the NWU's employment equity profile. As part of this initiative the undergraduate cadet programme was continued in the Faculty of Engineering on the Potchefstroom Campus. Six cadet bursary holders who have completed their studies were appointed in this faculty.

The cadet programme will now be rolled out to two faculties on the Mafikeng Campus and three on the Potchefstroom Campus.

In 2013 the Potchefstroom Campus launched a postgraduate programme that makes provision for one bursary worth R80 000 per year for each of their eight faculties. These bursaries will assist students to complete their postgraduate studies. Bursary holders will be contractually obligated to work the corresponding number of years for the NWU.

Through an internship programme, the university enables students to gain practical experience. This contributed to meeting the challenge of capacity building as possible employment opportunities at the NWU will be created for them upon completion of their internships.

The NWU's succession planning programme commenced in 2013. Of the 191 employees who were identified as potential future managers, 84 were black and 72 were female. The initial focus of the programme is on building a sustainable leadership pipeline aligned with the university's employment equity targets. During 2014, individual development programmes will be implemented to ensure that candidates in the succession pool are well equipped for their future roles.

diversity management

► Diversity awareness

The NWU prides itself on our diverse workforce and recognises the need for enhancing diversity awareness and a culture of inclusiveness. Subsequently, diversity awareness was included in people management training for 2013 and is now also part of the orientation programme for new employees and managers.

► Employees with disabilities

In 2013 a total of 22 employees with disabilities were registered with the NWU, representing 0,70% of the total permanent workforce of the university. It is clear the NWU must make an effort to employ persons with disabilities, as the Commission for Employment Equity's Annual Report for 2012/2013 shows a national average of 1,4% employment of persons with 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.

putting human rights first

The North-West University recognises the fundamental rights and values contained in the Bill of Rights in the Constitution of the Republic of South Africa.

We believe that these fundamental values and rights must be respected and upheld in the university community and be applied as an integral part of the university's practices and policies. During 2013, the NWU's Human Rights Committee, established by Council, continued to function independently and impartially, in good faith and without prejudice. The objective of this committee

is to look out for the rights of all staff members and students without infringing on other people's rights.

The committee consists of 12 members, representing the university community in terms of race, gender and disability. The Human Rights Committee is part of the Employee Relations portfolio, which reports regularly to the Institutional Management and Council.

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

employee relations

The 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 procedures for disciplinary action, abscondment, suspension, intoxication and the handling of employee grievances, among others.

The approved procedure on sexual harassment makes provision for an external ombudsperson. Subsequently Ms Lizelda Goslin from Klerksdorp was appointed in 2013 for psychological counselling sessions with NWU staff and students who feel harassed in some way. A special email address was created for contacting her.

The university currently has two recognised trade unions, namely SAPTU at the Institutional Office and the 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.

employee wellness

As the wellbeing of our staff is a priority at the NWU, a well-structured Employee Health and Wellness (EHW) programme takes into account the psychosocial, emotional and physical well-being of staff.

► 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 Wellness4U programme which commenced

in October 2013. The overall takeup 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 of 6,3% for comparable organisations in the public sector. 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 the health profiling of 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 health and wellness projects

In 2013, employees had 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 workshops on stress management to improve coping skills and personal financial management. Another aspect of the EHW programme was awareness, consisting of campaigns on occupational health and safety, corporate wellness, sun smart behaviour and disability awareness, among others. An Inter-Campus Social Day was held on 15 March 2013, providing the opportunity for employees from all four business units to get to know one another better.

hiv/aids management

The NWU is committed to mitigating the impact of HIV/Aids among staff and students. All three campuses have health centres or clinics, where individual attention by professionals ensures that each person who is HIV positive receives an optimum chance to maintain a normal lifestyle.

HIV/Aids coordinators report to the student deans and 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/Aids coordinator. The Employee Health and Wellness unit in Human Capital Development works closely with the HIV/Aids coordinators to ensure that HIV programmes and events are also available to all staff.

As part of the national First Things First Campaign launched at higher education institutions, 1 247 NWU students and 77 staff members underwent voluntary

counselling and testing. This was over and above the ongoing testing at the campus clinics.

The NWU also held an awareness campaign about sexually transmitted infections and condom use, as well as a Candlelight Memorial and events to commemorate World AIDS Day.

Other important HIV/Aids milestones reached during 2013 include the following:

- An HIV/Aids operational plan for 2013 to 2015 was developed;
- The Vaal Triangle Campus signed an agreement with the Gauteng Department of Health for cooperation in primary health care, including HIV/Aids.
- A similar agreement already existed with the North West Provincial Department of Health. As this agreement will end on 30 June 2014, renewal of the agreement was discussed with the department.

training and skills development

Funding was made available to enable academic and support staff to further their qualifications and occupational skills through internal and external training programmes or by enrolling 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 Education, Training and Development SETA. The interns were placed at the three campuses and the Institutional Office.

remuneration and organisational development

In 2013 the job structure was reviewed in order to improve job equity, while the job evaluation process was revised to increase transparency and allow for decentralised decision making from campus management.

In another step taken to improve transparency, changes were implemented to the staff budget management process to make it more transparent for campus financial directors and campus human capital managers.

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.

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 extend temporary appointment contracts. All these guidelines will be effective from 2014.

An initial investigation into an online recruitment platform was completed. 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.



supporting our students

One of our key relationships is with our students. We see them as our clients and therefore a highly valued stakeholder group for whom we harness our talents to create an enabling environment in which they can develop into well-rounded people. In addition to providing excellent teaching-learning and research opportunities for them, we also look after their financial, physical and psychological well-being.

our student statistics

► Students enrolled for 2013

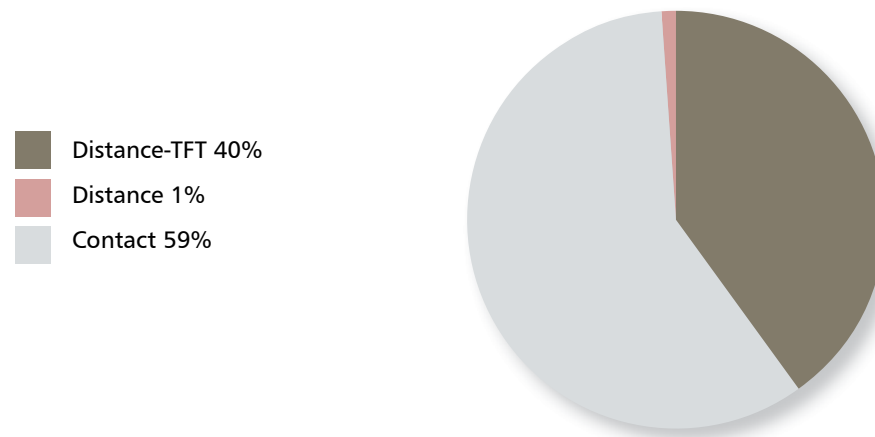
	Mafikeng	Potchefstroom	Vaal Triangle	Total
First-time entering undergraduates	2 382	4 939	1 475	8 796
Seniors	8 331	38 811	5 037	52 179
Total	10 713	43 750	6 512	60 975

Registration per qualification type per delivery mode

Qualification type	2013 Attendance mode			Grand total
	Distance	Contact	Distance TFT*	
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 "Teacher Further Training" and describes the distance or flexi programmes of the NWU for teachers already in the employment of the various provincial education departments.

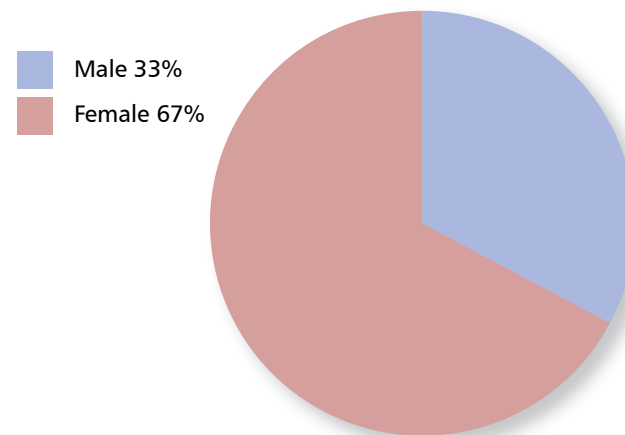
Students enrolled in 2013 - Contact and Distance



Racial composition of students



Gender composition of students



► Race and gender composition of student body 2013

Year	Race					Gender		Total
	White	African	Coloured	Asian	Unknown	Male	Female	
2003	11 446	21 717	1 050	325	1 860	14 052	22 346	36 398
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

tuition fees

The tuition fees for 2013 were as follows:

	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

student financial support

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

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 end of December 2013, of which R12,7 million can be considered a risk.

The following table shows the allocation of financial assistance to undergraduate and postgraduate students from the NWU's own resources in 2013:

Source: NWU	Value (Rmillion)
Undergraduate students	60,0
Postgraduate students	70,7
Total	130,7

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

Source: external funds	Value (Rmillion)
Undergraduate students	195,4
Postgraduate students	24,0
Total	219,4

The following table shows the allocation of financial assistance to undergraduate and postgraduate students from government funding including NSFAS, SETAs, the Department of Social Development and the National Research Foundation (NRF) in 2013:

Students and source	Value (Rmillion)
Undergraduate students (from NSFAS/Department of Social Development and other)	191,5
Postgraduate students (from NSFAS)	11,7
Postgraduate students (from NRF)	22,6
Total from government funding	225,8
Overall total	575,9

student support services

► Guidance and counselling

All three campuses provided guidance and counselling services, promoting the emotional, physical and psychological well-being of students to empower them to be psycho-socially well balanced, career wise and well-integrated citizens. More details can be found in the campus reports on p 94, p 98 and p 104.

► HIV/Aids

As mentioned already on p 73 in this report, there are designated HIV/Aids coordinators the Mafikeng and Potchefstroom campuses, reporting to the student deans. On the Vaal Triangle Campus the manager of the health clinic acts as HIV coordinator.

More details can be found in the campus reports on p 94, p 98 and p 104 respectively.

institutional student affairs and sport

Institutional student affairs and sport activities taking place on institutional level are overseen by Human Capital.

An intercampus student sports day was held on the Mafikeng Campus on 9 March 2013. On 14 September 2013 the Potchefstroom Campus hosted an intercampus cultural day where students from all campuses performed.

During 2013 a Culture and Climate Survey was conducted amongst students across the university. The results were submitted to the institutional management and will be presented on the various campuses during 2014.

From 11 to 13 October 2013, elected SRC members from all the campuses attended a leadership workshop held at the Sunwa River Lodge in Parys. Members of the Institutional Student Representative Council (ISRC) attended the national general conference of the South African Union of Students at the Cape Peninsula University of Technology from 9 to 12 December 2013.

caring for our communities

Community engagement are activities that the staff and students of the university perform to assist communities or individuals in need. The primary aim is to support the sustainable development of society.

► Community engagement

During 2013, the NWU's community engagement strategy was strengthened. Briefly, this 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.

► Awards

Each year, the NWU recognises 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 Education and Training, for building the scholarship of engagement in 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 (WIN) 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 School of Education Sciences on the Vaal Triangle Campus, for the Siyakhulisa project that empowers Grade R Early Childhood Development practitioners from township 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 to participate.

External parties who sought assistance included, among others, representatives from the Potchefstroom business chamber, the Rainbow Foundation, Platinum Metals Group in Rustenburg, the North West Province Corporate Social Investment Forum, and the Royal Bafokeng Nation.

The development projects concerned ranged from developing a board game and applications to teach children about rape and violence to school upliftment projects, a buddy programme for quadriplegics who are interested in scuba diving, and programmes for youth development in basic life skills, personal development and entrepreneurship.

► South African Higher Education Community Engagement Forum (SAHECEF)

The director for 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 acts as the administrator.

All Mandela Day activities of the various universities were posted on the 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 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 projects.

An audit was completed on the income of the trust by Philips Miller Inc and the final reports are available upon request. The total year-on-year amount of donations and interest received in 2013 was R444 930. Expenses in projects amounted to R434 433, resulting in a marginal surplus of R10 497.

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, Mr Meyer Conradie, is registered as a trustee. 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 addition, Mosaic SA runs two BBBEE enterprises and has a scorecard rating of Level 3.

► National Lottery Development Trust Fund projects

An NWU Lotto application under the theme Arts and Culture was submitted in April 2013. It included funding for projects relating to crafts business management training interventions (R2 992 007), Vaal Triangle Campus Library Art Gallery (R502 959), NWU Art Collection Publication (R193 276) and Campus Go Green (R2 368 966). The proposal is being adjudicated.

backing our core business

In this section you can read how we ensure sound governance and management, financial sustainability and solid infrastructure, the swift flow of information, and healthy stakeholder relations.

enabling good governance and management

Various NWU departments support good governance and the core business components, teaching-learning, research and the implementation of our expertise. In this section we introduce the people who are responsible for legal matters, quality, service delivery to students, supporting institutional governance, preserving our records, supporting governance, providing records management and administrative services, and preserving our legacy.

legal and regulatory responsiveness

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.

► Contracts

Some important contracts were entered into during 2013. One was the new agreement 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. These included the successful delivery of the Varsity Sports Project, the conclusion of cooperation agreements between the NWU-Puk Rugby Institute and Leopard Rugby, a memorandum of understanding with the Kaizer Chiefs Football Club, and the

transfer of a former player of the Mafikeng Campus Soccer Institute to the University of Pretoria.

Several co-operation agreements with foreign universities were also concluded in the course of 2013. They include the Sorbonne (France), the Catholic University of Cameroon (West Africa) and JSSC Rusatom Overseas (Russian Federation). There are currently 88 similar agreements with institutions worldwide on register with Legal Services. The department also attended to property deals with a transactional value totalling R36 million.

► Intellectual property

In 2013 Legal Services continued to protect the NWU's trademarks and maintain its trademark register. Several new trademarks were registered and Legal Services took action when outside parties used the university's trademarks unlawfully. Various schools and individual staff members sought the advice of Legal Services in matters involving plagiarism and the infringement of copyright.

► General advice

The university is subject to an ever-increasing body of legislative and regulatory measures. Legal Services provided specialist advice to divisions on statutory provisions on occupational health and safety, the protection of personal information, consumer protection and the promotion of access to information. In collaboration with Internal Audit, Legal Services delivered a presentation to all managers on combating crimes such as fraud and theft.

our commitment to quality

The NWU's commitment to quality assurance came across in various Institutional Quality Office activities.

- We gave attention to the Higher Education Quality Committee (HEQC) Quality Audit that was completed in 2009. A feedback report was submitted to the Council on Higher Education in December 2013.
- The development of all 15 faculty quality manuals continued and 21 support service department quality manuals were redeveloped, updated and placed on the intranet for easy reference. A luxury hard copy was compiled, covering 55 support departments' quality manuals.
- Support departments across the NWU conducted 17 self-evaluations. One of these – conducted at Information Technology – resulted in a comprehensive peer evaluation by a panel of eight national and international members.

- ▶ The annual Quality Indaba, focusing on internal communication, was followed by a debriefing session where participants provided constructive feedback.
- ▶ 62% of all NWU staff members took part in an electronic anti-bureaucracy survey and the results were made available at various forums.

service delivery to students

The Student Administrative Systems department developed and maintained systems designed for the administration of a student's lifecycle, from applicant through to graduate. In 2013, the environments for web applications and web registrations were improved, making them more accessible. These improvements obviate the need for students to travel, stand in queues or post their forms. Fewer printed and posted documents also reduce the burden on administrative staff. The admission system's functionality was refined and tested.

Another major initiative was the transition from printed calendars (containing information on academic programmes) to electronic versions. This reduced our carbon footprint and lowered our operating costs. In December almost 16 000 results letters were emailed to students instead of being printed and posted. The department was involved in the academic alignment process, ensuring that only approved qualifications and programmes are available to students and prospective students.

The student administrative system is updated regularly to stay within the regulatory framework and be a reliable source of data for official reporting. These two areas have been identified as priorities in the NWU's risk register.

supporting institutional governance

The governance structures of the NWU must comply with statutory requirements and demonstrate sustainable governance. Institutional Governance and Secretariat Services ensured that this was the case with the activities and processes of Council, Senate, the Institutional Forum and the institutional management, together with all their substructures. Among the main activities of the year were:

- ▶ Arranging the annual Council workshop based on the theme "University of the Future: Positioning the North-West University".
- ▶ Assisting Council and Senate in calling for nominations for honorary awards and chancellor's medals.
- ▶ Assisting the university's governance structures with elections to fill vacancies.
- ▶ Reviewing the Council committees' membership where necessary.
- ▶ Assisting the university's institutional management with elections to fill vacancies.
- ▶ Assisting Council with the appointment of a vice-chancellor and vice-principal.
- ▶ Assisting institutional management and the chairpersons of the various Council committees and structures to compile and submit reports to Senate and Council.
- ▶ Scheduling activities and meetings of structures at institutional level and helping to compile the 2013 institutional almanac.

records management and administration: the bedrock of compliance

In 2013 Records Management and Administration prepared the annual report for submission to the DHET. The content was again restructured to make the most important information more accessible for the department.

A detailed section on how the performance targets in the Institutional Plan were met greatly assisted Pricewaterhouse Coopers in their second audit of the IP in May 2013. A version of the annual report that complies with the legislative requirements was delivered to the Department of Higher Education and Training on 30 June 2013.

The information gathered for the DHET annual report also formed the basis for the stakeholder version of the report compiled by Institutional Advancement. In 2013, the department dealt with 20 different policies as part of the policy management programme. The NWU currently has 54 Council-approved policies. Other ways in which the department contributed to the smooth functioning of the NWU during the year were:

- ▶ compiling the 2014 institutional calendar,
- ▶ administering ex officio Commissioners of Oaths services through 76 commissioners across the university;
- ▶ presenting a series of workshops on the Consumer Protection Act, and
- ▶ dealing with 27 requests in terms of the Promotion of Access to Information Act (PAIA).

providing management information

Management Information Systems compiled and submitted the Enrolment Plan to the Department of Higher Education and Training for the 2014-2019 cycle and added staff data to the management information data warehouse.

They also submitted all final HEMIS submissions, completed over 100 ad-hoc requests, and submitted the Higher Education Qualification Subframework category A qualifications to the Council on Higher Education.

preserving our legacy

- ▶ Reliable corporate records
In 2013, Records Management continued to implement a records management programme to enhance the reliability and accuracy of the NWU's corporate records. Records management milestones of the year included:
 - > Providing formal records management training and information sessions on the electronic records management platform, INSINQ SHARE, to all NWU staff members;

- > Testing and implementing INSINQ SHARE and creating a site on SHARE for all the documentation of Human Capital;
- > Assisting with cleaning up the contracts register and scanning all contracts into SHARE;
- > Providing basic records management information at the Institutional Course for New Lecturers;
- > Ensuring safe and secure physical storage of records by using an off-site storage facility company;
- > Assisting the Unit for Open Distance Learning to implement the records management programme in their work environment;
- > Reviewing the NWU's file plan; and
- > Organising a workshop to clarify the link between records management and the Consumer Protection Act.

► Maintaining archives and museums

In 2013, the Institutional Archive and Museum continued to preserve the collective memory of the NWU and its student life. They received 874 visitors and staff members attended to 585 queries from NWU staff, students and the public.

The Archive scanned 8 020 photographs, newspapers and transcripts, giving researchers access to these collections. A total of 14 214 photographs were acquired from academic departments and photographers. Thousands of duplicate photographs were removed after the extensive digital photographic collection was appraised and reorganised.



building on solid foundations

Finance and Facilities provides the physical and financial infrastructure that underpins the university's core business. The department ensures that resources are responsibly and transparently allocated and that our business takes place in well-maintained and equipped buildings.

our finances

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. Please refer to pages 112 onwards for the complete financial overview and consolidated financial statements for the year ended 31 December 2013.

financial planning and budgeting

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. Our 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 Optimisation of the Financial Management and Administration Function (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 for more than 40% of NWU's total income); and
- ▶ Upgrading the IDU software used for budgeting and reporting.

procurement and payments

The NWU has a centralised procurement management structure. This 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. It also forms the basis of a cost-effective and specialised process of servicing the university's expense obligations.

During 2013, a document entitled "General Financial Guidelines" was developed and approved. 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 support departments remained at a high level. The Procurement department saw to it that BBBEE-qualified suppliers were used for the sourcing of goods and services. Of the R824 million worth of goods and services procured in 2013, 78,6% (79,7% in 2012) qualified as BBBEE contribution.

payroll

During 2013, 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

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.

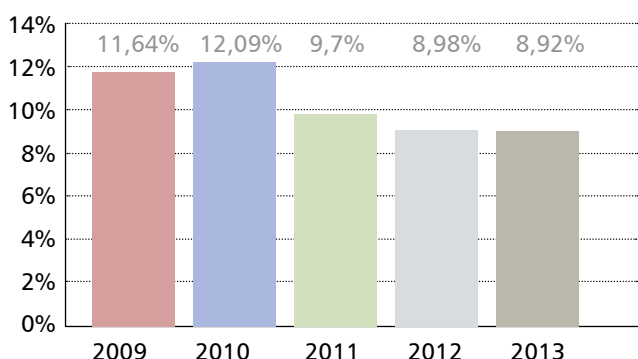
The NWU was again part of the task team of the Financial Executive Forum of HESA in designing a set of financial criteria which will serve as early indicators for universities that may encounter financial problems.

These indicators can also be used in sector-wide benchmarking exercises. The NWU also provided valuable input 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 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.

Actual yield 2009 - 2013



tax services

In 2013, Tax Services continued to play 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:

- ▶ Registering staff responsible for communication with the South African Revenue Service (SARS) as tax practitioners;
- ▶ Issuing the necessary letters of authority to staff involved in submitting and calculating employee tax and similar transactions;
- ▶ Correcting tax directives;
- ▶ Undertaking an investigation into the personal information of staff as captured on the database of the NWU and which is declared to SARS by means of IRP5 certificates;

- ▶ Investigating 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; and
- ▶ Raising awareness of the Tax Administration Act within the NWU.

Tax Services played an active role in developing 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 also 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.

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 that good efforts are made to comply with the requirements 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 for 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 this committee, the appointment of an information technology auditor was approved. This will ensure effective evaluation of IT governance, risk management processes and the control environment.

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.

multi-purpose student card project

The institutional management approved a project aimed at adding further functionality to the current student access cards. The goal is to integrate the functionality of the current student card with fully fledged financial services within a mobile banking environment. In 2013 the project was conceptualised, students across the NWU were consulted, and the current access cards were redesigned to provide for the extra functionalities. The project will continue in 2014.

capital expenditure

A total amount of R208,73 million was spent on capital infrastructure projects and the macro maintenance programme in 2013. The Department of Higher Education and Training's (DHET's) 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 on p 85 gives details of the amount spent on larger projects that were under construction in 2013. Some of the projects started in 2012 and will continue into 2014/15. Various smaller projects were also completed during 2013.

► Potchefstroom Campus

On this campus, infrastructure expenditure for 2013 amounted to R110,025 million. The table on p 85 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. 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 on p 85 gives details of the amount spent on larger projects which were under construction in 2013. 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.

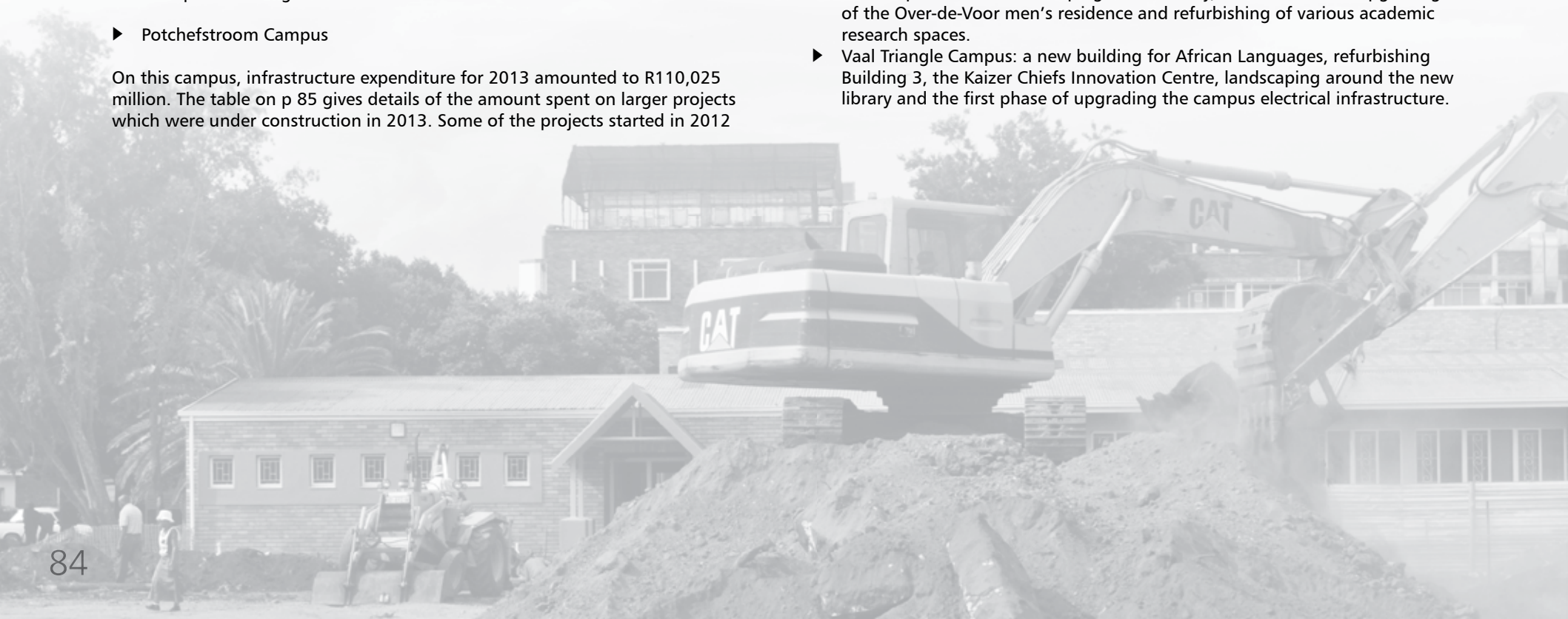
► Institutional Office

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 a cost of R10,391 million.

► 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. Projects that will either start or continue in 2014 include the following:

- Mafikeng Campus: the second phase of the new student residence, a new building for Nursing and the upgrading of the campus water infrastructure.
- Potchefstroom Campus: a new Pharmacy and Biological Science building, the last phases of the revamping of the library, additions to and upgrading of the Over-de-Voor men's residence and refurbishing of various academic research spaces.
- Vaal Triangle Campus: a new building for African Languages, refurbishing Building 3, the Kaizer Chiefs Innovation Centre, landscaping around the new library and the first phase of upgrading the campus electrical infrastructure.



Mafikeng Campus

Projects	Expenditure in 2013 R 000	Total project cost to date R 000	Source of funding
New student residence, phases 1 and 2	R 22 354	R 23 629	DHET project
New Science Complex (phase 2)	R10 870	R11 317	DHET project
Upgrading of Sedibeng Residence – Phases 1 and 2	R 4 369	R 4 369	DHET project
Additional postgraduate student housing	R 3 263	R 8 429	NWU
Upgrading of James Moroka Residence (phase 2)	R 2 561	R 5 991	DHET project
Upgrading of sports facilities	R 1 825	R 3 335	NWU
Upgrading of Gloria Park housing	R 1 199	R 1 293	NWU

Potchefstroom Campus

Projects	Expenditure in 2013 R 000	Total project cost to date R 000	Source of funding
New building for Metabolomics	R 15 768	R 23 711	NWU
Additions to building F13 - School of Social and Government Studies	R 8 440	R 8 532	NWU
Upgrading of Minjonet ladies' residence	R 8 054	R 8 054	NWU
New men's residence	R 7 053	R 41 043	NWU
New Pharmacy building	R 5 646	R 5 646	DHET project
Upgrading of Sanlam Auditorium	R 3 501	R 3 501	NWU
Upgrading of Library in phases	R 3 121	R 3 121	NWU
Refurbishing of building G10 for HySA Research Unit	R 2 534	R 2 884	NWU
Refurbishing of the first floor of building B11a - for School for Continuing Teacher Education	R 2 005	R 4 466	NWU
Upgrading of research infrastructure – PhASRec	R 1 943	R 1 943	DHET project
New training grounds – soccer and rugby	R1 570	R1 570	NWU
Additional mini-substation at Fanie du Toit Sports Grounds	R 1 127	R 1 127	NWU

Vaal Triangle Campus

Projects	Expenditure in 2013 R 000	Total project cost to date R 000	Source of funding
New Library	R 29 170	R 55 679	NWU
New student residences (phases 1 and 2)	R5 597	R 6 447	DHET project

Institutional Office

Projects	Expenditure in 2013 R 000	Total project cost to date R 000	Source of funding
Upgrading of IT server room 1	R 9 807	R 10 258	NWU
Upgrading of building C11 (macro maintenance)	R 584	R 584	NWU

enhancing the flow of information

The NWU is highly reliant upon a vast array of information and communication technology applications, infrastructure and related support services.

In fact, 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.

During the past year, we made good progress with a range of innovative technologies and processes, as well as the stabilisation and maintenance of existing systems and services.

The following are only a handful of the projects that delivered improvements across the NWU.

- ▶ The NWU successfully implemented the cross-platform mobile application, NWU Mobile App, at a fraction of the cost of commercially available frameworks.
- ▶ The Opencast Matterhorn Lecture Capturing System was implemented successfully in the Unit for Open Distance Learning, and more than 2 000 lectures were captured in 2013.
- ▶ Business systems development activities in 2013 included the development of an electronic process for Senate's Institutional Committee for Academic Standards and a central reporting environment with an integrated operational data warehouse. The electronic system to support the HEQSF process was also optimised and a web registration process and improved web applications process for prospective students rolled out.
- ▶ A large number of integration processes were built for the Kuali Financial System, ICAS and Kuali Mobility for the Enterprise projects, ensuring that these new systems can operate seamlessly in the NWU environment.
- ▶ 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 SANREN project provides internet services to all South African universities.)
- ▶ The Kuali Oracle Initiative (KOI) resulted in the smooth upgrade of the Oracle HR system, the identification of gaps in HR business processes and participation in the FinOps project discussed on page 82. The implementation of the Kuali Financial System project also continued as planned.
- ▶ The IT department implemented an improved process for handling user requests for improvements to the systems and services that the NWU utilises. More than 100 major IT projects were completed during 2013, while 76 requests for system or infrastructure improvements, extension or changes were received.
- ▶ At the end of 2013, the department investigated the use of Graphic Processing Unit (GPU)-based hardware for computational research. A GPU-based computer cluster has the potential to significantly lower the cost of hardware when paired with the correct workload. In another major project, the High Performance Cluster was upgraded to cater for specific requirements of the Physics researchers.
- ▶ We strengthened the partnership with the international Kuali community, a community source consortium of universities developing an administrative software suite for its members. The memorandum of understanding with Kuali was extended for another two years.
- ▶ The first external peer evaluation of IT was conducted from 19 to 23 August 2013. This resulted in the updating of the Quality Manual and completion of self-evaluation reports, culminating in improvement plans where needed.
- ▶ The NWU uses eFundi/Sakai as its primary learning management system. 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 2013, there were 5 500 simultaneous users, almost double the 2012 number.
- ▶ The Student Laptop Initiative, which has been renamed as the Student Technology Programme, entered its second year. Tablets were added in 2013. Over 5 500 laptops and tablets have been sold and the NWU is still one of the top two universities taking part in this initiative.
- ▶ Connect@NWU is the NWU's new video conference solution that runs on an enterprise edition of Adobe Connect. It gives users full control to set up and participate in web meetings from their own offices, without the need for expensive equipment. In 2013 it was also successfully used to extend lectures beyond lecture halls on the Potchefstroom Campus.
- ▶ The migration from Windows XP to Windows 7 continued in 2013. A project for the phasing in of Windows 8 was started and will continue in 2014.
- ▶ The NWU website is based on Drupal technologies and was upgraded from

version 6 to 7. The website, comprising 14 025 published pages, had 9 305 015 visits in 2013 of which 3 279 455 were unique.

- ▶ IT upgraded the back end of Groupwise, the email and calendaring solution of the NWU, to version 8. Each day approximately 100 000 messages enter the university and 17 000 leave. Hundreds of thousands of emails flow internally every day.
- ▶ The walk-in services for students 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.
- ▶ Computer laboratories for students were upgraded on all three campuses.

- ▶ At the Mafikeng Campus, 296 new workstations were purchased and 13 new or renovated computer laboratories with a capacity of 490 workstations were commissioned.
- ▶ At the Potchefstroom Campus, six computer laboratories with 33 PCs were upgraded.
- ▶ At the Vaal Triangle Campus, the new academic building (Building 13) was completed, accommodating an IT Support Centre and two additional computer rooms, among other things.
- ▶ ICT provided user support, training and empowerment for NWU staff members. This included regular IT training as well as compulsory training on the IT@NWU module for all new staff members. At the Vaal Triangle Campus, the assessments for the Basic IT Skill Set were launched late in September 2013.



talking to our stakeholders

During 2013 the process of establishing the Institutional Advancement function gathered momentum. This paved the way for engagement with the three campuses and 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, the agency appointed to assist in positioning the NWU, supported 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 were served. Figures on the impact of the billboards will be known at a later stage as the campaign ran over into 2014.

► Media coverage

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

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

The negative publicity received was as a result of articles on the termination of the contract of the executive advisor for 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.

► Getting our message out there

It was agreed that all news articles, when distributed at campus level, be simultaneously forwarded to the Institutional Office. 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. 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.

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.

► Spokespeople are valued

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.

► Sponsorship acknowledges excellent journalism

The NWU again sponsored the National Press Club's Journalist of the Year and Editor of the Year competition. A networking event was 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

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 for stakeholders, with the theme "It all starts here", published in English and Afrikaans, with executive summaries in Afrikaans, English, Setswana and Sesotho. This version of the 2012 annual report was changed to bring it into line with current trends and to move towards integrated and sustainability reporting.
- > 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 being a finalist in the categories for Best publication cover and Best annual report.

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.

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

- ▶ Seven editions of the internal staff newsletter Eish!
- ▶ 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.

At the SA Publication Forum awards 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. In addition, the Editor: Corporate Publications at the Institutional Office was announced Editor of the Year.

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. 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.

- ▶ The vice-chancellor hosted 12 networking dinners across the country, including two with the NWU Board of Donors. He also held 19 breakfast meetings with staff members across the NWU.
- ▶ A meeting was again held between an NWU delegation and the Governance and Administration EXCO Committee of the North West Provincial Government to inform provincial government of the strategic priorities and current status of the university.
- ▶ In 2013, a new round of workshops was 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 workplace needs.

managing our brand

By the end of the year, the university had fully implemented the approved and aligned brand strategy and creative concept.

To entrench the university's new brand positioning ("It all starts here"), the NWU engaged with stakeholders via an advertising campaign. The campaign targeted five key stakeholder groups, namely government, the private sector, alumni, staff and students. The campaign comprised a radio campaign on *OFM*, *Lesedi FM* and *Motsweding Stereo* radio stations and a print campaign with advertisements in the *Sunday Times*, *City Press* and *Rapport* and various similar advertisements in specialised media.

The NWU also participated in a digital campaign, using sites such as *City Press*, *LinkedIn*, *Sake 24* and *The New Age*. The first Alumni awards of the NWU were presented during September 2013, after which an advertisement was placed in the *Sunday Times*, *Rapport* and *City Press*. As part of a national billboard campaign two billboards were placed in Gauteng and one each 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, approved by Council.

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.

An integrated strategy to commemorate and celebrate the 10th anniversary of the NWU, together with a 10-year logo, was finalised. The 10th anniversary campaign will focus primarily 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.

our alumni matter to us

The undoubted highlight of 2013 was the hosting of the NWU Alumni Awards on 6 September 2013. 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 to coordinate engagement and communication with alumni and to serve as the central point for campuses and their alumni to engage with the NWU.

The call centre continued updating alumni profiles. A practical and searchable database (NWU Stakeholder Manager) was launched, making it possible to simplify and automate alumni updates and communication. At the end of 2013, the database had 19 554 validated profiles of alumni. In October 2013, an alumni dinner was held in London as a first step towards reactivating NWU alumni in the United Kingdom and Europe.

institutional advancement

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.

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 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. 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 about 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 Institutional Office hosted two Board of Donor meetings in 2013. All donors who qualify to be incorporated on the donors list were invited to attend the second meeting, held on 30 October, when a new Board of Donors was elected.

campuses collaborate

At the beginning of 2013, Corporate Affairs and Relations was restructured and renamed Institutional Advancement. A Branding, Marketing, Communication and Advancement Committee was established, replacing the former Electronic Communication Forum and the Institutional Corporate Brand Identity Committee. The new committee comprises the heads of the marketing and communication departments across the NWU. 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.

statement of self-assessment of the vice-chancellor

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. The institutional management submitted regular reports to Council, and at the end of the year an evaluation session of my performance was attended by the chairperson of Council and the chairperson of the Finance Committee. The minutes of the meeting recorded that there was satisfaction with my performance.

conclusion

Reflecting on the NWU's core business performance for the period since the merger in 2004 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. Implementation of expertise, the third leg of the university's core business, comprising community engagement and commercialisation activities, has also been strengthened. The NWU's operations and finances are among the healthiest and most stable in South African higher education.

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

Ensuring the swift flow of information...

...through top-class
IT infrastructure

new NWU mobile app

From August to December 2013 IT recorded 49 000 visits by 7 500 unique users.



new NWU video conference solution

Since the inception of Connect@NWU 198 hosts have used 510 distinct meeting rooms for a total of 4 767 hours.

...and through our voice
to the outside world.

external communication campaign

735 863 readers and 7 372 000 listeners were reached, using print and digital media, outdoor billboards and radio.

9 290 media items about the NWU

Of these, 5 025 items appeared in print media, 1 311 in broadcast media and 2 954 in online media.



\$65 000

Google grant for lexicon development at MuST research entity
VAAL TRIANGLE CAMPUS

postdoctoral fellows increased

2012	2013
23	31

MAFIKENG CAMPUS

26 000 students

serviced through open distance learning at any given time during the year
POTCHEFSTROOM CAMPUS

40%

of total contact enrolments = science, engineering and technology (SET)
POTCHEFSTROOM CAMPUS

R207 184m

total spent on infrastructure on three NWU campuses

R2 million project

Coachlab@Vaal = new postgraduate leadership programme
VAAL TRIANGLE CAMPUS

225 students attended 255 sessions at the writing centre
MAFIKENG CAMPUS

The background of the page features a faded photograph of a group of students, including a man and several women, gathered around a table and looking at a book. Overlaid on the left side of the image are three large, stylized upward-pointing arrows in gold, grey, and white. The title 'our campuses' is written in a green, lowercase serif font on the right side.

our campuses

- 94 mafikeng campus
- 98 potchefstroom campus
- 104 vaal triangle campus

mafikeng campus

Growth in our core business and infrastructure has become the norm on the Mafikeng Campus. This growth is characterised by a vibrant academic culture among both staff and students.

Many campus activities attract 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.

These universities include Hanseo University in South Korea, Hokkaido University in Japan, Mc Master University in Canada and many more.

This year the campus's focus has also been on Growing Our Own Timber (GOOT), resulting in many of our staff registering for their postgraduate studies and some completing their master's and doctoral degrees.

achievements in terms of the campus plan objectives

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.

campus highlights

- ▶ The Faculty of Law conferred the prestigious degree of Doctor of Laws, Honoris Causa, on the Chief Justice of the Republic of South Africa, Justice Mogoeng Mogoeng.
- ▶ The campus awarded the Chancellor's Medal for 2013 to Ms Mmakgotha Grace "Meikie" Masuku in recognition of her exceptional service to South

African society as protector of indigenous knowledge systems.

- ▶ 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.
- ▶ Prominent astronomers from various universities across the globe attended the Southern African Large Telescope (SALT) board meeting at the Mafikeng Campus in November 2013.
- ▶ 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).

student enrolments 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

First-time entering undergraduates	Contact	2 290
	Distance	92
Seniors	Contact	7 178
	Distance	1 153

diplomas and degrees conferred in 2013

Certificates and diplomas	721
Bachelor's degrees	1 296
Honours degrees	277
Master's degrees (including MBA)	145
Doctorates	14
Total	2 453

graduates per faculty in 2013

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

drop-out rates

The table below compares the drop-out rates for first-time entering undergraduates in the period from 2007 to 2013.

2007	2008	2009	2010	2011	2012	2013
15%	14%	11%	14%	13%	14%	20%

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.

► Quality assurance

Internal and external evaluations were conducted on various programmes. This went hand in hand with site visits by the professional bodies concerned. For more details of the evaluations done in 2013, please refer to the report of Senate, p 46.

► Developing our academic staff

A total of 35 lecturers attended the Institutional Course for New Lecturers (ICNL). 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.

Fifteen lecturers successfully participated in the Institutional Teaching Excellence Awards (ITEA). This award is a mechanism to acknowledge and encourage lecturers to develop their teaching skills.

The Rapport Top Lecturer Awards for the most inspiring lecturers were awarded to four faculty winners. Each received a cash prize of R50 000.

► Supporting our students

- > All five faculties made use of Supplemental Instruction (SI) 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 report of Senate, p 47.
- > 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 in 2013.
- > The eFundi learning management system provided a platform for managing large classes, distributing resources and sharing study materials. During 2013, four course sites were created, bringing the total number of eFundi sites on the Mafikeng Campus to 968. The eFundi help desk was successfully launched and student assistants were employed. They conducted classes on eFundi orientation and on Klickers, a programme for first-time computer users.
- > 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.
- > A pilot mentoring programme offered first-year students a supportive environment for a smooth transition from high school to university, both academically and socially. Peer mentors recruited 222 first-year students registered for extended programmes in the faculties of Commerce and Administration and Agriculture, Science and Technology.

research activities

In recent years, the Mafikeng Campus has been steadily increasing its research output and building the research skills of academics and postgraduate students.

► Research support

In 2013, we held 14 research capacity-building workshops. In all, 143 lecturers attended these workshops in the first semester.

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, 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 output

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 31 in 2013, as shown in the table below.

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. They are two niche areas, Food Security and Safety in the North-West Province and Population and Health, and the focus area, Material Science Innovation and Modelling (MaSIM).

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.

In an important community training initiative, the Information Systems department in the Faculty of Commerce and Administration joined forces with the Council for Scientific and Industrial Research (CSIR) to present a cyber-security awareness training programme.

The training covered security-related topics such as software security, malware, countermeasures, database and file security, safe surfing and cyber bullying. 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. Working with emerging farmers, the Centre for Animal Health Studies contributed to better livestock care and value and the Nguni cattle programme continued assisting emerging farmers to raise herds of indigenous Nguni cattle.

Other important community engagement projects are the animal hospital, 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. These activities included visits to paralegal advice offices, a community workshop in Lichtenburg, visits to two schools around Mahikeng to conduct workshops for 371 learners, and interviews and programmes on local radio stations.

► Faculty of Human and Social Sciences

In this faculty, several departments provided much-needed empowerment and counselling services to communities.

The Theology programme was involved with a skills development project at Rooigrond Prison, 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, and the Ipelegeng Child and Family Centre provided psychological consultation services to students and community patients.

marketing and recruitment

The marketing department recruited students at a total of 74 schools in eight provinces in South Africa and 14 schools in Namibia, 10 in Swaziland and 11 in Lesotho.

In all, 16 individual and group campus tours were conducted to give prospective students a first-hand view of the campus. In addition, approximately 10 000 grade 12 learners attended an open week in the form of an exhibition. The campus also continued with the highly successful Ikateleng project, offering learners in grades 10 to 12 extra classes in various subjects. In 2013, the programme had 340 participants. During the recess in June and July, a Winter School was presented for 1 000 grade 12 learners on the campus.

For the year, 175 reports about the campus's achievements were published in the printed media and 56 reports were broadcast. A total of 25 advertisements

were published in local newspapers. In addition, the Campus Facebook page had 12 700 'likes' and the Campus Radio Station, broadcasting 24 hours a day, attracted more than 70 000 listeners.

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, sports 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 to prepare them for managing student governance. 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.

► Orientation programme for first years

The orientation programme facilitates 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 efficiently.

► Wellness and counselling

The Health Centre saw to it that all students known to be in need of psychological treatment received the necessary support through collaboration with the Mafikeng 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. These included the marketing of medical male circumcision and condom use, and immunising 60 employees against flu. The Health Centre and the HIV/Aids office presented a paper at the HIV/Aids commemoration service that was held on the campus, and 42 students received certificates after completing a one-day first aid workshop.

In June 60 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. During an outbreak of flu the health centre treated about 10 clients a day. Cancer awareness was a health highlight in October, and in November the health centre commemorated World Aids Day by handing out red ribbons and key rings to staff and students.

► 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 University Sports South Africa (USSA) Dance Sport Competition and returned with eight medals.

► Sport activities and 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 was also national representation in Ju-Jitsu and netball, and USSA selections in badminton and softball.

At the USSA tournaments during the year, students brought home two gold medals, 11 silver medals and nine bronze medals. The Soccer Institute participated in the SAFA second division where the institute's team took second position. In 2013, the Soccer Institute transferred two players to Premier Soccer League clubs. Banele Ndlovu was transferred to Bloemfontein Celtics 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.

conclusion

The Mafikeng Campus is thriving. Since 2004 it has evolved into a bustling, productive hub for knowledge generation. Increasingly, the campus is attracting students and staff from beyond the immediate boundaries of Mafikeng, 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 also within the broader research and teaching-learning community of Southern Africa.



PROF ND KGWADI
CAMPUS RECTOR: MAFIKENG

potchefstroom campus

The Potchefstroom Campus has again demonstrated its ability to be accountable, effective and well managed, while also being innovative and client focused.

In 2013, contact enrolments in science, engineering and technology (SET) accounted for just over 40% of all contact enrolments.

This 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 26,3% of contact enrolments and 24,4% 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.

achievements in terms of the campus plan objectives

An effective performance management system and annual evaluation process ensured that the strategies, priorities and targets in the Campus Plan were achieved in 2013. 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.

campus highlights

- ▶ 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.
- ▶ 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 National Research Foundation (NRF), was again awarded to Prof Marius Potgieter of the subject group Physics within the Faculty of Natural Sciences.
- ▶ Prof André Duvenhage, director of the Research Focus Area: Social Transformation and a professor in political studies, was named NWU Spokesperson of the Year.
- ▶ Prof Michael Welker from the Faculty of Theology of the University of Heidelberg in Germany was awarded an honorary doctorate.
- ▶ 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.
- ▶ Mr Ruan Spies of the School for Psychosocial Behavioural Sciences 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.
- ▶ A Russian company, Rusatom Overseas, signed a memorandum of understanding with the Potchefstroom Campus. Through the campus, the NWU is the only tertiary educational institution in South Africa that offers postgraduate degrees in nuclear engineering.
- ▶ The NWU and the Italian National Institute for Astrophysics (INAF) signed a collaboration agreement which offers new opportunities for research in astronomy.
- ▶ 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 campus opened the first biodiesel plant at a South African university. The plant converts used cooking oil into biodiesel.
- ▶ The campus and the Department of Trade and Industry officially opened a super critical fluid extraction laboratory and pilot plant, a first for Africa. This green technology is used to safely extract essential oils, flavourings and other compounds used in the cosmetics, food and medicine extract industry.

- 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 St Brenon's Islands. The pollution problem attracted attention after Prof Bouwman and his fellow team members visited the islands to determine whether any pollution could be measured in birds' eggs.
- Prof Henk Bouwman and Prof Hannalene du Plessis from the School of Biological Sciences collaborated in an article on the ecological and economic influences that the slaughter of between 120 000 and 140 000 Eastern Amur Falcons in India can have on South Africa.
- The Centre for Governance opened its doors, contributing to the development of sustainable municipalities through training at local, provincial and national government levels.

student enrolments 2013

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 undergraduates	Contact	3 827
	Distance	1 112
Seniors	Contact	16 459
	Distance	22 352

diplomas and degrees conferred in 2013

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

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

drop-out rates

The table below compares the drop-out rates for first-time entering undergraduates in the period from 2007 to 2013.

2007	2008	2009	2010	2011	2012	2013
10%	11%	11%	11%	9%	10%	10%

teaching-learning activities

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. Support for staff and students in the use of technology was provided by a 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.

► Quality assurance

A number of programmes underwent external programme evaluation.

Two programmes in the Faculty of Theology, two in the Faculty of Health Sciences and one aligned programme in the Faculty of Education Sciences underwent internal evaluations. For more details, refer to the report of Senate, p 46.

► Developing our staff

Academic Support Services conducted staff training on a number of topics dealing with the improvement of teaching and learning practices. These included programmes in assessment and moderating, 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.

In addition, 53 newly appointed academic staff members attended the Institutional Course for New Lecturers. In 2013, the Institutional Teaching and Learning Awards (ITEA) were awarded to 31 lecturers. The best-represented faculty was Arts, where 10 staff members received these awards. The Rapport Top Lecturer awards for the most inspiring lecturers were presented to one staff member in each faculty. They each received a cash prize of R50 000 at a gala event at the end of 2013. Bursaries for projects in the Scholarship of Teaching and Learning (SoTL) were made available to 17 staff members in support of research into the practice of teaching and learning.

► Supporting our students

- > Student support in terms of teaching and learning consisted of reading and writing laboratories, and tutoring and mentoring in faculties by postgraduate students. We also held 6 413 sessions as part of the well-established system of Supplemental Instruction (SI).
- > All first-year students wrote 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 the graduation rate and the first-year dropout rate.
- > The Academic Support Services department maintained the multimedia equipment in lecture and seminar rooms. In addition to the budgetary provision made for this, another R250 000 was received from the Institutional Office.

► 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 open 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.

research activities

During 2013, the Potchefstroom Campus focused on refining 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. The action steps in the plan were then directly linked to the performance agreements of campus management, and school and research directors in the faculties.

► Research support

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.

The envisaged Research Commons in the Ferdinand Postma Library on the campus neared completion in 2013 and will be finished in 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 it was ranked 9th out of 22 in South Africa. Researchers can access an increasing number of online sources. 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

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.

2007	2008	2009	2010	2011	2012	2013
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. The table below gives details of rated researchers per category as at 31 December 2013.

► Research entities

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	0	1	2
Y	20	20	16	17	21

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 focus area, Self-Directed Learning and Technology Enhanced Learning (SDL and TEL) in the Faculty of Education Sciences.

During 2013, an external panel evaluated six research entities. In addition, the NRF reviewed the Associate Research Chair in Biofuels. In all the evaluations, the external panel highlighted strengths such as the entities' 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. For the list of research entities at the Potchefstroom Campus as at 31 December 2013, refer to the report of Senate, p 52.

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 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.

The 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. This has laid the foundation for the NWU community engagement policy to be finalised in 2014.

One of the most successful programmes for grade 12 learners in the country is the Ikateleng project. 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, and university exemptions were achieved by 81,32% of the learners on this programme. The average pass rate was 93,97%, which was substantially higher than the national and provincial averages for matriculants. For more details on the other community engagement activities, and in particular the Mosaic project, see p 78 in the report of the vice-chancellor.

marketing and recruitment activities

A well-structured undergraduate 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.

The campus also focused on postgraduate student recruitment and was represented at two postgraduate fairs in Nairobi and Holland, and the NRF PhD Conference in East London. In addition, an aggressive print and electronic advertising programme was launched to recruit postgraduate students.

In 2013 the campus received 147,7% more media coverage than in the previous year, a new electronic newsroom was developed and a total of 14 alumni gatherings were held.

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 campus. Other renowned alumni who received awards were Dr Theuns Eloff, vice-chancellor of the NWU, Dr Johan van Zyl, president of Toyota SA Motors, Mr De la Rey Venter, vice-president of Shell Upstream International, and Prof TT Cloete, an acclaimed poet.

More than 54 events attended by more than 100 000 people were held all over the country to promote the university brand among prospective students and their parents. Various promotion days were held on campus, attracting some 12 000 attendees. The 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

► Student governance

The new Campus Student Representative Council (SRC) for 2013/2014 was announced and Mr Janco Jordaan was re-elected as chairperson.

During 2013, the SRC developed the Critical Performance Area (CPA) system, ensuring that the focus of each SRC member is on the right tasks at the right time. An Advisory Board, comprising three NWU staff members, was formed to assist the SRC to deal with the ever-increasing demands on it. Aligning itself with the campus vision of becoming more research-driven, an SRC bursary was awarded to a student to enrol for an LLM degree. 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. One of the numerous community engagement activities the SRC was involved in, was a visit to the Tshwaraganang Day Care Centre for the Disabled in Ikageng on Nelson Mandela Day, 18 July 2013. Another activity was organising a golf day to raise funds for the Meal-a-Day Project.

In February 2013, the SRC 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.

► Orientation programme for first years

The reception and introduction programme is an annual event during which first-year students are introduced to the campus. In 2013 some challenges were experienced with the academic orientation. 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.

► Wellness and counselling

In 2013, the Centre for Student Counselling and Development provided counselling, psychological and developmental services to students. The Career Centre played a vital role in promoting employability amongst students through liaison with employers and services to both employers and students. For more information on the Career Centre, refer to p 49 in the report of Senate.

The staff of the Health Care Centre comprise a medical doctor, qualified nursing personnel, a social worker, HIV/Aids coordinator, a full-time psychologist and the Office for Students with Disabilities.

During 2013, the centre offered primary healthcare, social and psychological services. It also offered crisis intervention and counselling services, and a 24-hour crisis line for emergencies, known as InGryp ('intervene').

The campus has intensified efforts to raise awareness about HIV/Aids and to encourage staff and students to know their HIV status. The HIV/Aids coordinator ran the HIV response programme, ensuring that it was effectively managed and coordinated.

► 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 Serenaders, a well-known campus choir, participated in the national Old Mutual Choir Festival and competition, where they won the categories for best indigenous song and best-dressed choir, and came third overall 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.

The 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 selection of some of the best art works in the campus art collection. The publication, called *Looking back while moving forward*, coincided with an exhibition of these works. To celebrate the 30th anniversary of the Pukki Talent Contest, an additional special gala concert was staged, involving previous winners of the festival, many of them celebrities in their own right today.

► Sport activities and achievements

The campus was privileged to have four athletes and one coach involved at the 2013 IAAF World Athletics Championships in Moscow, Russia.

In addition, the men's athletics team took first place at the University Sports South Africa (USSA) Athletics Championships and came second overall at the first Varsity Cup event in athletics.

For the 14th year in a row, karate took first place at the USSA tournament. Badminton also took first place. The rugby team won the Intervarsity against Kossies for the 9th consecutive year. Rugby teams also won the Predator League, ended fourth at the USSA competition and fifth in the Varsity Cup competition.

The campus's sevens rugby team won the Plate at the USSA tournament, as well as the Plate at the Varsity sevens tournament. The women's team of the Hockey Academy came second at the first Varsity Sport Hockey Challenge. The squash team won the first division at the USSA tournament, and a cricket team ended fourth at the USSA tournament. An 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. The netball team achieved second place at the Varsity Netball Challenge and ended third overall at the USSA netball tournament.

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.

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 output for the 2012 to 2013 period.

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.

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. The focus agreed on for the coming year is 'a university serving the community because we care!'

Some of the other priorities for 2014 are to expand the Unit for Open Distance Learning and to continue manifesting our mission to become a more strongly research-directed campus. 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 in this great institution.



PROF HD VAN SCHALKWYK
CAMPUS RECTOR: POTCHEFSTROOM



vaal triangle campus

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.

achievements in terms of the campus plan objectives

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.

campus highlights

- ▶ 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).
- ▶ The Enterprise Development Centre (EDC) launched its Enterprising Women Programme to assist female entrepreneurs to achieve their goals and realise their business dreams.
- ▶ The School of Basic Sciences 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 hosted the second South African Symposium on Positive Social Sciences.

- ▶ The Faculty of Economic Sciences and Information Technology had a stall at the Sasol TechnoX. 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') to highlight the importance of mathematics and information technology to learners in grades 10 to 12.
- ▶ A project was launched in collaboration with the Water Research Commission to establish the South African Water History Archival Repository on the campus.
- ▶ The 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 celebrated 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.
- ▶ Open Varsity, a programme on SABC2 television, invited 10 lecturers to participate. Open Varsity teaches first-year courses to actual and prospective first-year students. This ensured free television exposure to a nationwide audience of prospective students.
- ▶ The campus community participated in several initiatives to decrease the campus's carbon footprint. In the 49M initiative of Eskom, 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 hosted the Young Graduates Scholars Conference of the Africa Institute of South Africa in February 2013. The conference was aimed at mobilising young people around the most important challenges the continent is currently facing, including climate change, energy and water supply, governance, poverty, development, peace and security.

student enrolments 2013

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

First-time entering undergraduates	Contact	1 467
	Distance	8
Seniors	Contact	4 974
	Distance	63

diplomas and degrees conferred in 2013

Certificates and diplomas	219
Bachelor's degrees	933
Honours degrees	281
Master's degrees (including MBA)	54
Doctorates	23
Total	1 510

graduates per faculty in 2013

Faculty of Humanities	895
Faculty of Economic Sciences and Information Technology	615
Total	1 510

drop-out rates

The table below compares the drop-out rates for first-time entering undergraduates in the period from 2007 to 2013.

2007	2008	2009	2010	2011	2012	2013
17%	14%	13%	15%	14%	17%	18%

teaching and 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.

While some of the initiatives undertaken to support these teaching-learning priorities were university-wide activities, the following were campus-specific initiatives:

- Several new extended degree programmes were successfully introduced in 2013. These are extended BCom programmes in marketing management, financial accountancy and international trade, and extended BSc programmes in data mining and 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 supported the application process of several academic programmes and hosted a number of inter-campus workshops on designing new programmes and completing submissions. The campus was 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. The Bachelor of Social Work programme underwent an external audit.

- Developing our staff

The campus provided support to lecturers on all aspects of teaching and learning, curriculum development, teaching innovation and the scholarship of teaching and learning. In 2013, the Institutional Course for New Lectures (ICNL) was an important element of this support. In addition, nine candidates participated in the 2013 Institutional Teaching Excellence Awards (ITEA). Four academic staff members received an 'excellent' rating.

Two lecturers, one from each faculty, received a cash prize of R50 000 in the Rapport Top Lecturer Awards competition. During 2013, Academic Development and Support presented several workshops on topics such as eFundi tools, effective presentation strategies, exam paper development, study guide development, assessment literacy and activity-based learning. A two-day Teaching and Learning Campus Seminar, attended by 90 academic staff members, saw lecturers from different academic schools showcasing their Scholarship of Teaching-Learning (SoTL) projects. The campus also hosted the Higher Education Learning and Teaching Association of South Africa (HELTASA) special interest group workshop for professional development in 2013.

A strategy to implement a continuous professional teaching development programme as part of the task agreement of all lecturers was piloted in 2013. Eleven competencies were identified and lecturers only needed to choose a minimum of two to complete per year.

► Supporting our students

The range of academic support services for students strives to unleash the academic potential of each student and encourage students to serve fellow students in the true spirit of ubuntu. The motto for student support is 'Leave no one behind'.

In 2013, a total of 234 Supplemental Instruction (SI) leaders were employed in almost 200 modules. An analysis of results obtained in the first semester showed that the average pass mark of the students who attended more than five SI sessions was 11% higher than those who did not attend SI.

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.

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 Academic Development and Support services.

A postgraduate student management system (StudentSupervisor.com) was piloted on the campus. This web application acts as a platform where students and supervisors can interact and in turn uses these interactions to generate data on the supervisory process.

research activities

The prestigious Education Association of South Africa (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 National Research Foundation (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 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 output

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 seven postdoctoral fellows in 2013; two in the Faculty of Humanities and five in the Faculty of Economic Sciences and Information Technology. They were from countries such as Turkey, Tanzania, Malawi, Congo and Nigeria.

2007	2008	2009	2010	2011	2012	2013
1	1	3	5	4	3	7

► NRF-rated researchers

The campus has 12 NRF-rated researchers. The table below gives details of rated researchers per category 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

The Vaal Triangle Campus had three research entities as at 31 December 2013, namely UPSET (Understanding and processing language in complex settings), Optentia (Optimal Expression of Individual, Social and Institutional Potential) and MuST (Multilingual Speech Technologies).

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 where students in engineering and information and communications technology are expected to work on real-time industry projects with assistance from industry experts. The Mandela27 project, introduced on International Mandela Day on 18 July 2013, represents a global collaborative effort between the campus's Serious Games Institute-South Africa (SGI-SA), Robben Island Museum, Coventry University in the United Kingdom and creative content developers in Belgium and Sweden. This multi-faceted educational tool provides a global perspective on cultural events in Europe and South Africa during the 27 years Nelson Mandela spent on Robben Island. SGI-SA developed a three-dimensional serious game in which users can navigate on Robben Island and learn more about Nelson Mandela's life.

Two campus community projects received recognition at the Institutional Research Awards gala event:

- ▶ Siyakhulisa: Towards quality Early Childhood Education and Development.
- ▶ 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 pedestrian-friendly sidewalks and mini parks that will contribute to the ecosystem.

Students and staff from the Department of Psychology in the School of Behavioural Sciences ran the Father A Nation 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 Faculty of Economic Sciences and Information Technology hosted the first Leadercast business seminar in the Vaal Triangle. Community and business leaders were offered the opportunity to learn from world-renowned leaders by either attending a live discussion or tuning into a one-day leadership development event that was broadcast live from Atlanta, Georgia, to hundreds of sites around the world.

marketing and recruitment activities

Marketers from the campus visited schools and conducted career exhibitions throughout the country. More than 2 500 prospective students attended an open day hosted on campus on 18 May 2013. The 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, 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. This initiative seeks to actively involve alumni members who have graduated in the past 13 years.

student affairs

▶ Student governance

During a training camp in January at UJ Island (a conference venue owned by the University of Johannesburg), student leaders took part in interactive teambuilding sessions and attended workshops on leadership and personal development. Also in January, student leaders attended a campus workshop on conflict management and project management.

Two Campus Student Representative Council (CSRC) members attended the G20 Youth Forum in St Petersburg, Russia from 17-21 April 2013. With more than 1 500 young people participating, this forum was the largest international event organised for young leaders. The topics that were discussed included entrepreneurship, career opportunities, future vision and sustainable economic development.

Two members of the CSRC attended the national student leadership policy conference at the University of Johannesburg. It was organised by the South African Union of Students in partnership with the Department of Higher Education and Training.

▶ Orientation programme for first years

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 accounting students who did not have Accounting as a subject at school.
- ▶ An accounting refresher course for accounting students 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.

▶ 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 peer helper group Ch@s (Connecting Helpers and Students) attended a training camp in communication and listening skills.

The department established a Disability Unit in 2013. This unit will take responsibility for enabling physically challenged students to make the most of their stay and studies at the campus.

In September 2013 the department appointed a social worker on a part-time basis to co-ordinate the Meal-a-Day and Substance Abuse programmes and to monitor the social needs of students infected and affected by HIV/Aids. As from 2014, the social worker will be appointed permanently.

An additional primary health care practitioner was appointed at the Campus Health Care Centre. During 2013 a total of 5 348 patients were seen by the centre for primary health care, family planning and HIV testing and counselling. A total of 63 people benefited from the centre's first-ever Eye Drive campaign and an Albinism Awareness Day was hosted to address stereotypes around this condition.

During 2013 the centre also signed a Memorandum of Understanding with the Gauteng Health Department. With this agreement a working relationship was established regarding primary health care services. This entails, amongst others, the provision of chronic medication to the centre, and HIV/Aids testing in government hospital laboratories.

HIV/Aids-related interventions included an awareness week highlighting the facts around sexually transmitted infections, a candlelight memorial service and 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 programme for HIV/Aids involved ongoing monitoring and support to all students and staff members who are HIV positive. Individual attention by professionals ensured that each individual received an optimum chance to maintain a normal lifestyle.

In addition, the Career Centre disseminated career information, promoted job hunting skills and brought job opportunities to the attention of the students. More than 2 000 students attended a very successful career fair.

► Cultural activities and achievements

The Student newspaper, Student 24/7, celebrated its first anniversary during January 2013. This vital communication tool is the campus's first-ever online student newspaper, produced by students for students.

A final-year BCom Economics and Trade student and former SRC member, Ndumiso Hadebe, was announced the winner of the One Day Leader 2 programme on SABC 1.

A total of 32 affiliated bodies or societies registered on the campus for 2013. Students from the campus participated in the 2013 Nedbank and Old Mutual Budget Speech Competition and one student 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.

► 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.

Sports teams did well at the University Sports South Africa (USSA) tournaments. The results were as follows:

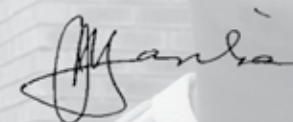
- Rugby: the campus finished in fifth position in pool B. The team will be allowed to play in the Varsity Shield qualifying games in 2014.
- Hockey: the campus finished third overall in the B division.

- 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.
- Dance: eight couples reached the quarter-final rounds in Latin and Ballroom dancing.
- Rugby sevens: the campus's team competed in the B division and ended in eighth position overall.
- Cricket: the team competed in the A division and ended in eighth position overall. One player was selected for the SA student side.
- Bodybuiding: two women won their respective sections.
- Chess: the combined team (men and women) ended tenth out of 25 teams participating.

The Watuni Canoe Club and the campus's Mountain Bike Club 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.

conclusion

The Vaal Triangle Campus celebrated ten 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.



PROF TJ MARIBA
CAMPUS RECTOR: VAAL TRIANGLE

Focusing on sustainable community engagement projects.



The Siyakhulisa Early Childhood Education community engagement project on the Vaal Triangle Campus assists early childhood education practitioners in some Vaal Triangle towns to run their centres more effectively. The project has already reached about 300 practitioners.



The animal health centre on the Mafikeng Campus provides primary animal health care services to those who cannot afford veterinarian services. They also empower emerging farmers with knowledge of livestock husbandry and herd health management.



The WIN project on the Potchefstroom Campus aims to create sustainable livelihoods and promote healthy lifestyles in rural communities. In 2013, this project won one of the Vice-Chancellor's Awards for Excellence in Community Engagement.

R2 972,5m
total income

R2 935,0m
total expenses

R944,0m
self-generated income

R1 509,6m
staff cost = 50,8% of
total expenses

R843,4m
student-related income =
28,4% of total income

R1 294,3m
operating expenses =
43,5% of total expenses

R1 163,7m
income from government =
39,1% of total income

R131,1m
other expenses



our finances

report of the chairperson of the finance committee and executive director for finance and facilities

consolidated statement of financial position
as at 31 december 2013

consolidated statement of comprehensive income
for the year ended 31 december 2013

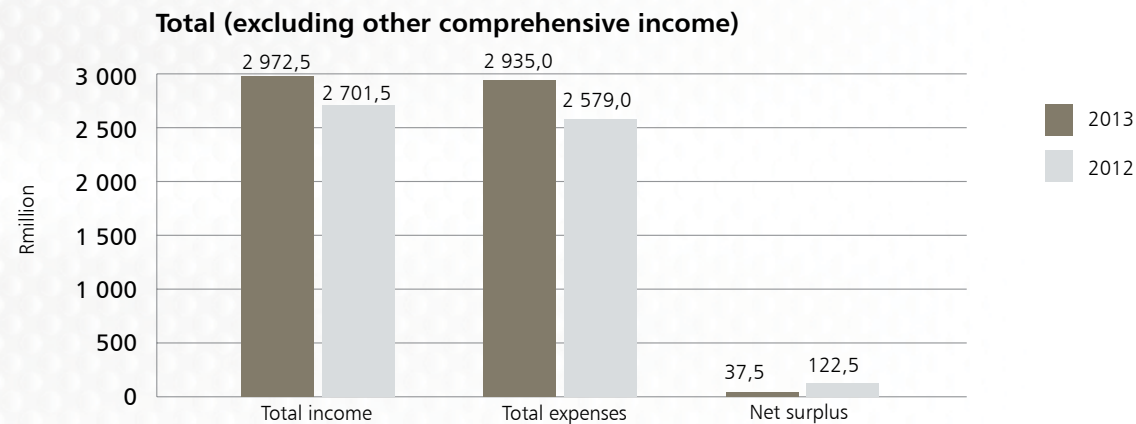
report of the chairperson of the finance committee and executive director for finance and facilities

The financial review for the year ended 31 December 2013 is presented under the following headings:

► Profitability and growth

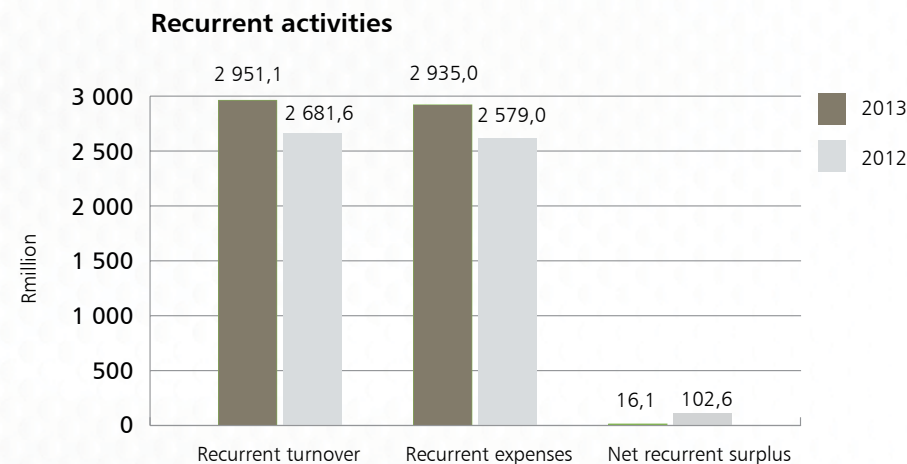
The total income of the university increased by 10,0% to R2 972,5 million, while the total expenses increased by 13,8% to a total expenditure of R2 935,0 million

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

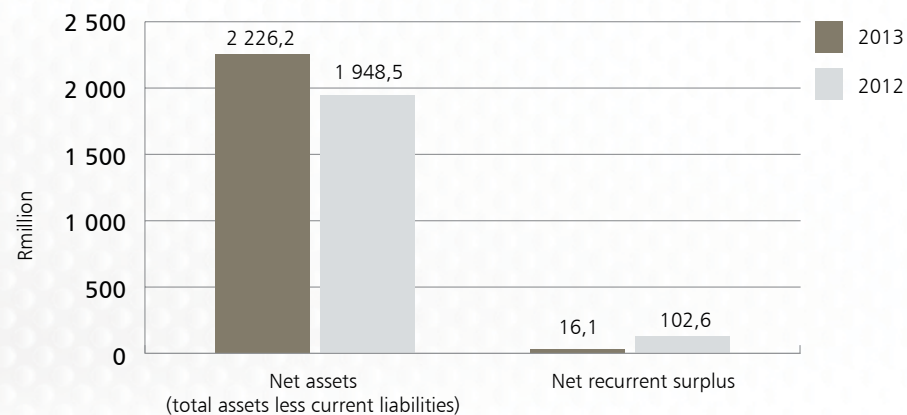
million for the 2013 financial year. The surplus of the 2013 financial year from recurrent activities represents 0,5% (2012 restated: 3,8%) of the total recurrent income.



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.

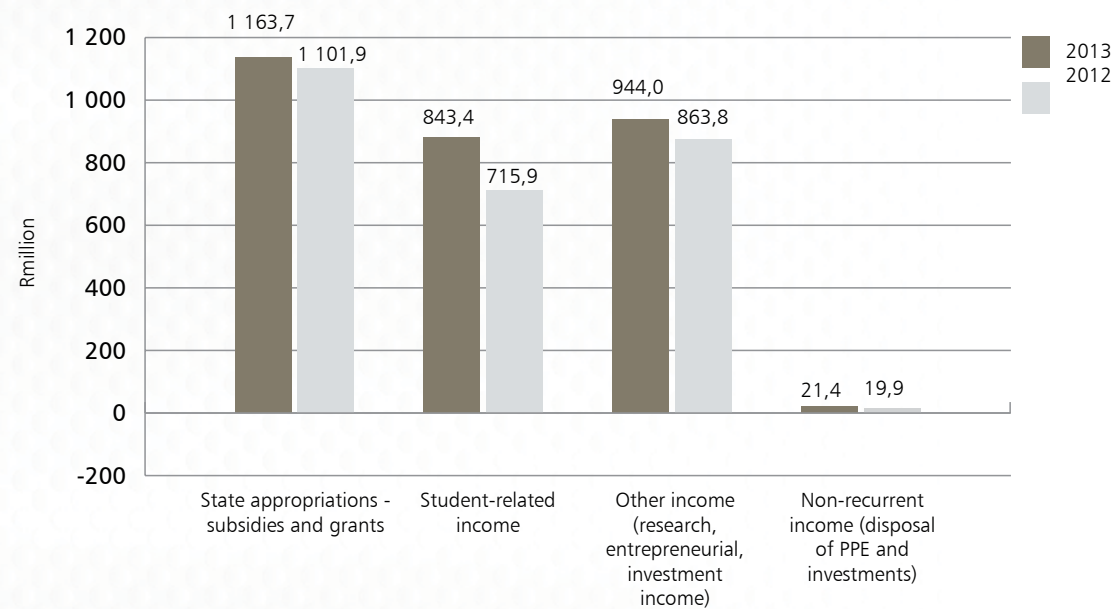
Return on capital employed



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: 26,5%) of the total income.

Total income per category



Total expenditure increased by 13,8% (2012 restated: 16,9%).

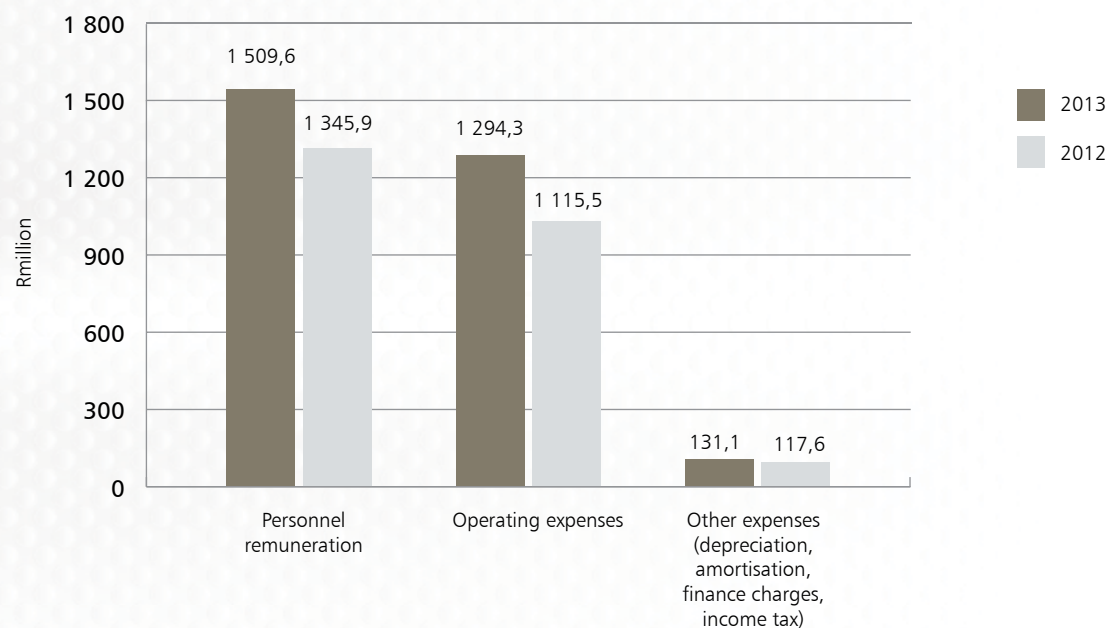
Personnel remuneration increased by 12,2% (2012 restated: 14,0%). The total cost of personnel expenditure was 50,8% (2012 restated: 49,8%) of total income. The increase is mainly due to a lower increase in income of 10,0%.

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.

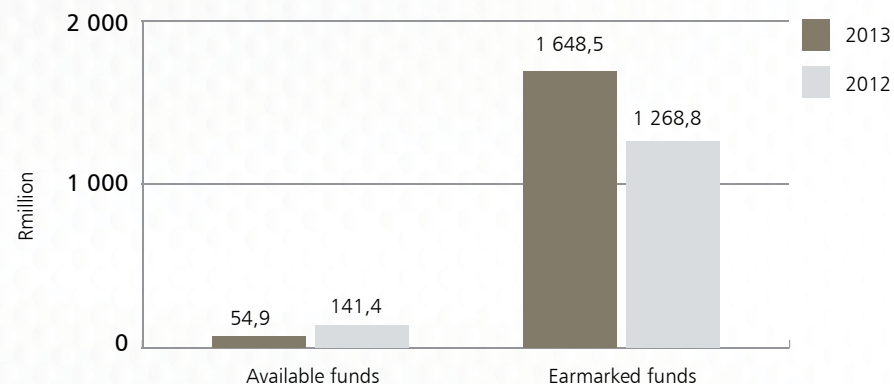
Total expenses per category



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), as well as the large investment in property, plant and equipment via the DHET infrastructure and efficiency earmarked funding.

Available funds : Earmarked funds



► Added value

With regard to the university as a tertiary institution with the core business of teaching-learning, research and implementation of expertise (including community service), the NWU again added material value to the economy, and the following can be highlighted:

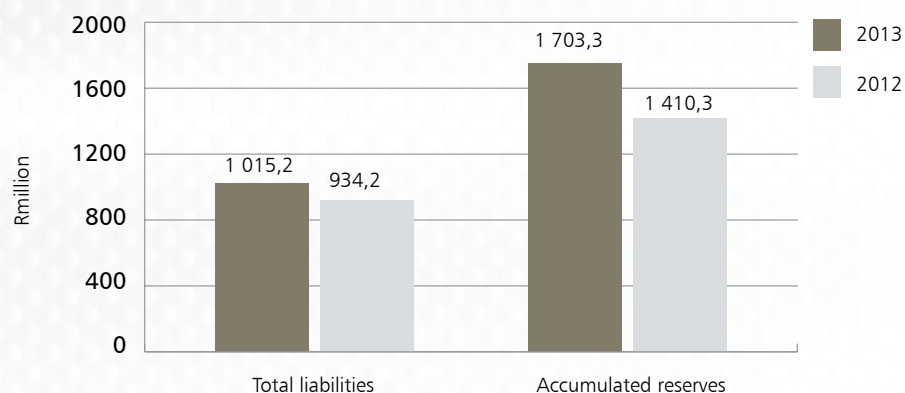
- > 15 464 (2012: 14 669) students received degrees and diplomas during 2013.
- > R130,7 million (2012: R107,4 million) was awarded as bursaries to students from own funds, which represents an increase of 21,7% (2012: 27,4%).
- > The cash flow investment in property, plant and equipment amounts to

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) and only an increase of 8,7% (2012 restated: 15,9%) in liabilities.

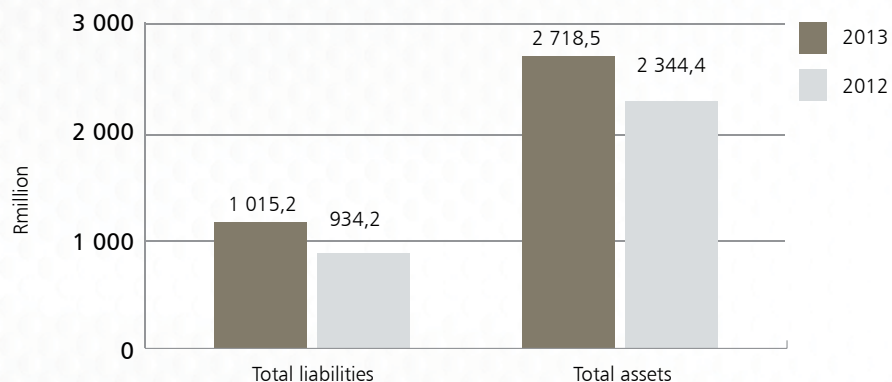
Total liabilities : Accumulated reserves



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.

Total liabilities : Total assets



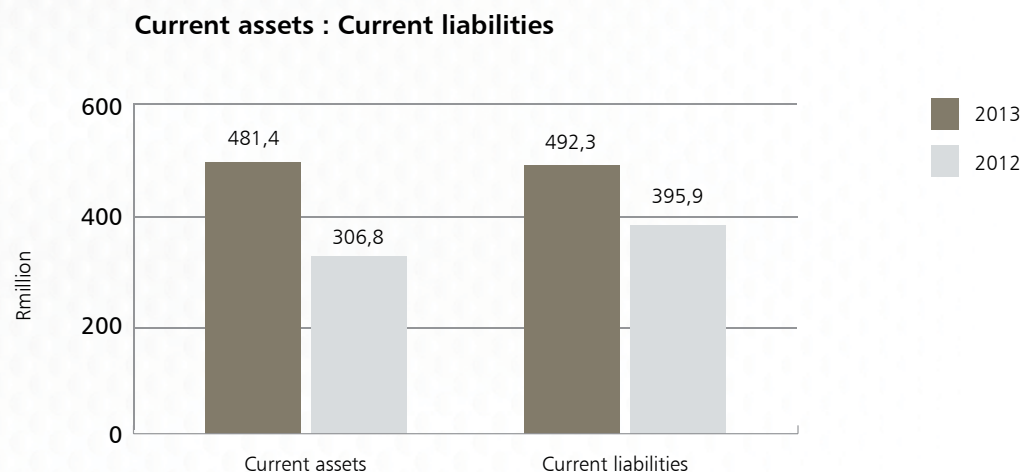
► Liquidity

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.

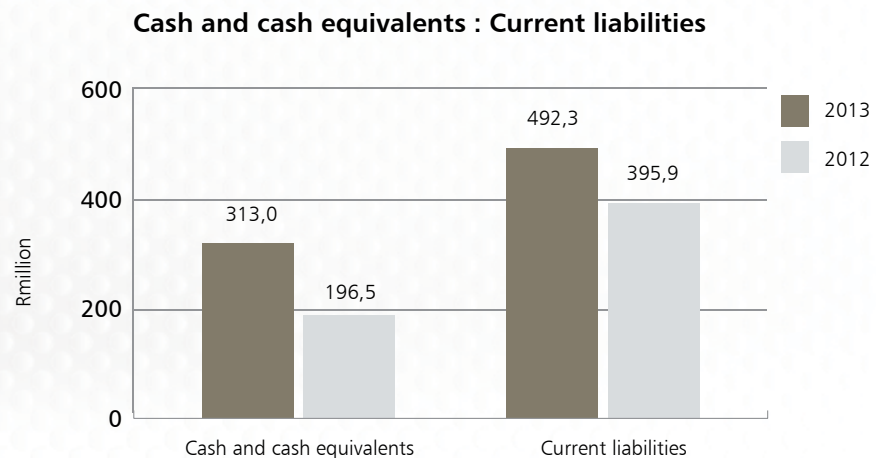
The main reason for the increase in the current assets is an increase in cash and cash equivalents of R116,5 million, which is mainly due to cash that was transferred from long-term investments (which decreased by R91,9 million, net of revaluation). Furthermore there was an increase of 62,2% (2012 restated: 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
	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.



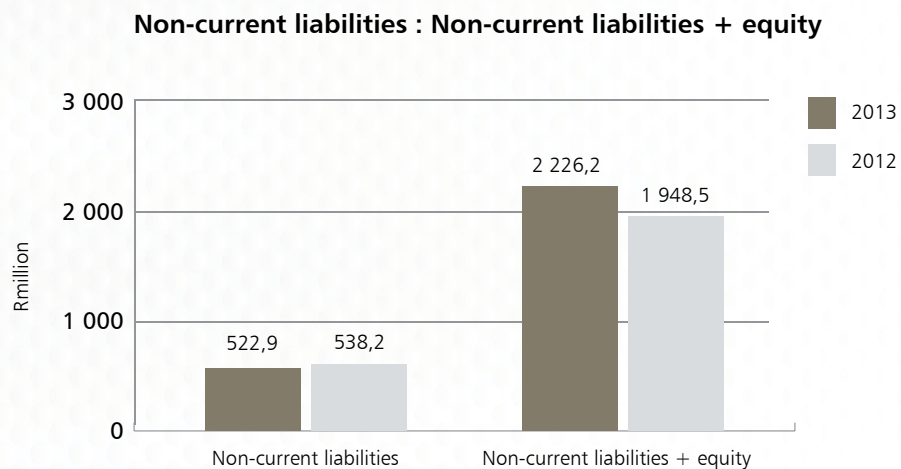
The university's ratio of cash and cash equivalents to current liabilities increased from 0,50 in 2012 (restated) to 0,64 during the 2013 financial year, which was mainly due to the transfer of cash and cash equivalents from long-term investments.



► 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.

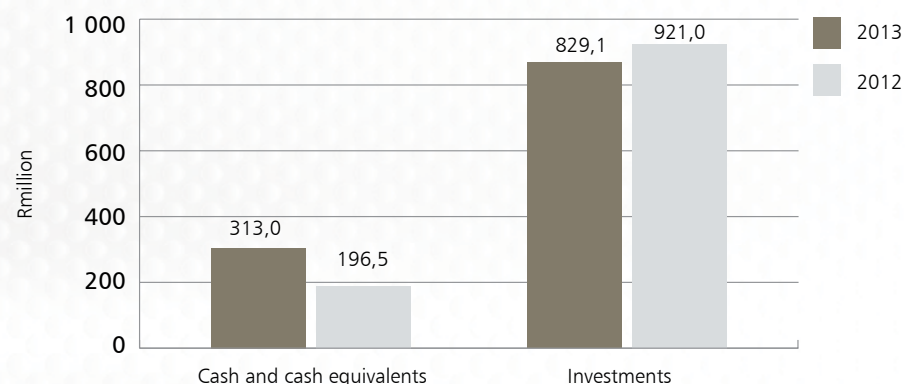


► Cash flow

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.

Cash and cash equivalents & Investments



► 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%).

Council and management are jointly committed to managing the NWU in such a way that the sound financial position will be maintained in 2014.

However, it needs to be mentioned that the relatively low increase in our single largest source of income namely state subsidy and the significant increase in net bad debts will remain huge challenges in the near future.

MR JJ KITSHOFF
CHAIRPERSON: FINANCE COMMITTEE

PROF IJ ROST
EXECUTIVE DIRECTOR: FINANCE AND FACILITIES

CONSOLIDATED STATEMENT OF FINANCIAL POSITION as at 31 December 2013

	(Restated)			
	2013		2012	
	R000	%	R000	%
ASSETS				
Non-current assets	2 237 081	82.3	2 037 623	86.9
Property, Plant and Equipment	1 079 485	39.7	986 006	42.1
Investment properties	21 317	0.8	21 815	0.9
Intangible assets	6 246	0.2	7 320	0.3
Long-term investments	828 988	30.5	920 916	39.3
Investments in associates	118	0.0	42	0.0
Deferred income tax assets	48	0.0	62	0.0
Pension reserve funds - surplus	256 057	9.5	61 859	2.6
Disability reserve funds - surplus	44 822	1.6	39 603	1.7
Current assets	481 445	17.7	306 817	13.1
Inventories	24 147	0.9	21 338	0.9
Trade and other receivables	144 295	5.3	88 984	3.8
Cash and cash equivalents	313 003	11.5	196 495	8.4
Total assets	<u>2 718 526</u>	<u>100.0</u>	<u>2 344 440</u>	<u>100.0</u>
FUNDS AND LIABILITIES				
Funds available	1 703 317	62.7	1 410 278	60.1
Accumulated funds	1 702 776	62.7	1 409 964	60.1
Non-controlling interest	541	0.0	314	0.0
Total liabilities	1 015 209	37.3	934 162	39.9
Non-current liabilities	522 867	19.2	538 233	23.0
Long-term loans	79 298	2.9	86 536	3.7
Post-employment benefits	433 103	15.9	393 335	16.8
Deferred income	10 466	0.4	58 362	2.5
Current liabilities	492 342	18.1	395 929	16.9
Trade and other creditors	296 485	10.9	255 675	10.8
Current income tax liability	41	0.0	4	0.0
Current portion: Long-term loans	11 430	0.4	10 699	0.5
Current portion: Post-employment benefits	7 541	0.3	20 731	0.9
Current portion: Deferred income	126 285	4.6	55 522	2.4
Student deposits and prepaid income	50 560	1.9	53 298	2.3
Total funds and liabilities	<u>2 718 526</u>	<u>100.0</u>	<u>2 344 440</u>	<u>100.0</u>

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME for the year ended 31 December 2013

	2013	% of	(Restated)	% of
	R000	total income	2012	total income
	R000		R000	
RECURRENT ITEMS	17 025	0.6	103 099	3.7
Income	2 951 146	99.3	2 681 582	99.2
State appropriations - subsidies and grants	1 163 738	39.2	1 101 875	40.7
Tuition and other fees	843 393	28.4	715 901	26.5
Income from contracts (research and other)	198 158	6.7	183 426	6.8
Residence and catering services	232 675	7.8	220 409	8.2
Services - entrepreneurial activities	349 081	11.7	307 781	11.4
Private gifts and grants	44 251	1.5	30 059	1.1
Investment income	119 850	4.0	122 131	4.5
Expenditure	2 934 121	98.7	2 578 483	95.5
Personnel remuneration	1 509 646	50.8	1 345 896	49.8
Operating expenses	1 294 268	43.5	1 115 467	41.4
Depreciation and amortisation	112 935	3.8	102 784	3.8
Finance charges	17 272	0.6	14 336	0.5
NON-RECURRENT ITEMS	21 388	0.7	19 929	0.8
Income	21 388	0.7	19 929	0.8
Profit/(Loss) on disposal of PPE	15 470	0.5	7 548	0.3
Profit/(Loss) on investments	5 121	0.2	12 351	0.5
Share of profit of associates	76	0.0	17	0.0
Other non-recurrent income	721	0.0	13	0.0
Expenditure	0	0.0	0	0.0
Net surplus before income tax	38 413	1.3	123 028	4.5
Income tax expense	909	0.0	524	0.0
Surplus for the year	37 504	1.3	122 504	4.5
OTHER COMPREHENSIVE INCOME	255 535		-72 028	
Pension reserve funds - surplus/(deficit)	204 430		-58 264	
Disability reserve funds - surplus/(deficit)	-1 124		6 585	
Health care (medical) - surplus/(deficit)	8 670		-27 752	
Net value gain/(loss) on available-for-sale				
Financial assets (net of tax)	43 559		7 403	
Total comprehensive income for the year	293 039		50 476	

It all starts at the North-West University

The North-West University's three campuses in Mafikeng, Potchefstroom and the Vaal Triangle not only offer the very best in tertiary education, but also produce students ready to reshape the world we live in. Through our teaching-learning programmes, our research and innovation projects and our ongoing community engagement, we are not only building a better university, but are also helping to build a better South Africa.



acknowledgements

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