

# Vision, Values and Mission

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## Vision

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

## Values

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

## Mission

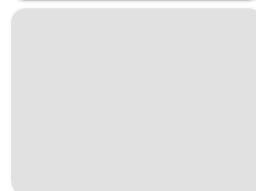
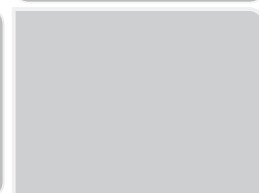
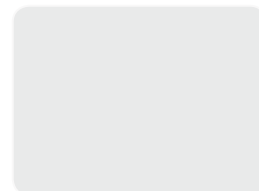
The NWU's mission is to become a balanced teaching-learning and research university and to implement our expertise in an innovative way.

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

## Mission elements and objectives

**The mission is made up of the following elements:**

- ❑ Develop, educate and empower through quality teaching and learning, well-rounded graduates who are able to think laterally and critically in their service to the country and its people.
- ❑ Develop and sustain high-quality, relevant and focused research, supplying innovative solutions to challenges faced by the scholarly community, the country, the continent and the world.
- ❑ Expand the implementation of expertise, both commercially and community-directed, for the benefit of the province, the country, the SADC region, the continent and ultimately the world.
- ❑ Be a value-driven university, striving to make a difference in the pursuit of our mission.
- ❑ Aspire to be recognised internationally as a well-managed and innovative university, with a client focus embedded in quality. This the University seeks to achieve by creating an enabling environment that will enhance and improve its core business and by remaining financially viable.
- ❑ Transform continually in terms of positioning, academic profile, unity, equity and redress. In doing this, contribute to the transformation of the South African Higher Education system to help meet the country's social, economic, developmental and environmental needs.





The theme of the 2009 Annual Report, **Excellence through values and vision**, was inspired by the idea that while the NWU is based on **solid values**, it has the **vision** to **achieve excellence**.

Having developed from a merged institution into one of the **leading universities** in the country, the NWU is based on **sound principles**, lasting **stability** and **good governance**.

From this foundation, we aspire to realise our vision of **multi-faceted excellence** across our core business.

The NWU strives to develop **well-rounded students** able to contribute towards society, the country and the world. With their feet firmly on the ground and their eyes **focused on future possibilities**, they embrace new challenges.



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# Executive summary

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The University has strengthened its position as one of South Africa's best-managed institutions of higher learning, with an enviable corporate governance record, strong student growth, good academic results and continued financial stability.

**In 2009, the NWU** was again named the best-governed university in South Africa. It achieved this distinction by winning the PricewaterhouseCoopers Higher Education Excellence Award for Corporate Governance. This award, which the NWU has won for three consecutive years, reflects the University's insistence on doing the right things, in the right way, for the right reasons.

More evidence of the NWU's ability to apply the highest standards came during the quality audit conducted by the Higher Education Quality Committee. The panel that performed the audit in March 2009 had high praise for some of the University's quality assurance mechanisms, especially its information technology and financial management systems.

Although 2009 was a difficult year for the economy, which was feeling the effects of the global recession, the NWU succeeded in posting a modest financial surplus. This is the sixth year in a row that the University has achieved a surplus, underlining the culture of prudent financial management to which Council and Management are committed.

This climate of stability also permeated the University's academic operations. Teaching-learning activities proceeded smoothly throughout the year, which culminated in improved student success rates.

The undergraduate pass rate improved from 81,2% in 2008 to 83,6% in 2009, and the graduation rate was 26%. In all, the NWU conferred 13 445 degrees and diplomas in 2009, which was just over 8% more than in the previous year.

A total of 50 589 students were enrolled with the NWU in 2009, of whom 53% were contact students and 47% distance education students.

The success and wellbeing of all these students were at the centre of the NWU's efforts

to provide the best possible learning environment. To assist financially needy students, the University administered student bursaries and loans to the value of R271 million.

Significant investments were also made in improving the quality of student life by constructing or renovating academic buildings, student residences, sports facilities and computer centres, among others. In total, the NWU spent R134,7 million on capital projects during 2009, mostly on infrastructure for students, academic facilities and research laboratories and equipment.

Another highlight was the sustained improvement in research output, which increased by 10% overall. This included a significant increase in the number of rated researchers, from 103 to 116, along with an 18% rise in doctoral degrees awarded and an 11,5% increase in master's degrees conferred.

The ongoing success of the NWU's core business – teaching-learning, research and the implementation of expertise – has positioned the University to attract top academic and leadership talent. During 2009, the NWU inaugurated Kgosi Leruo Tshekedi Molotlegi, King of the Royal Bafokeng Nation, as its second Chancellor.

Other top positions filled were the rectorships of the Potchefstroom Campus and the Vaal Triangle Campus, to which Prof Herman van Schalkwyk and Prof Thanyani Mariba, respectively, have been appointed.

In another critical leadership development, the Vice-Chancellor, Dr Theuns Eloff commenced his second term of office at the helm of the University's Management.

Based on the all-round performance of the University in 2009, it is clear that the NWU is well on its way towards becoming a balanced teaching-learning and research university that implements its expertise in an innovative way.





# Bestuursopsomming

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In 2009 is die NWU weereens as die bes bestuurde universiteit in Suid-Afrika aangewys. Hierdie prestasie is behaal deur die verwerwing van PricewaterhouseCoopers se Korporatiewebestuur-toekenning vir Uitnemendheid in Hoër Onderrig. Hierdie toekenning, wat nou reeds drie jaar in 'n ry deur die NWU gewen is, getuig van die Universiteit se aandrag daarop om die regte ding op die regte manier en vir die regte redes te doen.

Die kwaliteitsaudit, wat deur die Hoëronderwys-kwaliteitskomitee onderneem is, het verdere bewyse opgelewer van die NWU se vermoë om die hoogste standarde toe te pas. Die paneel, wat die audit in Maart 2009 onderneem het, het hoë lof gehad vir sommige van die Universiteit se kwaliteitsversekeringsmeganismes, veral vir die inligtingstegnologie- en finansiëlebestuurstelsels.

Ofskoon die ekonomie in 2009 'n moeilike jaar beleef het vanweë die gevolge van die wêreldwye resessie, het die NWU daarin geslaag om 'n klein finansiële surplus te behaal. Dit is die sesde jaar in 'n ry dat die Universiteit 'n surplus behaal het – iets wat toegeskryf kan word aan die kultuur van omsigtige finansiële bestuur waartoe die Raad en Bestuur verbind is.

Hierdie klimaat van stabiliteit het ook die Universiteit se akademiese bedrywighede gekenmerk. Onderrig-leer-aktiwiteite het regdeur die jaar glad verloop, en uiteindelik verbeterde studentesukseskoerse tot gevolg gehad. Die voorgraadse slaagsyfer het verbeter vanaf 81,2% in 2008 tot 83,6% in 2009, en die graadverwerwingskoerse was 26%. In 2009 het die NWU altesaam 13 455 grade en diplomas toegeken, net oor die 8% meer as die vorige jaar se syfer.

In 2009 was 'n totaal van 50 589 studente by die NWU ingeskryf, waarvan 53% kontakstudente was en 47% afstandstudente. Die sukses en welstand van al hierdie studente was die fokuspunt van die NWU se pogings

om die beste moontlik leeromgewing daar te stel. Met die oog op hulpverlening aan behoeftige studente het die Universiteit studentebourse en -lenings ter waarde van R271 miljoen geadministreer.

Beduidende beleggings is ook gemaak met betrekking tot die verbetering van die studente deur die oprigting of opknapping van onder meer akademiese geboue, koshuise, sportfasiliteite en rekenaarsentrums. In totaal het die NWU in 2009 'n bedrag van R134,7 miljoen aan kapitaalprojekte bestee, hoofsaaklik aan infrastruktuur vir studente, akademiese fasiliteite en navorsingslaboratoriums en -toerusting.

'n Verdere hoogtepunt was die volgehoue verbetering in navorsingsuitset, wat met 10% gestyg het. Dit sluit in 'n beduidende toename in die aantal gegradeerde navorsers, van 103 tot 116, tesame met 'n 18%-toename in doktorsgrade en 'n 11,5%-toename in meestersgrade wat toegeken is.

Die voortgesette sukses van die NWU se kernbesigheid – onderrig-leer, navorsing en die implementering van kundigheid – het die Universiteit geposisioneer om top akademiese en -leierskaptalent te lok. Kgosi Leruo Tshekedi Molotlegi, Koning van die Koninklike Bafokeng-stam, is in 2009 as die tweede Kanselier van die NWU ingehuldig. Ander topposte wat gevul is, is die rektorskappe van die Potchefstroomkampus en die Vaaldriehoekkampus. Prof Herman van Schalkwyk en prof Thanyani Mariba is onderskeidelik in hierdie posisies aangestel. Nóg 'n belangrike leierskapsverwikkeling is dat die Visekanselier, dr Theuns Eloff, se tweede ampstermyn as hoof van die Universiteitsbestuur 'n aanvang geneem het.

Uit die Universiteit se prestasie tydens 2009 is dit duidelik dat die NWU goed op pad is om 'n gebalanseerde onderrig-leer- en navorsingsuniversiteit te word wat sy kundigheid op 'n innoverende wyse implementeer.

Die Universiteit het sy posisie as een van Suid-Afrika se bes bestuurde hoëronderwysinstellings verder uitgebou met 'n benydenswaardige korporatiewebestuurerekord, 'n sterk toename in studentetalle, goeie akademiese resultate en voortgesette finansiële stabiliteit.

# Kgutsufatso ya Phethahatso

Univesithi e matlafaditse boemo ba yona jwalo ka e nngwe ya ditheho tse laolwang ka bokgabane tsa Afrika Borwa tsa thuto e phahameng, ka rekoto e kgahlisang ya puso ka kopanelo, kgolo ya baithuti e matla, diphetho tsa akademi tse ntle le botsitso ba ditjhelete bo tswelliswang.

**Ka 2009, Univesithi** e ile ya boela ya bitswa univesithi e buswang hantle ka ho fetisisa Afrika Borwa. E fihleletse thoholeto ena ka ho fumana tlhoho ya PricewaterhouseCoopers Higher Education Excellence Award bakeng sa Puso ka Kopanelo. Kgau ena, eo Univesithi e e hlotseng nakong ya dilemo tse tharo tse hlhlahamanang, e bontsha tsitlallelo ya Univesithi ya ho etsa dintho tse nepahetseng, ka tsela e nepahetseng, mabakeng a nepahetseng.

Bopaki bo bong hape ba bokgoni ba univesithi ba ho sebedisa maemo a phahameng bo bonahetse nakong ya tlhahlobo ya boleng ba dibuka e neng e etswa ke Komiti ya Boleng ba Thuto e Phahameng. Lemulwana le neng le etsa tlhahlobo ya dibuka ka Tlhakubele 2009 le babaditse haholo e meng ya mekgwa ya netefatso ya boleng ya Univesithi, hahohololo mekgweng ya yona ya theknoloji ya lesedi le taolo ya ditjhelete.

Le ha 2009 e ne e le selemo se boima bakeng sa ikonometri, e neng e thefutswe ke ditlamorao tsa reseshene ya lefatshe ho potoloha, Univesithi ya Leboya Bophirima e ile ya atleha ho bontsha masalla a ditjhelete a imametseng. Sena ke selemo sa botshelela ka ho latelana moo Univesithi e ileng ya fihlella masalla a ditjhelete, a totobatsang moetlo wa kelohlolo taolong ya ditjhelete oo Lekgotla le bolaodi ba itlammeng ka ona.

Boemo bona ba botsitso bo keneletse le tshetsong tsa akademi tsa Univesithi. Mesebetsi ya ho ruta- ho ithuta e ile ya tswela pele habobele selemo ho pota, hoo e ileng ya qetella ka sekgahla sa katleho ya moithuti se ntlafatseng. Boemo ba katleho dithutong ba baithuti ba so kerajueiting bo ntlafetse ho tloha ho 81,2% ka 2008 ho isa ho 83,6% ka 2009, mme boemo ba kerajueishene e ne e le 26%. Ka hohle, Univesithi ya Leboya Bophirima e apesitse dikirii le dipoloma tse 13 445 ka 2009, ho bileng ka hodimonyana ka 8% ho feta selemong se fetileng.

Palohohle ya baithuti ba 50 589 ba ngodisitswe le Univesithi ka 2009, bao ho bona 53% e neng e le baithuti ba ithutang ka kamano (contact) mme 47% e le baithuti ba thuto ya bohole (sebakana). Katleho le bophelo bo botle ho baithuti bana kaofela e ne e le ntlhakgolo ya boiteko ba Univesithi ya Leboya Bophirima

ho fana ka maemo a ho ithuta a matle a loketseng. Ho thusa baithuti ba hlokang thuso ya ditjhelete, Univesithi e ile ya laola dibasari le dikadimo tsa ditjhelete tsa baithuti tsa boleng bo kaaka dimilijone tse R271.

Dipolokelo tsa tjhelete tse ikgethang le tsona di ile tsa etswa ho ntlafatsa boleng ba maphelo a baithuti ka ho aha le ho ntjhafatsa, hara tse ding, meaho ya akademi, bodulo ba baithuti, dibaka tsa dipapadi le disenthara tsa dikhomputara. Ka palohohle, Univesithi e sebedisitse dimilijone tse R134,7 diprojekeng tsa matlotlo nakong ya 2009, hahohololo meralong/metheong bakeng sa baithuti, dibakeng tsa akademi le dilaborating tsa dipatlisiso le thepa.

Tlhakiso e nngwe ke ya ntlafatso e tshwarrelletseng diphethong tsa dipatlisiso, e ileng ya eketseha ka hohle ka 0%. Hona ho akareditse ho eketseha ho ikgethileng ha palo ya babatlisisi (researchers) ba lekotsweng, ho tloha ho 103 ho isa ho 116, hammoho le ho phahama ha 18% ha dikirii tsa bongaka tse fumantsweng le ho eketseha ha 11,5% ha dikirii tsa mastase tse apesitsweng.

Katleho e tswetseng pele ya tshebetso e ka sehloohong ya Univesithi – ho ruta-ho ithuta, dipatlisiso le phethahatso ya boitsebelo – e behile Univesithi boemong ba ho hohela talente tse hodimodimo tsa akademi le boetapele. Ka 2009, Univesithi ya Leboya Bophirima e ile ya hlomamisa Kgosi Leruo Tsheledi Molotlegi, Morena wa Setjhaba sa Borena sa Bafokeng, jwalo ka Mokanseliri wa bobedi. Maemo a mang a hodimo a ileng a tlatswa e bile a boreketoro ba Potchefstroom Campus le ba Vaal Triangle Campus, moo ho ileng ha kgethwa Prof Herman van Schalkwyk le Prof Thanyani Mariba, ka ho latelana. Ntshetsopeleng e nngwe e hlokolosi, Motlatsa Mokanseliri Dr Theuns Eloff o ile a qala nako ya tshebetso ya bobedi ya hae a kganna lebedi la bolaodi ba Univesithi.

Ho itshetlehilwe tshetsong yohle ya Univesithi ka 2009, ho bonahala hantle hore Univesithi ya Leboya Bophirima e tseleng ya yona ya ho ba univesithi e tsitsitseng ya ho ruta-ho ithuta le dipatlisiso, e phethahatsang boitsebelo ba yona ka tsela e ntjhafetseng.





# Tshobokanyo ya Khuduthamaga

**Ka 2009 YBB** e biditswe leina gape go nna Yunibesiti e e laotsweng go feta tsotlhe ka mo Aforikaborwa. Kabelo e e amogetswe ka e biditswe leina gape go fenya Kabelo ya PriceWaterhouseCoopers ya Boitseanape mo Taolong ya Korporatifi mo Thutogodimong. Kabelo e, e e fentsweng ke YBB dingwaga tse tharo di latelane jaanong, e bontsha gore Yunibesiti e na le maikaelelo a go dira dilo sentle, ka mokgwa o o siameng le ka mabaka a a siameng.

Bopaki bo bongwe jwa gore YBB e dirisa maemo a a kwa godimo bo tlile ka nako ya thuno ya boleng e e dirilweng ka HEQC. Panele e e dirileng thuno ka Mopitlwe 2009 e ne e tlotla thata dithulaganyo tsa Yunibesiti tsa go tlhomamisa le go tshegetsa boleng, thata tshedimose tso ya thekenoloji le dithulaganyo tsa go laola ditšhelete.

Le fa ngwaga ya 2009 e ne e le ngwaga e e thata ka mo ikonoming mme re ileng ra utlwa le rona ditlamorago tsa risešene, YBB e ile ya kgona go bona lefetiso le le bonagalang. Ngwaga e ke ngwaga ya borataro ya gore Yunibesiti e bone lefetiso mme se se netefatsa setso sa go laola ditšhelete ka maatla mme le mo go se go na le boineelo jwa Khansele le balaodi.

Tlalaemete e e bontshang tsetsepalo e bonagetse le ka mo ditirong tsa akatemi tsa Yunibesiti. Ditiro tsa go Ruta le go ithuta di tswellete ka go relela fela ngwaga yotlhe mme se se feletse se tlisitse palo e e tokafetseng ya baithuti ba ba bonang katlego. Palo ya baithuti ba pele ga didikerii ba ba fetileng e tokafetse go tswa go 81,2% ka 2008 go 83,6% ka 2009, mme palo ya baamogeladidikerii e ne e le 26%. Mo go gotlhe, YBB e ile ya abela didikerii le didipoloma di le 13 445 ka 2009 mme koketso e ne e le 8% mo godimo ga palo ya ngwaga e e fetileng.

Palo ya baithuti ba ba ikwadisitseng mo YBB ka 2009 e ne e le 50 589 mme mo go bone go ne go na le ba mo dikhamphaseng ba ba 53% mme ba ba 47% ba ne ba le ba kwa kgakala.

Katlego le tshiamo ya baithuti ba botlhe e ne e le tirokgolo le maikaelelo a ditiro tsa YBB go

ba fa tikologo ya go ka ithutela mo go yone e e botoka go feta. Go ema nokeng baithuti ba ba tlhokang madi, Yunibesiti e ile ya tsamaisa dibasari le dikadimo tsa baithuti tsa palo ya diranta di le dimilione di le R271. Ditsadiso tse dingwe tse di kgolo di dirilwe le tsone go tokafatsa boleng jwa bophelo jwa baithuti ka go aga le go baakanya dikago tsa akatemi, marobalo a baithuti, mabala a metshameko, disenthara tsa baithuti le tse dingwe. Fa go balwa gotlhe YBB e e ile ya dirisa diranta tsa dimilione di le R134,7 mo diporojekeng tsa kapetlele ka 2009 mme thata bontsi bo dirisitswe mo dithulaganyetsong tsa baithuti, tsa akatemi le mo dilaboratoriamong le mo didirisong tsa patlisiso.

Ntlha e nngwe e e maemo ke tokafatso e e tswelelang ya ntshetsontle ya patlisiso e e oketsegileng ka 10% gotlhegotlhe. Mo koketsong e go na le koketso e kgolo ya palo ya babatlisisi ba ba atlhotsweng go tswa go 103 go 116 le gape koketso ya didikerii tsa PhD tse di abetsweng ya 18% le koketso ya 11,5% ya di-MA tse di abetsweng.

Katlego e e tswelelang ya tirokgolo ya YBB – go ruta le go ithuta, patlisiso le tlhomelo ya boitseanape – e dirile gore Yunibesiti e goge ditalente tsa baakatemi le baeteledipele ba maemo a a kwa godimo. Ka 2009, YBB e ile ya tlhomela Kgosi Leruo Tshekedi Molotlegi, Kgosi ya Setšhaba sa Bogosi sa Bafokeng, go nna Mokanseliri wa bobedi wa YBB. Diphatlhatiro tse dingwe tse di kwa godimo tse di ileng tsa tladiwa le tsone ke bareketoro ba dikhamphase tsa Khamphase ya Potchefstroom, Mop Herman van Schalkwyk le Mop Thanyani Mariba kwa Khamphaseng ya Khutlotharo ya Lekwa. Le gape mo tlhabololong e nngwe e e botlhokwa, ke thapo ya Motlatsamokanseliri, Ngk Theuns Eloff, go simolola nako ya thapo ya bobedi mo ofising le go etelela pele taolo ya Yunibesiti.

Fa re lebelela tiro yotlhe ya Yunibesiti ka 2009 go bonagala ka nnete gore YBB e tlhamaletse mo tseleng ya yone go nna yunibesiti e e nang le tekatekano magareng a go ruta le go ithuta le go batlisisa le go tlhomela boitseanape ka mokgwa wa poposešwa.

Yunibesiti e ile ya tiisa maemo a yone mo Aforikaborwa go nna e nngwe ya ditheo tsa thutogodimo e e laotsweng go feta tsotlhe ka rekoto ya taolo ya korporatifi e e ka elelwang fela le ka palo ya baithuti e e goletseng pele, diphetho tsa akatemi le tlhomamo mo go tsa ditšhelete e e tswelelang.





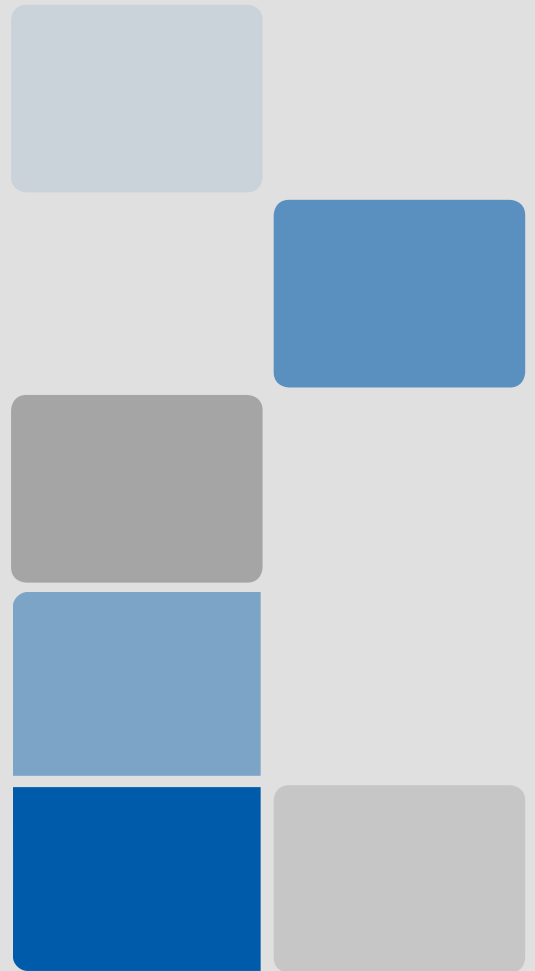
A sincere desire to reach your goal, is the most important ingredient for success.

– MR PEET VAN DER WALT, CHAIRPERSON OF COUNCIL



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# Institutional highlights



An industrial theatre show, featuring Tina Turner, Stevie Wonder and Mozart lookalikes, was staged in 2009 on all three campuses as an intervention to create awareness of diversity and promote cultural understanding.

- ❑ For the third year in a row, PricewaterhouseCoopers named the University as the **best governed university in South Africa**. The announcement that the NWU had won the 2009 Higher Education Excellence Award for Corporate Governance was made at a higher education conference in August 2009.
- ❑ The NWU became the first South African university to open an **in-house Leadership Academy** to develop the leadership competencies of its managers. This is part of the University's commitment to effective, sustainable management practices. Approximately 35 NWU leaders, including members of the Institutional Management and campus rectors, attended the Academy's first workshop in January 2009.
- ❑ In another first for the University, its Language Directorate and the Deaf Federation of South Africa (DeafSA) collaborated in hosting two courses for **Sign Language interpreters**. Interpreters from five provinces, including Limpopo, the Western Cape and the Free State, attended the courses in August 2009.
- ❑ During the year, the University signed an agreement with ISIS, the **technology transfer company of Oxford University**, to assist with the commercialisation of patents. In promoting and protecting its intellectual property, the NWU is one of South Africa's most active and effective universities. The agreement with Oxford University's ISIS positions the institution to market its technologies in the global arena.
- ❑ Moving closer to the target of having 14% of all academic staff rated by the National Research Foundation (NRF) by 2010, the NWU ended 2009 with 116 **rated researchers**. Another achievement in the drive to build research capacity was the increase from 46% (2008) to 47% (2009) in academic staff with doctoral degrees.
- ❑ The NWU performed well in the **institutional audit** conducted by the Higher Education Quality Committee (HEQC) in March 2009. Although the final report is only expected in 2010, the panel in their oral feedback session expressed optimism about the strategies and quality assurance mechanisms that are in place at the NWU. In particular, the panel commended the University for its financial management, information technology systems and models for distance education and research entities.
- ❑ Dr Theuns Eloff, Vice-Chancellor of the NWU, was elected **Chairperson of the Association of Commonwealth Universities (ACU)** in July 2009, after serving as Vice-Chairperson of that body for the previous two years.
- ❑ Kgosi Leruo Tshakedi Molotlegi, King of the Royal Bafokeng Nation, was inaugurated as the second **Chancellor of the NWU** on 17 September 2009. At the same event, Dr Eloff was confirmed for a second term as Vice-Chancellor.

- ❑ In July 2009, the NWU signed a **ground-breaking research agreement** with the company Sasol Technology for research, training and development initiatives in Engineering and the Natural Sciences. The agreement allows both the University and Sasol Technology to identify projects as the need arises, and opens the way towards even greater cooperation in the future.
- ❑ The NWU had **uninterrupted academic activities** and stability on all three campuses during 2009, reflecting the effort made by Management and student leaders to engage each other and resolve potential areas of conflict through effective two-way communication.
- ❑ All stakeholders were engaged on issues of **transformation and social cohesion**. To promote intercultural understanding on all three campuses, the NWU presented 12 industrial theatre sessions for staff, highlighting the role of diversity in stimulating innovation.
- ❑ The **Potchefstroom Campus celebrated its 140<sup>th</sup> anniversary** during September 2009. In 2010, the NWU as a whole will celebrate its sixth anniversary.
- ❑ Late in 2009, the **national football team of Spain confirmed** that the NWU's Potchefstroom Campus would be its home base during the 2010 World Cup tournament. They will stay at the NWU's new **Sports Village**, a four-star facility that can accommodate about 160 people.
- ❑ Despite the economic recession, the University again produced a **financial surplus**, maintaining its reputation for strong financial management. The NWU has delivered operating surpluses every year since the merger in 2004.
- ❑ For the first time since the mid-1990s, the NWU received funding for **infrastructure development** from the Department of



Kgosi Leruo Molotlegi, King of the Royal Bafokeng Nation was installed as second Chancellor of the NWU. Here he is with Mr Peet van der Walt, Chairperson of Council.



In 2009, the NWU won the first place in the PricewaterhouseCoopers Higher Education Excellence Award for Corporate Governance for the third consecutive year.

Higher Education and Training (DoHET) for the period 2010 to 2011. According to the agreement with the DoHET, the University will add about R60 million from its own funds to complement the R212 million from the Department.

- ❑ **Total research outputs** are estimated at a record 1 190. This includes research master's, PhDs times three and publications (including an estimation of books, conference proceedings and articles).
- ❑ Another highlight was the improved **student success rates** – the undergraduate success rate was 83,6% and the throughput rate was 26%.

# Composition of Council

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

THE COMPOSITION OF COUNCIL AS AT 31 DECEMBER 2009 WAS:



**Chairperson:**  
Mr PJ van der Walt  
(Private sector member)



**Deputy Chairperson:**  
Dr SD Mthembu-Mahanyele  
(Ministerial appointee)

## Minister of Education's appointees



**Ms NML Letlape:**  
BA in Public and Private Management and HonsBA in Public Governance (Potchefstroom University for Christian Higher Education); appointed for a three-year term, from 2007 to 2010.



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



**Dr SD Mthembu-Mahanyele:**  
BA and Teaching Diploma (University of the North), Postgraduate Diploma in Financial Economics, (London School of Economics); appointed for a three-year term from 2008 to 2011.



**Mr NM Fuzani:**  
BA (University of Cape Town); appointed for a four-year term from 2008 to 2012.

## Private sector members



**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); elected for a five-year term, from 2006 to 2011.



**Dr C Reinecke:**

DSc in Chemistry (Potchefstroom University for Christian Higher Education), MBL (UNISA); elected for a four-year term, from 2006 to 2010.



**Dr JJ van Zyl:**

DCom (Potchefstroom University for Christian Higher Education); elected for a five-year term, from 2006 to 2011.



**Mr T Makubire:**

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

## Community designates



**Ms H Rupert-Koegelenberg:**

BMus (cum laude) and BMusHons (cum laude) (University of Stellenbosch), Fellowship of the Trinity College of Music (London) (with distinction), Licentiate of the Royal Schools of Music UK (with distinction), Teacher's Licentiate of Music (with distinction) (UNISA); appointed for a three-year term, from 2007 to 2010.



**Mr TJS Thabane:**

Secondary Education Diploma (Vista University); appointed for a three-year term, from 2007 to 2010.



**Dr DG Breed:**

BA, ThB, ThM (cum laude) and ThD (Potchefstroom University for Christian Higher Education); appointed for a three-year term, from 2008 to 2011.



**Mr S Mohapi:**

Graduate of the Stock Market College (SA), Diploma in Investment Management (Rand Afrikaans University), Certificate of Proficiency (Planning & 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); appointed for a three-year term, from 2008 to 2011.



## Members designated by the Convocation



**Mr PJW Buys:**  
BAHons (Rand Afrikaans University); designated for a four-year term, from 2006 to 2010.



**Dr FJ Kok:**  
MA (Potchefstroom University for Christian Higher Education), DPhil (University of Stellenbosch); designated for a four-year term, from 2006 to 2010.



**Adv JSM Henning, SC:**  
BJuris and LLB (Potchefstroom University for Christian Higher Education); Re-designated for a three-year term, from 2009 to 2012.



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

## Members with special expertise



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



**Ms I Poee:**  
BA (University of Bophuthatswana), Diploma in Tourism and Marketing Management (Austria); appointed for a four-year term, from 2008 to 2011.

Looking back at 2009 the **three achievements** that stand out the most are the University's **governance record, financial performance** and **academic results**.

❑ **Internal members**  
Management members



**Dr T Eloff**  
(Vice-Chancellor):  
BJuris(Econ), ThB, ThM  
and ThD (Potchefstroom  
University for Christian  
Higher Education); ex officio  
member.



**Dr MN Takalo**  
(Vice-Principal):  
BA and BEd (University of  
the North), MA (Boston  
University); EdM and EdD  
(Columbia University); ex  
officio member.



**Kgosi Leruo Tshekedi Molotlegi**,  
King of the Royal Bafokeng Nation, was  
**inaugurated** as the **second**  
**Chancellor** of the North-West  
University.

❑ **Internal members**  
Senate members



**Prof TC Rabali:**  
BA (UNISA), ThB and ThM  
(Potchefstroom University  
for Christian Higher  
Education), DTh (UNISA);  
elected for a four-year term,  
from 2006 to 2010.



**Prof MW Lumadi:**  
STD (VECO), FDE (Rand  
Afrikaans University),  
BA (UNISA), BEdHons  
(University of the  
Witwatersrand), BAHons  
(UNISA), MEd (University  
of Johannesburg),  
MAdmin HRM (North-  
West University), MA  
(Stellenbosch University),  
DEd (UNISA), DD  
(California, USA); elected  
for a three-year term, from  
2007 to 2010.



**Prof J Swanepoel:**  
BA, BAHons, MA, LLB, DLitt  
(Potchefstroom University  
for Christian Higher  
Education); elected for a  
three-year term, from 2009  
to 2012.



**Prof JJ Janse van  
Rensburg:**  
BA, BAHons in Greek, MA  
in Greek, ThB and ThM in  
New Testament, ThD in New  
Testament Hermeneutics  
(Potchefstroom University  
for Christian Higher  
Education); elected for a  
four-year term, from 2009  
to 2013.





□ **Members representing other academic staff**



**Prof C de W van Wyk:**  
DCom (Potchefstroom University for Christian Higher Education); elected for a four-year term, from 2007 to 2011.



**Prof E van der Schyff:**  
BA LLB, LLM (Potchefstroom University for Christian Higher Education), LLD (North-West University); elected for a five-year term, from 2007 to 2012.

□ **Members representing non-academic employees**



**Prof MM Verhoef:**  
Higher Education Diploma, Higher Diploma in Librarianship and PhD (Potchefstroom University for Christian Higher Education); designated for a five-year term, from 2007 to 2012.



**Prof A Lourens:**  
BScHons in Mathematical Statistics (University of Pretoria), MSc in Mathematical Statistics (University of Pretoria), PhD (University of Pretoria); designated for a four-year term, from 2009 to 2013.

■ Council **appreciates** the **support** and **commitment** shown by the NWU's Management and staff throughout 2009.

— MR PEET VAN DER WALT, CHAIRPERSON OF COUNCIL

□ **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 2009:



**Mr P Lethobeng:**  
LLB (currently) (North-West University, Mafikeng Campus).



**Ms A Croucamp:**  
BEd, and Honours in Industrial Psychology (North-West University, Potchefstroom Campus).



**Mr S Mbatha:**  
BCom (International Trade and Marketing) and Honours in Economics (currently) (North-West University, Vaal Triangle Campus).

## □ Representatives of the Institutional Student Representative Council (ISRC)

From November 2009, the following ISRC members served on the Council:



**Ms A Croucamp:**  
BEd and Honours in Industrial Psychology, Master's in Education Management (currently) (North-West University, Potchefstroom Campus).



**Mr E Khokhong:**  
LLB, LLM in Labour Law (currently) (North-West University, Mafikeng Campus).



**Mr N Mashinini:**  
BA, Honours in Development and Management, Master's in Development and Management (currently) (North-West University, Vaal Triangle Campus).



## □ Secretary to Council



**Prof NT Mosia:**  
BA, BAHons and University Education Diploma (University of the North), MA (Portland State University), PhD (University of Pretoria), MCSSA.



## □ Outgoing Council members in 2009

### Members designated by the Convocation

Prof LA van Dyk: 8 August 2006 to 7 August 2009.

### Members with special expertise

Mr T Mokgatla: 11 February 2008 to 12 March 2009.

### Senate members

Prof A le R du Plooy: 8 August 2006 to 7 August 2009.

Prof F Venter: 8 August 2006 to 7 August 2009.

### Members representing non-academic employees

Prof AS Coetzee-Van Rooy: 27 February 2007 to 2 January 2009.



Kgosi Leruo Molotlegi

## Message from the Chancellor

One of my proudest moments of 2009 was accepting the honour of becoming the second Chancellor of the North-West University. As a strong believer in the value and importance of tertiary education in South Africa, it is a privilege for me to serve in this capacity for this great institution.

**The year 2009 proved** to be a record-setting year for the University, with more than 5 000 first-year students beginning their academic journey on our three campuses.

The Mafikeng Campus welcomed 1 253 first-year students, compared to 1 146 the previous year.

The number of first-year students on the Vaal Triangle Campus increased from 672 in 2008 to 929 in 2009. Bursting at its seams, the Potchefstroom Campus welcomed a total of 3 770 first-year students, compared to the 3 300 of the previous year.

These numbers reflect our aspirations as a university that students choose rather than attend by default, based on our philosophy of placing students at the centre of our endeavours.

To assure the success of these endeavours, we must engage with the entire South African education system, from early childhood education on up. Without excellence at every level of our system, we cannot hope to have well-prepared university entrants.

During 2009, the terms of office of two of the campus rectors, Prof Annette Combrink (Potchefstroom Campus) and Prof Piet Prinsloo (Vaal Triangle Campus) expired. I would like to extend my sincerest appreciation to these two distinguished scholars for their dedication and long service to the North-West University.

At the same time, we welcome the two new rectors, Prof Thanyani Mariba at the Vaal Triangle Campus and Prof Herman van Schalkwyk at the Potchefstroom Campus. As we seek to become known as an institution that prioritises world-class research, we rely on the example set by our academic leadership, and the innovative and exciting work being produced by our junior faculty.

Our sense of place as a university also made a quantum leap through a number of infrastructural projects undertaken in 2009. At the Mafikeng Campus, these projects included a new student centre, completed in October 2009, an office block for Animal Health, and the upgrading of existing residences.

At the Potchefstroom Campus, not only two women's residences, but also the Chemistry and Biochemistry buildings were upgraded and the Faculty of Theology finally took occupation of its own building.

The year 2009 also saw the start of an exciting project to enhance the sports facilities on this campus. In August 2009, the NWU started to build a Sports Village, comprising accommodation units, a central restaurant, as well as a medical and a conference block. Team Spain will occupy this four-star complex as their training base camp, in preparation for the FIFA 2010 World Cup. It will subsequently provide accommodation to athletes who train at the University.

To assure the **success** of our endeavours, we must engage with the entire South African **education system**, from early childhood education on up. Without **excellence** at every level of our system, we cannot hope to have **well-prepared university entrants**.

– KGOSI LERUO MOLOTLEGI, CHANCELLOR

Besides upgrading off-campus residences on the Vaal Triangle Campus, this campus also gained a brand new building, boasting two lecture rooms with 320 seats each, and four with 200 seats each.

These improvements bear witness to the NWU's resolve to invest extensively in student facilities and infrastructure, with the aim of offering the best possible learning and extracurricular development opportunities to students on all campuses.

These three campuses comprise one university, powerfully bound by values that unite us, drive us, and define us as we face a common future. Whether we spend our days on the

Mafikeng Campus, the Vaal Triangle Campus or the Potchefstroom Campus, we are one university, and this university is ours to protect, to advance and to pass on to others stronger than we found it.

I know I share many people's goal of helping to realise the great potential of this university, and I look forward to being part of all the challenges and achievements that our University community will share in the coming year.

**KGOSI LERUO MOLOTLEGI**

**KGOSI LERUO MOLOTLEGI**  
CHANCELLOR



Mr Peet van der Walt

## Report of the Chairperson of Council

The NWU is a university that sticks relentlessly to the right processes and in this way, ends up with the intended results. Whether filling key positions, overseeing the institution's budget and financial management or holding a Council meeting, it is important to us to follow proper procedure, without cutting corners.

**This rigorousness is** one of the reasons why the NWU is rated South Africa's number one university for corporate governance, and also why we continue to be financially stable and operationally effective.

Looking back at 2009, the three achievements that stand out the most are the University's governance record, financial performance and academic results.

Student pass rates improved, research output increased and there was stability on all three campuses throughout the year, with no interruptions in academic activities. We are very thankful for this stability, which can be attributed to improvements in student administration processes, including registration, and the constructive engagement with students. Throughout the year, the University focused on two-way communication between Management and the student leadership, as we believe that such a strategy could improve the quality of interaction.

The Higher Education Quality Committee (HEQC) quality audit, performed in March 2009 went well, thanks to three years of careful preparation and continuous improvement in quality processes. Along with all other stakeholder groups, Council members were interviewed during the audit.

The NWU received a very balanced report from the HEQC panel. In this report, they

recommended improvements in our quality processes, which are being implemented. Overall, the report confirms and commends the effectiveness of the NWU's quality processes. Council intends making sure that none of the momentum gained in preparing for the audit is lost, now that the quality audit has been completed.

In the area of governance, the NWU was named South Africa's best-governed university. For the third year in a row, we won the PricewaterhouseCoopers Higher Education Excellence Award for Corporate Governance. This achievement shows the attention paid to observing proper procedure in all aspects of the University's business, as well as a clear understanding on the part of Council and Management as to their respective roles.

Council does not micro-manage but keeps Management accountable through regular reporting and performance agreements. These agreements are in place for everyone, right to the top, with a Council committee responsible for evaluating the Vice-Chancellor's performance.

One of the tougher issues that confronted Council in 2009 was how to deepen transformation and social cohesion and the elimination of discrimination at the NWU, following the report by the Ministerial task team that conducted an investigation at public higher education institutions in the 2008 academic year.

“Financially, the University did well **despite the recession**. The economic situation had **no material impact** on the NWU’s revenues and we succeeded in posting another **healthy surplus**.”

– MR PEET VAN DER WALT, CHAIRPERSON OF COUNCIL

As I reported last year, Council agreed with some of the Ministerial team’s recommendations and disagreed with others. To ensure a comprehensive, well-considered response, Council appointed an NWU task team to work with the existing Transformation Oversight Committee of Council to coordinate comment on the report from all University structures and Council committees.

A consolidated report was then compiled, adopted by Council and communicated to Government. This report contained recommendations for interventions that could improve social cohesion at the University, such as the use of industrial theatre to sensitise staff to diversity issues. Further, in April 2010, the NWU will hold a Transformation Colloquium for all stakeholder groupings in the University community.

Other high-level processes that Council oversaw were the appointment of the new Chancellor, the reappointment of Dr Theuns Eloff for a second term as Vice-Chancellor, and the filling of two senior management positions following the retirement of the incumbents.

After following the normal appointment procedure, Council announced the reappointment of Dr Eloff as Vice-Chancellor for another five years and the appointment of Kgosi Leruo Tshekedi Molotlegi, King of the Royal Bafokeng Nation, as NWU Chancellor, also for a term of five years. The King was inaugurated in September 2009 and Dr Eloff was confirmed as Vice-Chancellor at the same event.

Two vacancies arose in senior management, necessitating the appointment of new rectors for the Potchefstroom and Vaal Triangle Campuses. Council established a committee to oversee the appointment process. Prof Thanyani Mariba was appointed Rector of the Vaal Triangle Campus for a term of five years, and Prof Herman van Schalkwyk Rector

of the Potchefstroom Campus for a term of six years.

Financially, the University did well despite the recession. The economic situation had no material impact on the NWU’s revenues and we succeeded in posting another healthy surplus. Council is aware, however, that the economy will take time to recover and that the effects of the downturn may only become apparent in 2010.

For the immediate future, the key challenges facing the NWU are to maintain its competitive edge in corporate governance and to continue strengthening the core business. Council is well aware that when it comes to governance, other universities are not standing still and that there is pressure on the NWU to keep on moving forward.

The same goes for our core operations. The University cannot afford to become complacent and must be ready to adapt constantly to changing demands in South Africa. This is the purpose of Council’s 2020 strategy, which will keep the eyes of the University focused firmly on the future and the importance of staying relevant in changing times.

Council appreciates the support and commitment shown by the NWU’s Management and staff throughout 2009, and wishes to thank the Institutional Forum and Senate for their sound advice on academic, research and transformation matters. For my part, I am grateful to my fellow Council members for having the University’s best interests at heart at all times.



MR PJ VAN DER WALT  
CHAIRPERSON OF COUNCIL

# Council Report on Corporate Governance

The North-West University (NWU) is committed to the highest standards of transparency, discipline, integrity, responsibility, fairness, social responsibility and accountability, and subscribes to the principles contained in the King III Report on Corporate Governance in South Africa.

**Protection of the** integrity of decision-making and governance of the activities of the University is achieved through the application of joint consultation, decision-making by empowered managers and continuous monitoring of results and risks.

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

## The role and functions of Council

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

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

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

- ❑ Requiring members to adhere to a code of conduct and taking remedial action when necessary.
- ❑ Delegating the authority to appoint staff members, including campus vice-rectors, campus registrars and directors, deans and academic directors provided for by the Statute, with the proviso that no person is authorised to appoint someone reporting directly to such a person.

In performing its functions during 2009, the sixth functioning year of the NWU, Council remained mindful of the reasons for the merger-incorporation. These reasons, many of which have become institutionalised 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 white and historically black institution.
- ❑ Promote a more equitable staff and student body.
- ❑ Enable the development and provision of a comprehensive range of programmes, incorporating vocational (technikon-type) programmes and professional and general (university-type) programmes in line with regional and national needs.
- ❑ 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 day-to-day operation of its business. Council received and noted two Institutional Management reports during 2009 (June and November).

## Specific membership changes during 2009

In adherence to the NWU Statute regarding the composition and membership of Council, vacancies occurring during 2009 were duly filled.





In short, the terms of five Council members expired in August 2009 while two others resigned during the year. Two of the five members whose terms expired were re-elected. Of these five members whose terms expired, one was designated by the Convocation, one was a member with special expertise, two were designated from the ranks of Senate and one was elected from the ranks of non-academic staff.

#### ❑ Senate

The two members designated from the ranks of Senate whose terms expired on 7 August 2009 were Prof A le R du Plooy and Prof F Venter.

- Prof JJ Janse van Rensburg replaced Prof A le R du Plooy as of August 2009.
- Prof J Swanepoel replaced Prof F Venter as of September 2009.

#### ❑ Convocation

- Adv JSM Henning, SC was re-elected for a further term in August 2009.
- Dr D Hermann replaced Prof LA van Dyk as of August 2009.

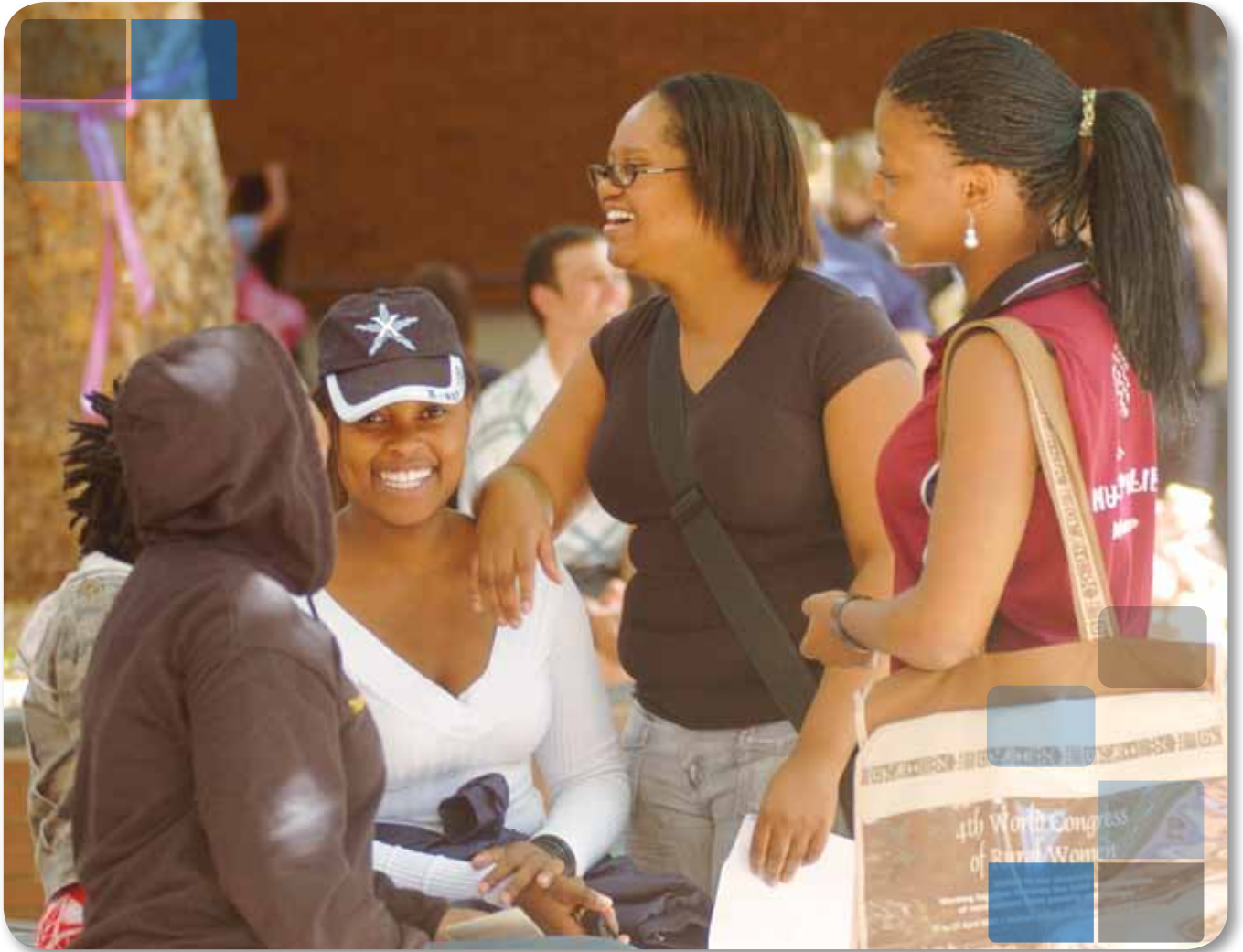
#### ❑ Board of Donors

In accordance with the Rules, Council recognises companies/institutions as donors of the NWU (including the NWU Foundation, recognised as a “donor in kind”). These donors are recognised as persons/institutions who have during the preceding two years donated amounts to the University considered by the Council to be significant, or who have made other significant contributions to promote the mission of the NWU.

- Mr T Makubire of PBMR was re-elected for a further term in June 2009.

The full membership of the Board of Donors during 2009 was as follows:

- Mr J de Winnaar, ABSA
- Prof CJ Reinecke, Dagbreek Trust
- Mr A van der Merwe, DM Kisch Incorporated
- Mr Jan Kitshoff, Eduloan
- Ms Z Mpati, Engen
- Mr B MacColl, Eskom



- Mr Kobus Venter, Janssen-Cilag
- Mr T Makubire (Chairperson), PBMR
- Mr R Heydenreich, SASOL
- Mr S Fourie, Telkom SA
- Dr T Eloff, NWU Vice-Chancellor
- Prof IJ Rost, NWU Executive Director: Finance and Facilities
- Mr W Booysen, NWU Director: Institutional Advancement and Business Development

❑ **Members with special expertise**

Mr T Mokgatla, who was one of the members with special expertise, resigned on 12 March 2009. He was replaced by Ms M Claasens, a financial expert.

❑ **Support staff members**

Prof AS Coetzee-Van Rooy, a Council member elected by the non-academic staff, accepted an academic position at the Vaal Triangle Campus as from January 2009 and had to resign from Council. Prof A Lourens was elected to fill the vacancy in this category.

The following NWU staff members were non-voting members of Council during 2009 on invitation by the Vice-Chancellor:

- Prof ND Kgwadi, Campus Rector, Mafikeng
- Prof AL Combrink, Campus Rector, Potchefstroom
- Prof PJJ Prinsloo, Campus Rector, Vaal Triangle

To ensure that all members of the Institutional Management were informed of Council's deliberations and available to provide information as required, the following Institutional Management members were also invited to attend Council meetings during 2009:

- Prof IJ Rost, Executive Director: Finance and Facilities
- Prof F van Niekerk, Executive Director: Research and Innovation
- Ms PP Mmope, Executive Director: Corporate Affairs and Relations
- Mr VL Mothobi, Executive Director: Human Capital Development

To summarise the composition of Council, the table on page 25 lists each membership category on Council as per Section 4 of the NWU Statute, the members concerned and their terms of office:

	Category	Name	Term
External (18)	Ministerial appointees (4)	Ms NML Letlape	3 years (2007 – 2010)
		Mr NM Fuzani	4 years (2008 – 2012)
		Dr SD Mthembu-Mahanyele	3 years (2008 – 2011)
		Mr OJJ Tabane	4 years (2008 – 2012)
		(Re-appointed after first term ended on 1 February 2008)	
	Board of Donors (4)	Mr T Makubire	3 years (2009 – 2012)
		(Re-elected after first term ended on 7 August 2009)	
		Dr C Reinecke	4 years (2006 – 2010)
		Mr PJ van der Walt	5 years (2006 – 2011)
	Community leaders / Original founders (4)	Dr JJ van Zyl	5 years (2006 – 2011)
		Ms H Rupert-Koegelenberg	3 years (2007 – 2010)
		Mr TJS Thabane	3 years (2007 – 2010)
		Dr DG Breed	3 years (2008 – 2011)
	Convocation (4)	Mr SM Mohapi	3 years (2008 – 2011)
		Mr PJW Buys	4 years (2006 – 2010)
		Adv JSM Henning, SC	3 years (2009 – 2012)
		(Re-elected after first term ended on 7 August 2009)	
	Special expertise (2)	Dr FJ Kok	4 years (2006 – 2010)
		Dr D Hermann	3 years (2009 – 2012)
		Prof LA van Dyk (Term ended on 7 August 2009)	
		Ms M Claassens	3 years (2009 – 2012)
	Management (2)	Ms I Pooe	4 years (2008 – 2011)
		Mr T Mokgatla	
		(Resigned on 12 March 2009)	
		Dr T Eloff (Vice-Chancellor)	Ex officio
Internal (12)	Senate (4)	Dr MN Takalo (Vice-Principal)	Ex officio
		Prof A le R du Plooy	3 years (2006 – 2009)
		(Term ended on 8 August 2009)	
		Prof TC Rabali	3 years (2006 – 2010)
	Other academic (2)	Prof F Venter (Term ended on 8 August 2009)	3 years (2006 – 2009)
		Prof MW Lumadi	3 years (2007 – 2010)
		Prof JJ Janse van Rensburg	4 years (2009 – 2013)
		Prof J Swanepoel	3 years (2009 – 2012)
	Non-academic (2)	Prof C de W van Wyk	4 years (2007 – 2011)
		Prof E van der Schyff	5 years (2007 – 2012)
		Prof MM Verhoef	5 years (2007 – 2012)
	Students (2)	Prof A Lourens	4 years (2009 – 2013)
		Prof AS Coetzee-Van Rooy (Resigned in January 2009)	
		Until November 2008: Ms A Croucamp Mr P Lethobeng Mr S Mbatha	Determined by ISRC
Secretary	Institutional Registrar	From November 2009: Ms A Croucamp Mr E Khokhong Mr N Mashinini	
		Prof NT Mosia	Ex officio

## Committees of Council

All committees of Council function under a mandate of strategic or financial importance to the NWU. They are chaired by persons 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.

One vacancy in the Executive Committee, caused by the ending of Prof LA van Dyk's term, was filled through the election of Ms H Rupert-Koegelenberg.

The members of the Executive Committee in 2009 were Mr PJ van der Walt (Chairperson), Dr SD Mthembu-Mahanyele (Deputy Chairperson), Mr PWJ Buys, Ms H Rupert-Koegelenberg, Dr T Eloff (Vice-Chancellor), Dr MN Takalo (Vice-Principal) and Prof NT Mosia (Institutional Registrar and Secretary to Council).

During 2009, four Executive Committee meetings were held. These meetings took place on 29 January, 4 June, 13 August and 29 October.

### Remuneration Committee

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

Owing to the nature of its duties, the Remuneration Committee consists of the two external members of the Executive Committee of Council, as well as the Chairperson of the Human Capital and Employment Equity Committee, who is also an external member of Council. The members were Mr PJ van der Walt (Chairperson), Dr SD Mthembu-Mahanyele

(Deputy Chairperson) and Dr C Reinecke (Chairperson of the Human Resources and Employment Equity Committee).

The Remuneration Committee met on 20 November 2009.

### Human Capital and Employment Equity Committee (HCEE)

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

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

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

The members were Dr C Reinecke (Chairperson), Ms NML Letlape, Mr T Makubire, Mr TJS Thabane, Prof A Lourens, Prof JJ Janse van Rensburg, Prof C de W van Wyk, Dr T Eloff (Vice-Chancellor), Prof NT Mosia (Institutional Registrar and Secretary to Council), Mr VL Mothobi and Prof MS Zibi.

The Human Capital and Employment Equity Committee met on 6 May and 15 October 2009.

### Transformation Oversight Committee (TOC)

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





The members during 2009 were Prof LA van Dyk (Chairperson) until expiry of her term in August 2009, Prof M Verhoef, Ms I Pooe, Mr T Makubire, Mr OJJ Tabane (who was elected as Chairperson in October 2009), Dr D Hermann, Dr T Eloff (Vice-Chancellor), Dr MN Takalo (Vice-Principal), Prof NT Mosia (Institutional Registrar and Secretary to Council) and Mr VL Mothobi.

Prof Van Dyk's term of office expired on 8 August 2009 and she was replaced through the designation of Dr D Hermann to the Transformation Oversight Committee.

The Transformation Oversight Committee met on 19 May and 20 October 2009.

#### **Audit, Compliance and Risk Management 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: Finance and Facilities, and the internal and external auditors.

The term of office of the Chairperson of the Committee, Adv JSM Henning, SC, expired on 8 August 2009 but he was re-elected both as member of Council from the ranks of the Convocation and as Chairperson of this committee. Mr T Mokgatla resigned from Council and was replaced both in Council and as a member of this committee by Ms M Claassens, a Chartered Accountant.

The members of the Committee during 2009 were Adv JSM Henning, SC (Chairperson), Mr NM Fuzani, Mr T Mokgatla (until March 2009), Prof F Venter (until August 2009), Prof E van der Schyff, Prof J Swanepoel (from September 2009) and Ms M Claassens (from September 2009). The Committee was advised by two independent financial experts, Ms L van der Grijp and Mr MP Tjie.



The representatives of the external auditors are required to be in attendance at Committee meetings, as are Dr T Eloff (Vice-Chancellor) and Prof NT Mosia (Institutional Registrar and Secretary to Council), Prof IJ Rost (Executive Director: Finance and Facilities) and the Director: Internal Audit.

This committee met for ordinary meetings on 7 May and 26 November 2009 and for an extraordinary meeting on 8 October 2009.

#### **Finance Committee**

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

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

The members of the Finance Committee were Dr JJ van Zyl (Chairperson), Dr DG Breed, Dr FJ Kok, Adv JSM Henning, SC and Dr T Eloff (Vice-Chancellor). The Committee's ex officio members were Prof IJ Rost (Executive Director: Finance and Facilities) and Prof NT Mosia (Institutional Registrar and Secretary to Council).

During 2009, the Finance Committee met on 4 June and 29 October 2009.

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 R2 million and R15 million. For contracts exceeding R15 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 Dr K van der Walt (Chairperson and an independent auditor), Adv JSM Henning, SC and Dr DG Breed. The ex officio members were Dr T Eloff (Vice-Chancellor), Prof IJ Rost (Executive Director: Finance and Facilities) and Prof NT Mosia (Institutional Registrar and Secretary to Council).

The Tender Committee met on 3 March and 4 August 2009.

### Investments Committee

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

The Committee has up to five external members, including the Chairperson, Mr J van den Berg, Mr SM Mohapi, an external member of Council and investment expert, and two to three other independent investment experts. The ex officio members were Dr T Eloff (Vice-Chancellor), Prof IJ Rost (Executive Director: Finance and Facilities) and Prof NT Mosia (Institutional Registrar and Secretary to Council).

During 2009, the Investments Committee met on 20 February, 7 May, 17 August and 12 November.

### Assets Committee

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

The Assets Committee has two external members and three ex officio members. The external members were Dr FJ Kok (Chairperson) and Mr SM Mohapi. The ex officio members were Dr T Eloff (Vice-Chancellor), Prof IJ Rost (Executive Director: Finance and Facilities) and Prof NT Mosia (Institutional Registrar and Secretary to Council).

This committee met on 7 May and 19 October 2009.

### 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 (Secretary to Council).

The Committee met on 23 February and 5 May 2009 to consider nominations for honorary awards.

### Attendance of meetings

During 2009, the Council had a strategic workshop on 13 and 14 March and convened for three ordinary Council meetings i.e. 19 June, 18 September and 20 November.

The attendance record for Council and its committees for 2009 was as follows:

Committee	%
Council	73%
Council Executive Committee (Exco)	82%
Finance	100%
Transformation Oversight	64%
Human Capital and Employment Equity	62%
Tender	100%
Honorary Awards	70%
Audit, Compliance and Risk Management	87%
Remuneration	66%
Assets	100%

The total average attendance figure was 80%.

### Matters of significance considered by Council during 2009

During 2009, a number of significant matters that affected the institution were on the agendas of Council and its committees.

#### ❑ Statutory appointments and Council committee elections

- Kgosi Leruo Molotlegi was appointed and inaugurated as Chancellor of the NWU.
- Prof TJ Mariba was appointed as Rector for the Vaal Triangle Campus and Prof HD van Schalkwyk as Rector for the Potchefstroom Campus.
- A new member was elected to the



The NWU is a university that **sticks relentlessly** to the **right processes** and in this way, ends up with the intended results. This **rigorousness** is one of the reasons why the NWU is rated **South Africa's number one** university for corporate governance, and also why we continue to be **financially stable** and **operationally effective**.

– MR PEET VAN DER WALT, CHAIRPERSON OF COUNCIL

Council Executive Committee and several members were nominated to serve on the Council committees. These developments were due to vacancies that occurred on the expiry of former Council members' terms of office, as explained in more detail in the section on Council committees.

#### ❑ Transformation

- A Ministerial Committee on Progress towards Transformation, Social Cohesion and the Elimination of Discrimination in Public Higher Education Institutions visited the Potchefstroom Campus on 20 June 2008.

The outcome of the investigation was published in a report by the Minister of Higher Education and Training. This report, together with the report of the Ministerial Committee, was considered in depth by Council and all its committees.

- Council also noted that its response to the Minister of Education's external evaluation of the affairs of the NWU was submitted to the Ministry.

#### ❑ Prestigious awards bestowed by Council

- Honorary doctorates were awarded to the following recipients during 2009:
  - Prof FA Ponelis – Afrikaans Linguistics
  - Prof BM Margetts – Nutrition
  - Prof JH Cummings – Nutrition
- Chancellor's medals were awarded to the following recipients during 2009:
  - Mr U Visage – Entrepreneurship
  - Ms M Liefferink – Environmental Conservation

#### ❑ Significant new developments regarding infrastructure

Council approved the following:

- The amount of R62,9 million as Council's share of the costs of projects listed in the submission to the Department of Higher Education and Training for additional in-

frastructure and efficiency funding.

- The recommendation that a Sports Village be erected at the Potchefstroom Campus.
- Council also took note of the 10-year Infrastructure and Development Plan of the NWU.

#### ❑ Management, operational and financial stability

Council took the following measures in 2009 to ensure the continued stability of the NWU's management, operations and finances:

- Approved the financial statements for the year ended 31 December 2009.
- Approved the 2010 budget, which corresponded with the elements of the funding formula and is aligned with the Institutional Plan.
- Adopted the Institutional Plan 2010-2012, which will be submitted to the Department of Higher Education and Training in early 2010.
- Approved the 2008 Annual Report, which was submitted to the Department of Education on 30 June 2009.
- Approved the 2010 Institutional Almanac for the NWU.
- Approved revised remuneration scales.

Council continued to oversee the alignment of existing policies, rules and procedures across the NWU, which began in 2005 and is ongoing.

For this purpose, Council approved the following policies in 2009:

- Policy on the reporting of maladministration and irregularities and the protection of disclosure
- Occupational health and safety policy
- Revised records management policy
- Policy on delegations and schedule of authorisation levels.

The development of new, fully aligned policies, rules and procedures is ongoing as part of the process of entrenching the NWU culture of management effectiveness.



Council also took note of the following:

- The branding strategy of the NWU, together with the brand roll-out, challenges and way forward.
- The HEQC audit conducted at the NWU during 2009. The audit report was still awaited at the end of the year.
- The King III report on Corporate Governance, which the Council resolved to implement in 2010.

❑ **Teaching-learning and research matters**

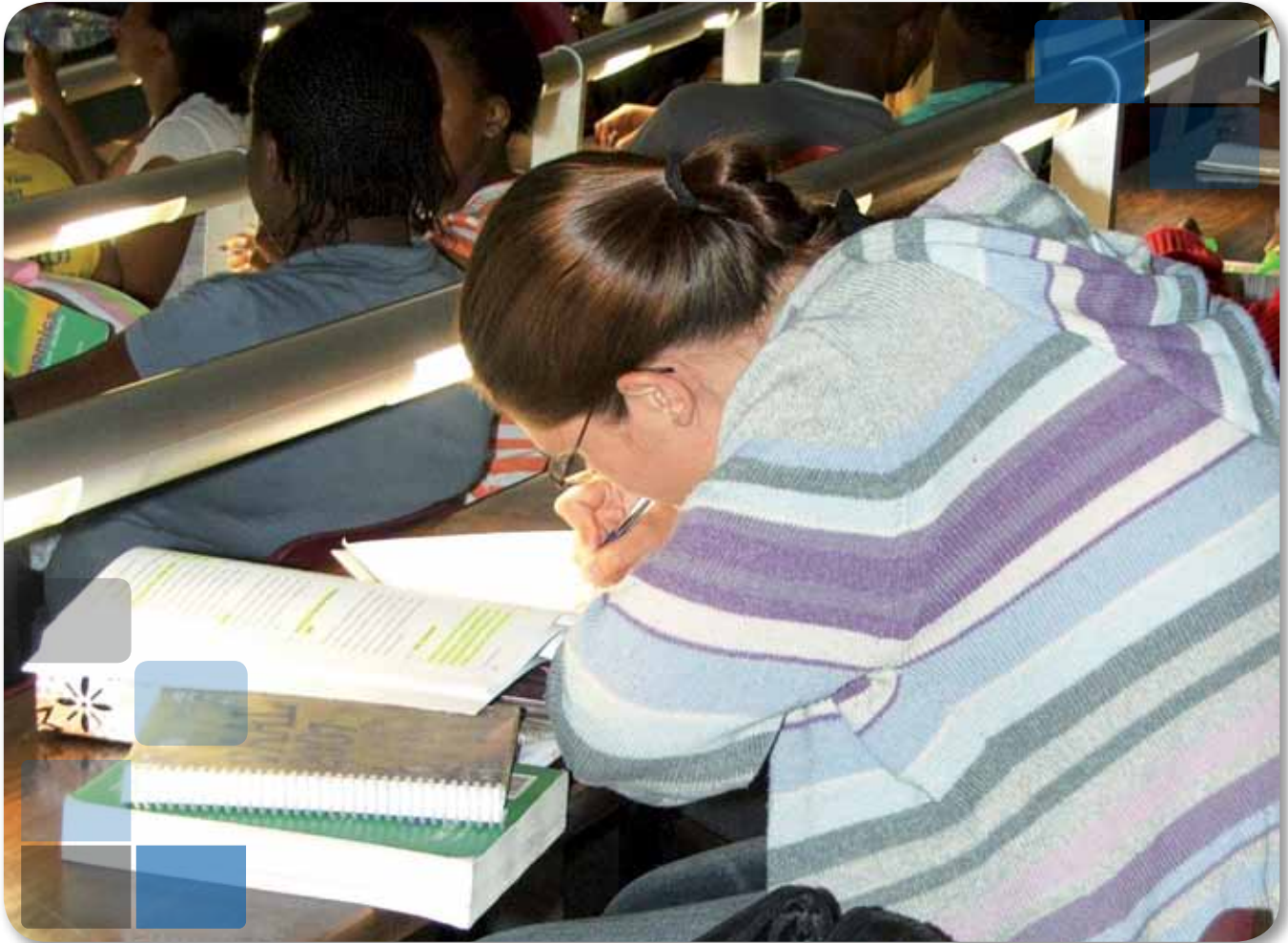
- Due to certain changes, the NWU embarked upon a review of its general academic rules during the year. This resulted in Senate and Council considering and approving new rules.
- The academic programme alignment process continued during 2009 and all undergraduate programmes had been aligned by the end of the year.

### Employee and student participation and co-operative governance

A wide spectrum of participatory structures was in place on the campuses and at the Institutional Office in 2009. These structures were designed to enhance relationships through consultation, the effective exchange of relevant information and the identification and resolution of differences. Students and employees have full voting rights in all the structures in which they are represented.

### Code of Ethics and Codes of Conduct

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



During the merger process, it was acknowledged that the merger partners had distinctive, values-based cultures, necessitating the adoption of a common, unifying set of values for the new University.

This process commenced in 2004 when the NWU Council adopted a Code of Conduct for Council members and appointed a representative four-member Core Task Team to develop a Code of Ethics and Codes of Conduct for the entire NWU.

The process continued with the 2005 visioning process in which 11 NWU end-values were approved. The Core Task Team then worked with approximately 60 campus panel members from all divisions to define the end-values. These are human dignity, equality, freedom, integrity, tolerance, respect, commitment to excellence, scholarly engagement, academic freedom, justice and transparency.

As this process neared completion, however, it became clear that the behavioural changes required to build a new culture could only be achieved through an institution-wide change management exercise focusing on the application of shared values in the day-to-day operations of the University.

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

The next step in this process is to adopt a coherent Code of Ethics and Codes of Conduct for the NWU. A prerequisite for the successful development of these codes is thorough engagement of the various structures at the University.

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

The Institutional Forum, in collaboration with the NWU Human Rights Committee and other relevant structures, will continue to finalise the process in 2010 and to advise Council as required by the Higher Education Act.



## Statement on conflict management

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

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

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

## Self-evaluation by Council

The effectiveness of Council, its committees and its relationships with Senate, Management and students is a priority for Council. The matter has featured prominently on Council meetings and workshop agendas since mid-2005 and this focus continued throughout 2009.

An important corporate governance benchmark is the annual PricewaterhouseCoopers Higher Education Excellence Awards. In August 2009, the NWU was awarded first place for the third time, confirming the significant

progress made with corporate governance across the institution.

The shortcomings that were identified in the previous year's assessment for this award have been addressed and resolved, an example being Council's utilisation of its committees, in particular the Audit Committee and risk management processes.

A concerted effort was made during 2009 to further improve the functioning of Council and its committees. The results of the 2008 self-evaluation exercise were reviewed to assess the effectiveness and accountability of Council and its committees.

The Council of the NWU increased the effectiveness of its governance and oversight function during 2009. It is evident that Council is independent in making decisions and that Council always succeeds in concluding its business at its meetings.

Furthermore, Council understands its oversight governance role in relation to the day-to-day management role assigned to the Vice-Chancellor. Lines of responsibility are clearly demarcated.



**MR PJ VAN DER WALT**  
CHAIRPERSON OF COUNCIL

*The NWU Council approved this report at the Council meeting of 11 June 2010.*

# Report of Senate

Senate governs the academic core business of the NWU by regulating all academic, research and academic support functions of the University.

**As part of** this mandate, which is carried out in terms of the Higher Education Act and the NWU Statute, Senate approves all academic programmes, determines policy and rules for all academic matters and advises Council on the formation and reconfiguration of academic faculties. Senate is accountable to the NWU Council and therefore performs any other functions assigned to it by Council.

## Composition of Senate

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

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

Various election processes took place during 2009 to fill the vacancies in Senate, as well as to elect Senate's designates to Council in accordance with the Statute.

Four ordinary meetings of Senate were held during 2009: on 10 March, 20 May, 12 August and 21 October. The average attendance at Senate meetings was 62%.

Senate Standing Committees and task teams attended to specific tasks such as the revision

and development of new academic rules and policies, institutional research and innovation activities and the alignment of academic programmes and research.

For instance, the role of the Research Ethics Committee is to formulate norms for ethical guidelines for all NWU research on humans, animals and human and animal material, as well as genetic material from all living organisms. No research project regulated by the ethical guidelines may commence without a letter of approval from the Committee.

During 2009, 72 applications for approval of research protocols were considered by the Research Ethics Committee, of which 61 came from the Potchefstroom Campus, 10 from the Vaal Triangle Campus and one from the Mafikeng Campus.

The following Senate Standing Committees were in place during 2009:

- A campus senate committee per campus
- Institutional Committee for Research and Innovation
- Institutional Committee for Academic Standards
- Institutional Admissions Committee

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

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

## Objectives achieved in 2009

During 2009 Senate assisted in maintaining high standards for teaching-learning and research at the University by advising Council on strategic academic matters and attending to certain key teaching-learning, research and academic support matters.

In advising Council, Senate focused on academic issues with an impact on the Institutional Plan, made recommendations about



potential candidates for honorary doctorates and a Chancellor's medal, and played an important part in the appointment of a new campus rector for the Potchefstroom Campus and the Vaal Triangle Campus, respectively.

In the teaching-learning part of the core business, Senate's three key priorities were to review the general academic rules, support the Higher Education Quality Committee's audit of the University and move forward with academic programme alignment at undergraduate level.

In the case of research, the focus was on refining the research entities formed as a result of the Research Entity Development Model and monitoring the implementation of this model.

#### □ New academic rules approved

The review of the general academic rules proceeded smoothly and resulted in Senate and Council approving new rules.

Some of the contributing factors that required the review of the rules were recent developments in academic programmes, the addition of new qualifications, changes in admission requirements and the termination of studies, recognition of prior learning as well as general examination requirements and dispute arbitration processes for postgraduate studies.

#### □ HEQC audit

Four years of preparation for the institutional quality audit culminated in the HEQC panel visit to the University in March 2009. The panel gave its preliminary feedback during a verbal feedback session at the end of the visit. Its draft report with recommendations is expected to be ready in January 2010.

Once the University's HEQC Quality Audit Project Team, led by the Vice-Chancellor, has reviewed the draft report and forwarded the institution's feedback, the HEQC will issue its final report, probably in May 2010. The NWU will use the final report to compile a comprehensive quality improvement plan.

#### □ Progress with academic alignment

The academic alignment process gathered momentum early in 2009 as faculties throughout the NWU worked to meet the June 2009 deadline for obtaining formal approval for undergraduate programmes, curricula and modules from Senate's Institutional Committee for Academic Standards (ICAS). The intention is to implement the aligned programmes across the board in 2010.

By the deadline set, 128 generic and professional bachelor degrees had been through the alignment process, representing 77% of all undergraduate programmes.

Some undergraduate programmes could not be aligned due to campus-specific specialisations, which is in keeping with the NWU's character as a multi-campus university that serves diversified niche markets.

Certain other programmes such as nursing could not be aligned owing to challenges faced by some external role players. Another factor with an impact on the alignment process was re-circulation, which affected about 23% of unaligned undergraduate programmes.

Having completed the formal part of academic alignment at undergraduate level, the next step was for faculties to finalise their detailed plans for the implementation. A critical aspect of these plans is communication to students. The NWU is committed to ensuring that academic alignment does not disadvantage students in any way. With this in mind, the University is using certain principles to underpin the academic alignment exercise. An example is that the changes of programmes

and curricula as a result of the alignment process may under no circumstances make a student's study programme longer or more expensive.

Looking ahead to 2010, Senate will assist in monitoring the implementation of the undergraduate programme alignment while making sure that the postgraduate programme alignment continues in accordance with the Higher Education Qualifications Framework.

**Academic programme and short course applications**

As part of its role in ensuring academic coherence at the University, the Institutional Committee for Academic Standards (ICAS) deals with academic programme and short course applications from the three campuses. In all, ICAS approved 214 applications for academic programmes and 46 for short courses during the year under review. The table below provides details of the applications approved per campus.

**ICAS applications processed in 2009**

Campus	Number of academic programme applications approved in 2009	Number of short course applications approved in 2009
Mafikeng Campus	34	7
Potchefstroom Campus	166	33
Vaal Triangle Campus	14	5
Institutional Office	-	1
<b>Total</b>	<b>214</b>	<b>46</b>

Our three campuses comprise one university, **powerfully bound** by values that **unite** us, **drive** us and **define** us as we face a **common future**.

– KGOSI LERUO MOLOTLEGI, CHANCELLOR

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

In the previous two years, the NWU implemented the new Research Entity Management Model, which has four categories of research entities: research niche areas, research focus areas, research units and research centres of excellence. During 2009, the emphasis was on further developing the management model by restructuring certain existing entities and inviting applications for the establishment of new entities.





A call for new research entities was posted in September 2009 and attracted seven applications. The Institutional Research and Innovation Committee recommended that three of these be developed into full proposals. Subsequently, one proposal from each campus was compiled and is being evaluated nationally and internationally.

In refining existing entities, the two main developments were:

- Two niche areas in the Faculty of Economic and Management Sciences, ThinkWell and WorkWell, were consolidated into one niche area called WorkWell.
- The Focus Area for Sustainable Social Development changed its name to the Focus Area for Social Transformation.

These changes meant that the NWU ended the year with seven niche areas, three focus areas, 10 research units and one centre of excellence.

### Changes in academic structures

There were no major changes in the academic structures of the NWU and its three campuses in 2009. The existing structures, consisting of 15 faculties distributed across the campuses, are working well.

The NWU's 15 faculties were distributed as follows in 2009:

- ❑ The Mafikeng Campus had five faculties, 14 schools, one Community Law Centre and one research niche area, Population and Health. The five faculties are Agriculture, Science and Technology, Human and Social Sciences, Education, Commerce and Administration, and Law.
- ❑ The Potchefstroom Campus had eight faculties, 32 schools and 20 research entities. The eight faculties are Arts, Natural Sciences, Theology, Education Sciences, Economic and Management Sciences, Law, Engineering and Health Sciences.

The research entities on the Potchefstroom Campus were:

- Educational Technology for Effective Teaching, Learning and Facilitation
- Hypertension in Africa Research Team (HART)
- Medicine Usage in South Africa (MUSA)
- Musical Arts in South Africa: Resources and Applications
- Physical Activity Sport and Recreation (PhASRec)
- Socio-economic impact of Tourism
- Chemical resource beneficiation
- Social Transformation
- Teaching-Learning organisations
- Africa Unit for Transdisciplinary Health Research (AUTHeR)
- Research Unit: Development in the South African Constitutional State

- Unit for Business Mathematics and Informatics
- Unit for Drug Research and Development
- Unit for Energy systems
- Unit for Environmental Sciences and Management
- Unit for Languages and Literature in the South African context
- Unit for Reformed Theology and the Development of the South African Society
- Unit for Space Physics
- WorkWell: Research Unit for People, Policy and Performance
- Centre of Excellence for Nutrition (CEN)

□ The Vaal Triangle Campus had two faculties and seven schools. The faculties are the Faculty of Humanities and the Faculty of Economic Sciences and Information Technology. The seven schools are Behavioural Sciences, Languages, Basic Sciences, Education Sciences, Accounting Sciences, Economic Sciences and Information Technology.

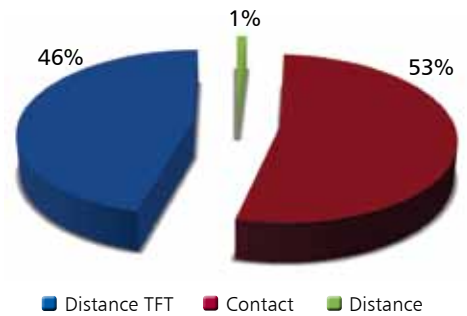
## Teaching-learning

### Student enrolment

#### □ Students enrolled for 2009

	Mafikeng	Potchefstroom	Vaal Triangle	Total
First years	1 253	3 770	929	5 952
Seniors	6 570	34 490	3 577	44 637
<b>Total</b>	<b>7 823</b>	<b>38 260</b>	<b>4 506</b>	<b>50 589</b>

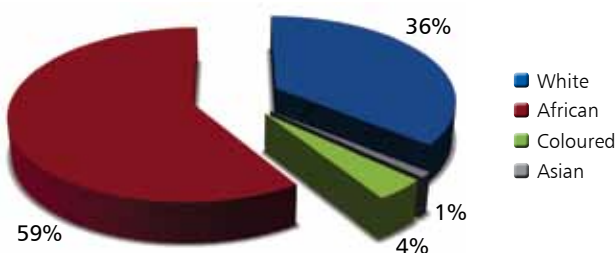
#### Students enrolled 2009 – Contact and distance



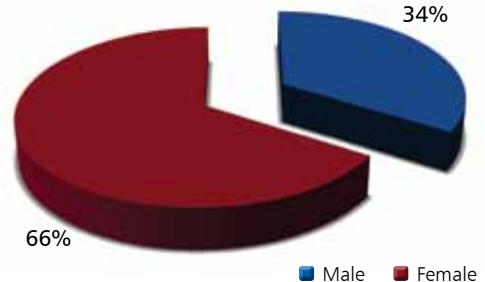
#### □ Racial and gender composition of the student body in 2009

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

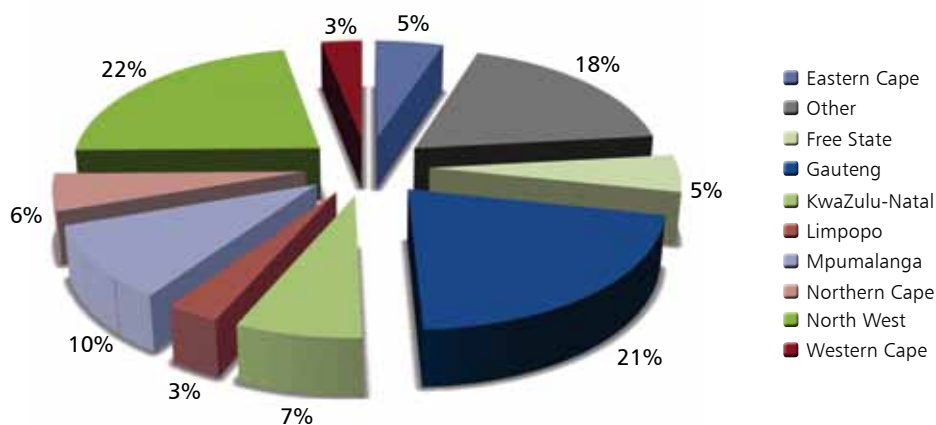
Race 2009



Gender 2009



#### □ Geographic origins of students 2009



#### □ Examinations

The examinations took place as follows:

##### First semester

First examination: 1 to 22 June 2009

Second examination: 6 to 18 July 2009

##### Second semester

First examination: 26 October to  
14 November 2009

Second examination: 21 November to  
4 December 2009

Information and Communications Technology (ICT) was used effectively to release examination results. In addition to conventional channels, results were posted on the NWU's website and sent via SMS messages.

#### □ Registration by qualification type

2009	Attendance mode			
	Distance	Contact	Distance TFT <sup>1</sup>	Grand Total
General academic first bachelor's degree	1	10 240	-	10 241
Doctorate	25	767	-	792
Honours degree	73	2 032	5 786	7 891
Master's degree	26	2 565	-	2 591
Postgraduate diploma	-	1 329	5	1 334
Undergraduate diploma (1 and 2 years)	-	713	13 085	13 798
Undergraduate diploma (3 years)	-	384	3 908	4 292
Professional first bachelor's degree (4 years)	121	7 280	439	7 840
Professional first bachelor's degree (3 years)	260	1 381	-	1 641
Occasional students	4	162	3	169
<b>Grand total</b>	<b>510</b>	<b>26 853</b>	<b>23 226</b>	<b>50 589</b>

\* According to 2nd HEMIS submission (May 2010)

<sup>1</sup> TFT stands for "Teacher Further Training" and describes the distance or flexi programmes of the NWU for teachers already in the employ of the various provincial education departments.



## Student support, tuition fees and financial aid

### Student Counselling Services:

#### Mafikeng Campus

The Mafikeng Campus offered a wide range of student support services during the year under review:

- ❑ **Peer helpers:** 48 peer helpers were trained to assist in identifying students in need of counselling and guidance. The peer helpers, who do not take part in counselling activities, were deployed in the faculties and at student residences.
- ❑ **Disability Unit:** It assisted 19 students with a range of disabilities and liaised with organisations such as the South African National Council for the Blind (SANCB) and Disabled People South Africa (DPSA).
- ❑ **Career assessment and counselling:** 350 individual counselling sessions and 20 career and assessment testing were done. Crisis intervention was done as the need arose and motivation seminars held for various departments as requested.
- ❑ **Sponsorships:** A sponsorship from the Campus Rector enabled a visually impaired student to attend intensive Braille training at the South African Institute for the Blind in Pretoria. The Carl and Emily Fuchs Foundation sponsored two laptops for students with disabilities and a scanner for the Disability Unit.

### Student Counselling Services:

#### Potchefstroom Campus

This campus ran extensive student counselling services, including:

- ❑ The Campus Health Care Centre, which moved into new facilities in March 2009. The Centre provides a one-stop service to students and some staff. Its staff complement includes medical personnel, a social worker and, from 2009, a psychologist. The manager of the Centre, also appointed in

2009, is a medical doctor.

- ❑ The Student Support System, consisting of trained peer helpers (students). They refer fellow students in need of counselling to the Student Counselling Services and the Institute for Psychotherapy and Counselling.
- ❑ The Student Counselling Service was active throughout the year, providing services for students seeking assistance with career choices, study methods, admission requirements and special admissions. It also assisted students with disabilities and provided psychological therapy for those requiring it.

### Student Counselling Services:

#### Vaal Triangle Campus

Counselling services were available to students on a continuous basis in 2009 through various structures:

- ❑ A total of 35 students within the peer helper group known as CH@S (Connecting Helpers and Students) were trained to assist students in need of support in any of the seven wellness dimensions (psychological, social, physical, intellectual (including academic), financial, spiritual, career) and refer them for professional intervention.
- ❑ The Department Student Development offered free professional personal counselling to assist numerous students with emotional problems, study methods and skills, coping and interpersonal skills and time management.
- ❑ The Campus Clinic was fully functional and supervised by a full-time nurse. Services offered included HIV counselling and testing, blood pressure, glucose and eye testing, as well as pap smears for female students. The HIV/Aids campaign continued with the awareness campaign and voluntary counselling and testing services. Numerous lectures were presented on and off campus on healthy sexual behaviour. Support is also rendered to those students who are HIV positive.

□ The Career Centre is well established and links potential employers and employees. During the year, 28 employers (compared to 19 in 2008) visited the Campus. On a daily basis students visit the Career Centre for career guidance, CV preparation and interview skills and techniques. They also apply for positions advertised on the careers zone of the web page.

## Tuition and registration fees for 2009

### □ Tuition fees

All three campuses' fees increased by 9% on average.

### □ Registration fees

The registration fees on all three campuses were R850.

### □ Residence and meal fees

Details	2009 R
<b>Mafikeng Campus</b>	
- On-campus accommodation	8 000
- Undergraduate	9 200
- Postgraduate	16 100
- Gloria Park (flats)	N/A
- Meal fees	
<b>Potchefstroom Campus</b> (Increased by 9% on average)	
- University accommodation	11 250
- Oppirif (self-catering units)	14 280
- Meal fees (increased by 15% on average)	
<b>Vaal Triangle Campus</b> (Increased by 9% on average)	
- University accommodation	10 750
- Thuthuka	13 750
- Meal fees	N/A

### □ Fees payable on registration

Details	2009 R
<b>Mafikeng Campus</b>	
- Registration fee	850
- Tuition fees 1 <sup>st</sup> payment	3 500
- Residence fee per semester	full amount
<b>Potchefstroom Campus</b>	
- Registration fee	850
- Additional levy full-time non-resident students	50
- Tuition fees 1 <sup>st</sup> payment	3 700
- Residence fees 1 <sup>st</sup> payment	3 500
- Compulsory payment for meals: first-year boarding students	600
- Suggested payment for meals	1 500
- Residence deposit for 2010: first-year students	1 500
- Residence deposit for 2010: senior students	500
<b>Vaal Triangle Campus</b>	
- Registration fee	850
- Additional levy full-time non-resident students	70
- Tuition fees 1 <sup>st</sup> payment	3 700
- Residence fees 1 <sup>st</sup> payment	3 500
- Residence deposit for 2010 – first-year students	600
- Residence deposit for 2010 – senior students	300

## Financial aid

The Financial Support Services division manages and coordinates student financial aid, including the administration of funds from the National Student Financial Aid Scheme (NSFAS). Financial Support Services also ad-

ministers bursaries from University funds and external donors. For the 2009 financial year, Financial Support Services administered an amount of R270,9 million. Of this, just over R97 million was funded by the NWU, with the balance coming from external sources.



The following table shows the allocation of financial assistance to undergraduate students from the NWU's own resources in 2009:

Source	Campus	Value (R million)
University funds	Mafikeng	5,7
University funds	Potchefstroom	30,0
University funds	Vaal Triangle	4,6
<b>Total</b>		<b>40,3</b>

The table below shows the allocation of financial assistance to postgraduate students from the NWU's own resources in 2009:

Source	Campus	Value (R million)
University funds	Mafikeng	2,0
University funds	Potchefstroom	13,4
University funds	Vaal Triangle	1,5
<b>Total</b>		<b>16,9</b>
<b>Sub total</b>	<b>University funds</b>	<b>57,2</b>

The next table shows the allocation of financial assistance to undergraduate students from external funding sources in 2009:

Source	Campus	Value (R million)
External funds	Mafikeng	22,0
External funds	Potchefstroom	54,6
External funds	Vaal Triangle	13,9
Donations and trust funds	Mafikeng	0,2
Donations and trust funds	Potchefstroom	1,9
Donations and trust funds	Vaal Triangle	0,3
<b>Total</b>		<b>92,9</b>

The next table shows the allocation of financial assistance to postgraduate students from external funding sources in 2009:

Source	Campus	Value (R million)
External funds	Mafikeng	0,5
External funds	Potchefstroom	0,6
External funds	Vaal Triangle	0,1
<b>Total</b>		<b>1,2</b>
<b>Sub total</b>		<b>94,1</b>

The following table shows the allocation of financial assistance to undergraduate students from Government funding, including NSFAS and the Department of Social Development in 2009:

Source	Campus	Value (R million)
NSFAS/Social Development	Mafikeng	50,2
NSFAS/Social Development	Potchefstroom	25,5
NSFAS/Social Development	Vaal Triangle	22,8
<b>Total</b>		<b>98,5</b>

The next table shows the allocation of financial assistance to postgraduate students from National Research Foundation (NRF) funding in 2009:

Source	University funds	Value (R million)
NRF	Mafikeng	1,3
NRF	Potchefstroom	18,5
NRF	Vaal Triangle	1,3
<b>Total</b>	<b>NRF</b>	<b>21,1</b>
<b>Sub total</b>	<b>Government funding</b>	<b>119,6</b>
<b>Overall total</b>	<b>NWU</b>	<b>270,9</b>

## Success rates

The ratio between the number of undergraduate students and the total full-time equivalents (FTEs) increased in 2008 in both the contact and the distance categories and have been stable in the 80% range.



Key ratios of FTE to headcount enrolments – contact	Contact		
	2007	2008	2009
FTE undergrads as % of undergrad heads	93%	96%	94%
FTE postgrad < master's as % of postgrad heads < master's	70%	65%	60%
FTE intermed postgrads as % of master's heads	32%	31%	29%
FTE higher postgrad as % of doctoral heads	52%	50%	49%
<b>Total FTE as % of total heads</b>	<b>83%</b>	<b>84%</b>	<b>82%</b>

\* According to 2nd HEMIS submission (May 2010)

Key ratios of FTE to headcount enrolments – distance	Distance		
	2007	2008	2009
FTE undergrads as % of undergrad heads	66%	47%	45%
FTE postgrad < master's as % of postgrad heads < master's	31%	44%	53%
FTE intermed postgrad as % of master's heads	30%	43%	32%
FTE higher postgrad as % of doctoral heads	55%	49%	46%
<b>Total FTE as % of total heads</b>	<b>59%</b>	<b>46%</b>	<b>47%</b>

Throughput rate of contact undergraduate students *	Heads 2009	Graduates 2009	Throughput rate 2009	Throughput rate 2008	Throughput rate 2007	Throughput rate 2006
1 <sup>st</sup> certificates and diplomas of 2 years or less	713	308	43%	35%	47%	59%
1 <sup>st</sup> diplomas and bachelor's degrees: 3 years	12 005	2 633	22%	21%	20%	21%
Professional 1 <sup>st</sup> bachelor's degree: 4 years and more	7 280	1 218	17%	17%	18%	18%

\* The definition of "throughput rate" is the total number of graduates divided by the total number of enrolments in a specific year.

Throughput rate of distance undergraduate students	Heads 2009	Graduates 2009	Throughput rate 2009	Throughput rate 2008	Throughput rate 2007	Throughput rate 2006
1 <sup>st</sup> certificates and diplomas of 2 years or less	13 085	4 939	38%	34%	33%	26%
1 <sup>st</sup> diplomas and bachelor's degrees: 3 years	4 169	723	17%	20%	16%	15%
Professional 1 <sup>st</sup> bachelor's degree: 4 years and more	560	71	13%	24%	26%	27%



In order to assist students, programmes such as **Supplemental Instruction** and **student support** systems are in place. Programmes such as these contributed towards the undergraduate **pass rate improving** from 81,2% in 2008 to 83,6% in 2009.

– DR THEUNS ELOFF, VICE-CHANCELLOR

### Throughput rate initiatives

The NWU continues to focus intensively on initiatives aimed at improving student throughput rates. One of the most important strategies employed for this purpose is Supplemental Instruction (SI) for students in at-risk modules. SI has been in use at the University since 2006.

In 2009, just over 15 300 Supplemental Instruction sessions were held in 325 modules on the different campuses. This was more than

double the 7 609 sessions run in the previous year. Other initiatives taken to achieve better student throughput rates included establishing reading laboratories on all campuses. Academics were supported by advance training in SI by certified SI-trainers to develop their facilitation skills to enhance active-learning.

Lecturers were encouraged to pursue further academic studies and benefit from reward systems such as the Institutional Teaching Excellence Award (ITEA).

### Graduates for 2009

(Per ceremony date after complying with the examination requirements in 2009)

Campus Name	Month	Year	Contact	Distance	Grand Total
Mafikeng	April	2010	1 099	135	1 234
	October	2009	350	735	1 085
<b>Mafikeng total</b>			<b>1 449</b>	<b>870</b>	<b>2 319</b>
Potchefstroom	March	2010	3 766	399	4 165
	May	2010	481	5	486
	June	2009	2	1 600	1 602
	September	2009	466	762	1 228
	October	2009	2		2
	November	2009		2 801	2 801
<b>Potchefstroom total</b>			<b>4 717</b>	<b>5 567</b>	<b>10 284</b>
Vaal Triangle	May	2010	732		732
	October	2009	110		110
<b>Vaal Triangle total</b>			<b>842</b>		<b>842</b>
<b>Grand total</b>			<b>7 008</b>	<b>6 437</b>	<b>13 445</b>

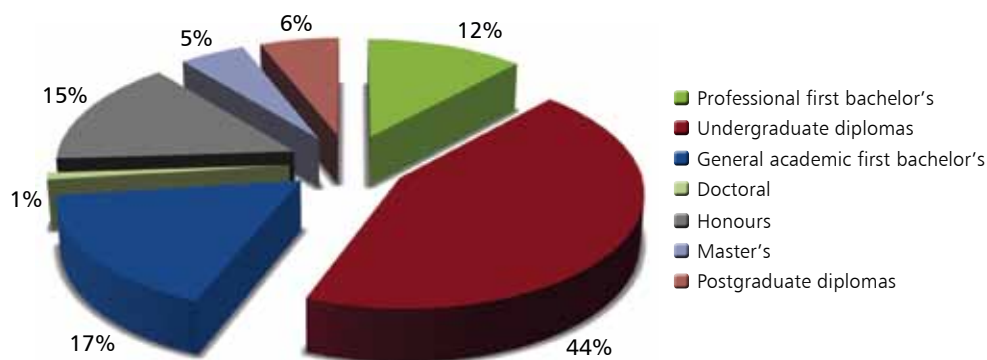
### Degrees and diplomas conferred at the NWU since 2003\*

Degrees and diplomas conferred	2003	2004	2005	2006	2007	2008	2009
First degrees	2 323	3 032	3 237	3 719	3 646	3 698	3 902
Diplomas	2 856	4 459	2 450	3 553	5 266	5 964	6 804
Honours	1 345	1 453	1 284	1 678	1 691	1 992	1 957
Master's	615	626	700	764	618	583	659
PhDs	92	87	82	110	124	100	123
<b>Total</b>	<b>7 231</b>	<b>9 657</b>	<b>7 753</b>	<b>9 824</b>	<b>11 345</b>	<b>12 337</b>	<b>13 445</b>

\* The figures for 2003, before the merger, are projected back as if the merger had already taken place



### Degrees and diplomas awarded by qualification type 2009



### Research

The NWU's mission is to become a balanced teaching-learning and research university where research and innovation receive the same level of attention as teaching-learning. To achieve this balance, the University has set itself a number of research goals. These goals include positioning the NWU among the top six universities in terms of total research and innovation output.

Some of the key indicators of the University's progress towards its goals are its annual research output for articles, books and conference proceedings, number of researchers with

ratings from the National Research Foundation and postgraduate recruitment and throughput.

#### Article equivalents published

For the 2009 academic year the University's total accredited research output for articles, books and conference proceedings is estimated at 452,50, compared to 502,51 during the previous year. The total number of accredited journal articles increased significantly from 358,23 in 2007 to 413,56 in the year under review.

The table below reflects the NWU's subsidised research output between 2004 and 2009:

Research output*	2004	2005	2006	2007	2008	2009
Article equivalents	271,60	318,38	351,50	358,23	471,33	413,56
Conference proceedings	3,30	7,58	7,80	12,62	18,25	34,38
Books	0,15	0,23	1,55	5,35	12,93	4,56
<b>Total</b>	<b>275,05</b>	<b>326,19</b>	<b>360,85</b>	<b>376,20</b>	<b>502,51</b>	<b>452,50</b>

\* Estimated



#### ❑ National Research Foundation ratings

As at 31 December 2009 the University had 116 researchers with ratings from the National Research Foundation (NRF), compared to 95 in December 2007. This is an increase of almost 8% in the number of rated researchers and is above the target of 5% that the NWU had set itself for the year 2009.

Other key indicators of the NWU's research performance are the number of master's degrees and doctorates awarded and the number of post-doctoral fellows with the University. The table below reflects the NWU's performance in these categories from 2004 onwards.

The following table shows the number of rated NWU researchers, together with their rating categories, on each campus:

Campus	Category	Total
Mafikeng	C	1
	L	1
	Y	1
<b>Total</b>		<b>3</b>
Potchefstroom	A	2
	B	12
	C	70
	L	3
	P	1
Y	20	
<b>Total</b>		<b>108</b>
Vaal Triangle	Y	3
	C	2
<b>Total</b>		<b>5</b>
<b>Grand NWU total</b>		<b>116</b>

Research performance	2004	2005	2006	2007	2008	2009
Master's degrees awarded	628	700	765	618	583	659
PhDs awarded	84	85	110	124	100	123
Article equivalents total	275	326	361	376	502,51	452,50

**❑ Postgraduate recruitment**

In 2009, 2 591 students were enrolled for master’s degrees and 792 for PhDs, compared to the 2 477 master’s degrees and 758 PhDs in 2008.

This slight increase once again strengthened the University’s resolve actively to recruit master’s and doctoral students.

**❑ Incentives for improved research output**

Various incentives for researchers contributed to the improved research input at the University. These are for instance the NRF rating incentives and the incentive model for researched articles, aimed at encouraging

staff to publish more regularly, to improve the quality of publications.

**Conclusion**

The NWU is committed to delivering well-rounded graduates to the economy, to conducting high-quality research that is relevant and focused, and to using our expertise in the best interest of communities, business and industry.

The table below tracks the contribution the University has made each year since 2004 to the economy’s skills base, underlining the consistently strong performance of the NWU’s core operations of teaching-learning, research and the implementation of expertise.

	2004	2005	2006	2007	2008	2009
Total student enrolment	40 145	38 596	38 709	44 726	47 008	50 589
Undergraduate pass rate (contact and distance)	75,20%	78,80%	78,36%	79,48%	81,20%	83,6%
Total degrees and diplomas awarded	9 657	7 746	9 825	11 345	12 337	13 445
Master’s degrees awarded	626	700	765	618	583	659
PhDs awarded	87	85	110	124	100	123
Total research output units*	798	865	1 074	1 060	1 089	1 190
NRF-rated researchers	73	85	82	95	103	116

\* Includes research master’s, PhDs times three and publications (including an estimation of books, conference proceedings and articles)



**DR T ELOFF**  
CHAIRPERSON OF SENATE



Prof Christo van Wyk

# Report of the Institutional Forum

As one of the most inclusive structures at the NWU, the Institutional Forum (IF) is proving its value in giving all University stakeholders a platform from which to influence policy on transformation-related matters.

**During 2009, the IF** successfully carried out the consultative and advisory role envisaged for it in the Higher Education Act and the NWU Statute.

## Role and composition of the IF

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

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

## Membership in 2009

According to the Statute, the IF may have up to 29 members representing a broad range of stakeholder constituencies, including Council, several categories of staff, trade unions, students and civic society. During 2009, the IF comprised 27 members and had two vacancies.

The following constituencies were represented on the IF:

**Council:** Mr TJS Thabane

**Management:** Prof ND Kgwadi

**Senate:** Prof W Viviers, Mr H Stavast and Mr MSM Molefe

**Academic, non-Senate:** Prof C de W van Wyk, Ms D Boemah and Mr H Kloppers

**Non-academic employees:** Mr TP Venter, Mr JA van der Walt and Mr VL Mothobi

**Unions:** Mr PJM van Niekerk, Ms J Pires-Putter, Mr MA Molefi and Mr N Ndandani

**Students:** Mr E Khokong, Mr I Mosiane, Mr R Hamman, Mr G Ncebeshu, Mr D Taole and Ms C Kraaij

**Civil society:** Mr MMK Phakedi and Mr WS Moseleli (two vacancies exist in this category)

**Convocation:** Adv TJ Kruger and Prof MW Stander

**Special expertise:** Dr EM Sedibe and Prof MS Zibi

The IF Executive Committee consisted of the following three members: Prof Van Wyk as Chairperson, Mr Van der Walt as Deputy Chairperson and Mr Stavast as Secretary.

## Matters dealt with

The Institutional Registrar invited the IF to advise Council on the appointment of the campus rectors on the Vaal Triangle and Potchefstroom Campuses to replace Prof PJJ Prinsloo and Prof A Combrinck, both of whom retired at the end of 2009. The IF was represented on the selection panel that appointed



The IF is widely accepted as a **credible body** that represents all University stakeholders and is able to play a **constructive role** in promoting an **institutional culture** built on **tolerance, respect** and **integrity**.

– PROF CHRISTO VAN WYK,  
CHAIRPERSON OF INSTITUTIONAL FORUM

Prof TJ Mariba on the Vaal Triangle Campus and Prof HD van Schalkwyk as from 1 January 2010.

The IF was also represented on the panels that appointed Prof A Lourens as Vice-Rector Academic: Research and Planning at the Potchefstroom Campus and Prof HJ van der Merwe as Dean: Faculty of Economic Sciences and Information Technology at the Vaal Triangle Campus.

With the appointment of Advocate Solly Sithole, SC a former member of Council, as Chairperson of the University's Human Rights Committee (HRC), the HRC entered a new phase of professionalism. Adv Sithole has vast experience as a lawyer and an academic, having previously been a member of the academic staff at the former University of the North. The HRC successfully handled a number of cases referred to it and held four meetings during the year. Both the HRC and the IF recommended the extension of Advocate Sithole's contract to serve as an independent Chairperson for 2010.

Institutional Management assigned the task of developing a Code of Ethics and Codes of Conduct for the University to the IF, in accordance with the Higher Education Act and the NWU Statute. The IF accepted this project and the Exco of the IF met with the previous Code of Ethics Task Team (CoETT) and formed a new task team to drive this project. The new Code of Ethics Task Team held a video-conference meeting in November of 2009 to plan the implementation of the project in the year ahead.

Other matters that received attention were the Reception and Introduction Programme

for 2010 on all campuses and the audit by the Higher Education Quality Committee (HEQC). Members of the IF were interviewed on 16 March 2009 by the HEQC Audit Panel.

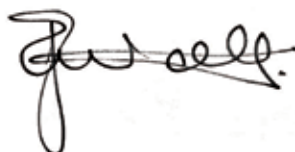
Furthermore, a sub task team of the Human Rights Committee compiled a response to the Report of the Ministerial Committee on Transformation and Social Cohesion and the Elimination of Discrimination in Public Higher Institutions. The IF accepted this report and submitted it to the Transformation Oversight Task Team, designated by the NWU Council.

## Conclusion

The IF is widely accepted as a credible body that represents all University stakeholders and is able to play a constructive role in promoting an institutional culture built on tolerance, respect and integrity. Based on its performance in the past three years, and particularly in 2009, it is clear that the IF has both the mandate and the capacity to fulfil the important role intended for it in the Higher Education Act and the NWU Statute.

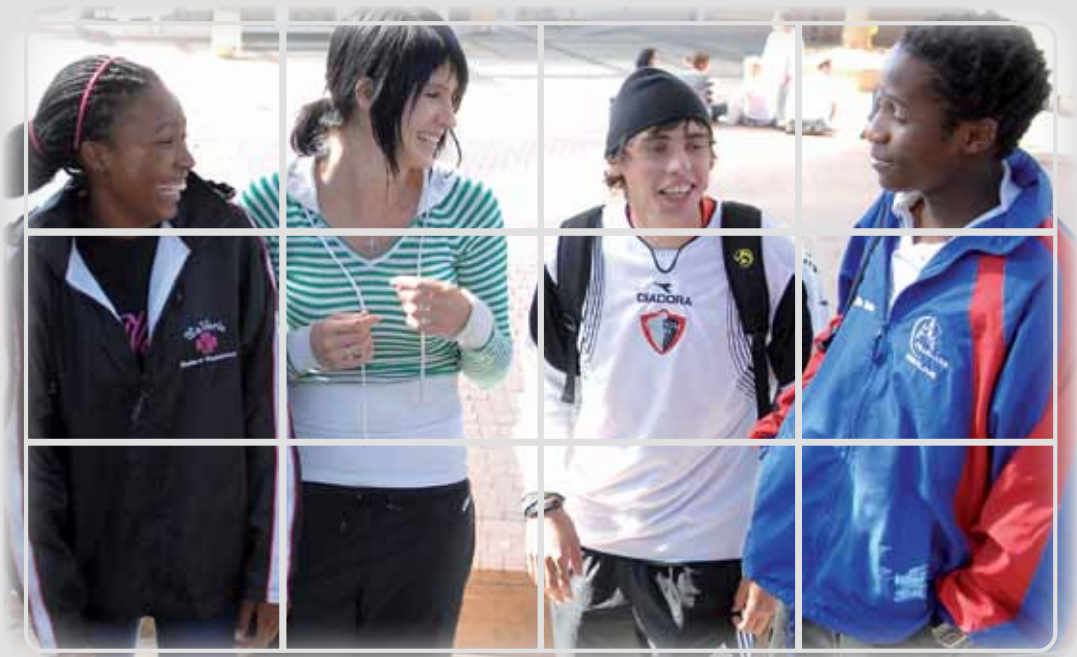


PROF C DE W VAN WYK  
CHAIRPERSON



MR JA VAN DER WALT  
DEPUTY-CHAIRPERSON





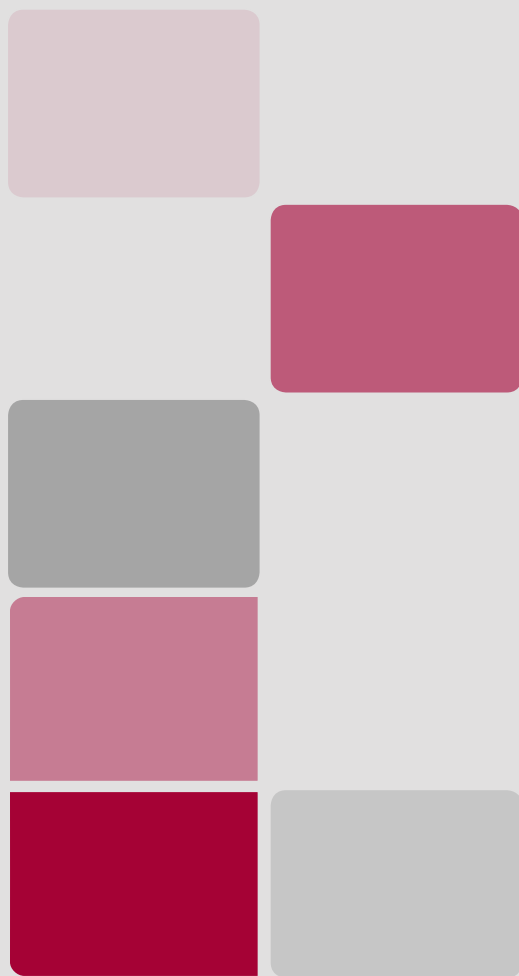
When people believe in themselves, they can confidently embark on the journey to success.

– DR THEUNS ELOFF, VICE-CHANCELLOR



# INSTITUTIONAL MANAGEMENT OVERVIEW

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# Composition of the 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.

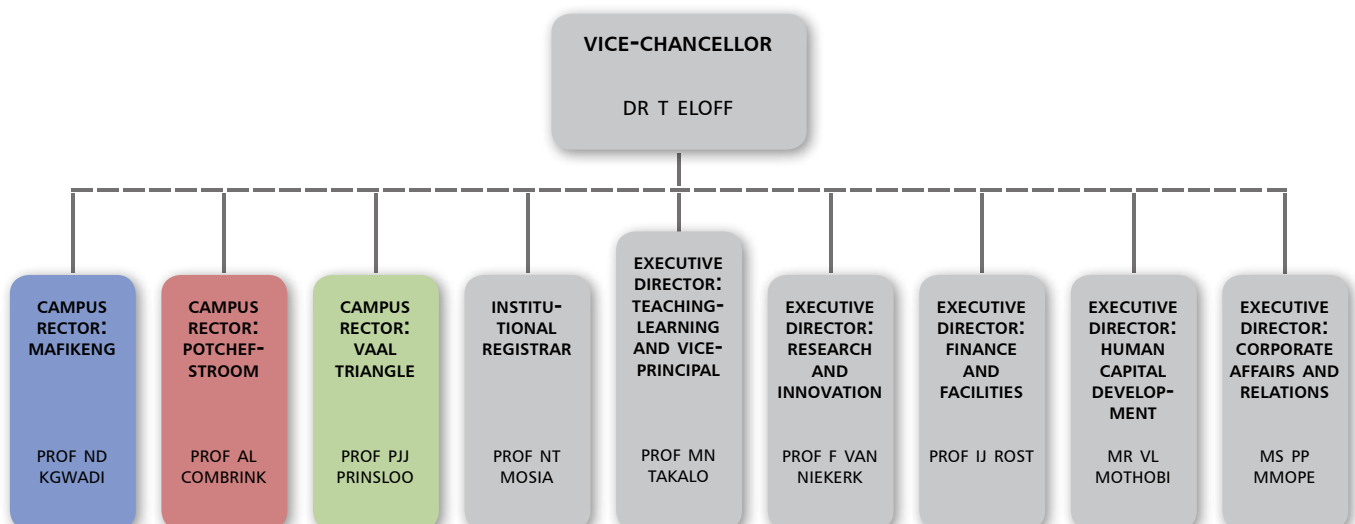


**Vice-Chancellor**

**Dr T Eloff:**

BJuris(Econ), ThB, ThM and ThD (Potchefstroom University for Christian Higher Education).

## Institutional Management organisational structure





**Executive Director:  
Teaching-Learning  
and Vice-Principal**

**Dr MN Takalo:**  
BA and BEd (University of the North), MA (Boston University); EdM and EdD (Columbia University Teachers' College).



**Institutional Registrar**

**Prof NT Mosia:**  
BA, HonsBA and University Education Diploma (University of the North), MA (Portland State University), PhD (University of Pretoria); MCSSA.



**Executive Director:  
Human Capital Development**

**Mr VL Mothobi:**  
Certificate in Personnel Management Practices (SBL, University of South Africa), Certificate in Labour Relations (University of South Africa), BA Humanities (Rand Afrikaans University).



**Executive Director:  
Research and Innovation**

**Prof F van Niekerk:**  
BSc, MSc and DSc (Potchefstroom University for Christian Higher Education).



**Executive Director:  
Finance and Facilities**

**Prof IJ Rost:**  
BCom, HonsBCom, MCom and CTA (Potchefstroom University for Christian Higher Education), Higher Diploma in Tax Law (University of the Witwatersrand), CA(SA).



**Executive Director:  
Corporate Affairs and Relations**

**Ms PP Mmope:**  
National Diploma and BTech Degree in Journalism (Technikon Pretoria); HonsBA (Communication Science) (University of South Africa); PRP (PRISA).



**Campus Rector:  
Mafikeng**

**Prof ND Kgwadi:**  
BSc (University of Bophuthatswana), MSc (Ball State University), MPhil (University of the North), PhD (Potchefstroom University for Christian Higher Education).



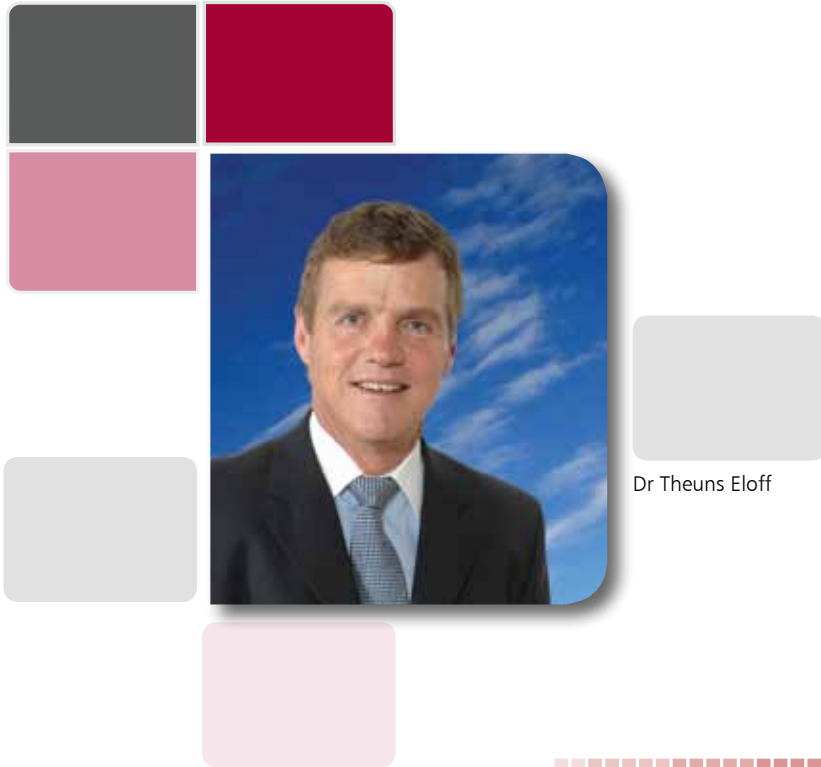
**Campus Rector:  
Potchefstroom**

**Prof AL Combrink:**  
BA, MA and DLitt (Potchefstroom University for Christian Higher Education), HED (UNISA).



**Campus Rector:  
Vaal Triangle**

**Prof PJJ Prinsloo:**  
BA, MA and DLitt (Potchefstroom University for Christian Higher Education), THED (Potchefstroom Teachers' College).



Dr Theuns Eloff

## Report of the Vice-Chancellor

Six years into the merger, the NWU has grown from a fledgling merged entity to a leading and respected university, the fourth largest in the country in terms of student heads and one of the most stable and successful of the mergers.

### Institutional highlights

Apart from the goals and targets in the Institutional Plan, the NWU focused on improving its core business; increasing the pace of transformation; improving internationalisation; improving quality assurance processes; and on balancing the unity and the diversity and centralisation and decentralisation in the institution.

**Highlights for 2009** include the following:

- ❑ Kgosi Leruo Tshakedi Molotlegi, King of the Royal Bafokeng Nation, was inaugurated as the second Chancellor of the North-West University on 17 September 2009.
- ❑ Apart from the drive to continue improving the core business of the NWU, the institutional audit by the Higher Education Quality Committee (HEQC) in March 2009 was probably the most important event of 2009.
- ❑ We had uninterrupted academic activities and stability on all our campuses during 2009 and both the undergraduate pass rate as well as the total research output improved. Good progress was also made to ensure that aligned academic programmes could be implemented in 2010.
- ❑ A total of 36 patents were granted and a further four provisional South African patent applications were submitted.
- ❑ Good progress was made to co-ordinate

the community engagement projects as seen by the fact that an audit was done and 213 projects were identified and documented.

- ❑ For a third year in a row, the University was announced by PricewaterhouseCoopers as the best-governed university in South Africa.
- ❑ All stakeholders engaged on issues of transformation and social cohesion and the bi-annual culture and climate survey was conducted at the end of 2009. Not only did the level of participation increase with 28%, but the institution's "culture quotient" of 58,3% in 2007 increased to 63,3% in 2009.
- ❑ Despite the economic recession, the NWU managed its finances well and ensured that we maintain a high level of self-generated income at R647 million. This represents 36,1% of the total income.
- ❑ The Potchefstroom Campus celebrated its 140th anniversary.
- ❑ A 2020 "idealised design" was developed by Management and adopted by Council, paving the way for a longer term development trajectory.

### Performance against strategic objectives

With regard to attaining the objectives set for the period under review, it can be stated that the all-important link between the vision,



mission, goals and targets set in the Institutional Plan to execute the core business of the University have been met.

Through the implementation of an effective performance management system and annual evaluation, it is ensured that the strategies, priorities and targets in the Institutional Plan are achieved. In this regard, the Vice-Chancellor's performance agreement with the Chairperson of Council is the Institutional Plan in practice. The self-assessment lies therein that the Vice-Chancellor reported in detail on achievements that are also covered in detail in the respective portfolio reports elsewhere in this report. In summary, the following highlights can be reported:

#### □ Teaching and learning

The main objective remained to develop, educate and empower through quality teaching and learning, well-rounded graduates who are able to think laterally and critically in their service to the country and its people, as the following progress indicates:

- Drawing students from all nine provinces and the rest of Africa to its three

campuses, the profile of the NWU's students is very diverse. In total (including distance and teacher further training students) the number of enrolled students grew by 7% from 2008 to 50 589 in 2009.

- The undergraduate pass rate (contact and distance) was monitored carefully, with special attention being given to those modules where problematic results were achieved. The pass rate improved from 81,2% in 2008 to 83,6% in 2009.
- The throughput rate improved from 26% in 2008 to 26,6% in 2009.
- A total of 13 445 degrees and diplomas were awarded in 2009, an increase of 8,3% from 2008.
- The alignment of academic programmes across the campuses represented the most difficult and the most profound of the merger processes. Different qualification structures, different credit allocations to modules and different content (depending on campus-specific niches and expertise) all contributed to the difficulty of aligning programmes.



- Dr Maarten Venter** 1  
ADVISOR AND DIRECTOR: PROJECTS  
OFFICE OF THE VICE-CHANCELLOR
- Mr Frans du Preez** 2  
DIRECTOR: OFFICE OF THE VICE-CHANCELLOR
- Mr Theo Venter** 3  
SPECIAL ADVISOR:  
OFFICE OF THE VICE-CHANCELLOR
- Ms Annetjie de Waal** 4  
MANAGER: MANAGEMENT INFORMATION
- Ms Ria Nel** 5  
MANAGER: PROJECT OFFICE





Following an in-depth process during the past two years, the majority of undergraduate programmes were ready for implementation in 2010, with post-graduate programme alignment to be concluded in 2010.

- In order to assist students, programmes such as Supplemental Instruction and student support systems are in place. In 2009, Supplemental Instruction was implemented for a total of 325 modules across the three campuses. Two Critical Cross-field outcomes (CCFO) modules namely Academic Literacy and Understanding the World were aligned across all campuses and will now be compulsory for all students.
- Access programmes such as the Ikatele programme; the Whole School Development programme; support to the Dinaledi schools in the North West Province, and the Foundation/Extended programmes at the Mafikeng Campus continued.
- The important process of External Programme Evaluation continued success-

fully and is impacting positively on the NWU's curriculum reviews and transformation.

- The academic rules as well as the short course policy were reviewed.
- The Institutional Teaching Excellence Award (ITEA) continued with a total of 35 awards in 2009.
- The Career Centre had a successful year in achieving its goals with the implementation of the Employer of Choice project and by increasing the number of participants in career fairs on all our campuses.

#### □ High-quality, relevant and focused research

To speed up the NWU's move towards becoming a balanced teaching-learning and research university where research has its rightful place, the University focuses its research and innovation strategy to optimise resources and ensure maximum impact of interventions.

Following the restructuring of our research entities in 2008, we continue to improve the

quality of our research as the following progress indicates:

- Even though our article output was slightly lower in 2009 (452) than in 2008 (503), postgraduate qualifications showed a significant increase. The number of master's degrees awarded increased with 11,5% from 2008 to 659 in 2009; and the PhDs with 18% to 123 in 2009. This led to an increase in our total research output from 1 083 in 2008 to 1 190 in 2009, an increase of 10%. This includes 659 research master's, compared to 583 in 2008.
- The University started the academic year with 103 NRF-rated researchers and, in February 2009, submitted 31 rating applications to the NRF. Of the 18 applications for new ratings, 13 were accepted. The NRF also approved the 13 re-rating applications.

Thus, at the end of December 2009, the NWU had 116 rated researchers, up 13% on the previous year's figure. As a result, the percentage of rated staff members rose from 11% in 2008 to 12% in 2009. The target set in the Institutional Plan in 2010 is to increase the percentage of NRF-rated staff to 14%.

- In 2009, the NWU earned the second most THRIP income of all universities in SA, over R26 million. This is indicative of the innovative and relevant research done in close association with industry in the country.
- In another milestone for the NWU, a new High Performance Computing Facility was established. The facility will assist the NWU's strategy to enable and improve research capacity.

#### □ **Implementation of expertise, both commercially and community-directed**


The University realises that the pursuit of knowledge and innovation has no real meaning if it does not ultimately benefit people.

This approach bears results, and we are proud of our academics who contribute in a tangible way to position the NWU in the ranks of the top universities in South Africa as well as the visibility of the NWU's implementation of expertise footprints becoming more evident in the community.

- The NWU uses the formation of innovative small and medium sized spin-off companies as part of its commercialisation strategy and holds equity in some of these. Since the merger in 2004, the total technology spin-offs increased from nine to 16 in 2009, of which 13 were still active at the time. At the end of 2009, the NWU had six subsidiaries and associated companies.
- A total of 36 patents were granted during 2009.
- After being commissioned by the Department of Science and Technology, the NWU developed a detailed business plan for a science park in Potchefstroom. The science park will be a joint venture between the North West Provincial Government and the North-West University. The plan has been submitted to the North West Provincial Government for approval and funding.
- Excellent progress was made further to co-ordinate the more than 200 community engagement projects, e.g.:
  - 119 community service projects, such as the Science Centre, HIV/Aids projects, student RAG projects, law clinics and research-related projects.
  - 22 developmental activities with a recruitment focus, such as science, engineering and sports weeks, as well as cultural activities.
  - 62 professional advisory services, including research and professional advice for local, provincial and national government.
  - 10 subsidised developmental engagement projects, including experiential training for students doing nursing, social work and teaching.


 The NWU nurtures an **institutional culture** where **human rights** are **respected**, **diversity** is **harnessed constructively** and **transformation** of the staff profile is **ongoing**.

– MR VICTOR MOTHABI, EXECUTIVE DIRECTOR:  
 HUMAN CAPITAL DEVELOPMENT


**A well-managed, innovative and transforming University**

- The Council of Higher Education's Higher Education Quality Committee (HEQC) conducted its audit of the North-West University between 16 and 20 March 2009. The NWU conducted its institutional self-evaluation in the agreed time and efficient preparation by the NWU resulted in a trouble-free audit.

In general, the panel confirmed that the NWU has put in place strategies and quality assurance mechanisms that will ensure that we will achieve our goals to play an even more pivotal role in the higher education landscape.

As expected, the panel has identified a number of challenges. These include the need to create an environment where all staff and students have a sense of belonging; the need to further develop the administrative, managerial and academic capacity at all the campuses; and to put in motion steps to embrace the diversity of the institution. These challenges will receive specific attention in 2010, once the final report has been received.

- Despite the economic recession, the NWU managed its finances well and ensured that we ended the financial year on a surplus (recurrent items) of R58 million. In terms of redress, the total expenditure on capital building projects and macro-maintenance amounted to R134,6 million. The emphasis was placed on increasing the capacity of teaching-learning facilities and enhancing the student experience by building a student centre on the Mafikeng Campus and upgrading residences on all three campuses.

Various laboratories, used both for research and teaching-learning, were

also upgraded. Good progress was also made to implement the 10-year maintenance plan further.

- A high premium was placed on individual staff development and special attention was given to academic staff members who needed to upgrade their qualifications. This is being addressed within the context of the performance agreement system, with special attention being given to leave provision for such staff members. The Leadership Academy is now also well established.
- Initiatives to establish a multilingual working and teaching environment and the expansion of the educational interpreting services remained high on the agenda.
- The Higher Education HIV-Aids (HEAIDS) project that focused on the strategic positioning of an integrated HIV and Aids Programme to sustain a comprehensive response to staff and students of the NWU who are affected and infected by the pandemic was completed. Its objective was to contribute to the integration of the North-West University's HIV-Aids policy through a comprehensive Health and Wellness Strategy adhering to existing legislation and best practice. An effective, well-functioning institutional HIV-Aids coordination and management structure was established.
- An extensive diversity awareness campaign amongst all staff members was launched. This included an industrial theatre on diversity that was presented successfully at all three campuses. It was also followed up with a workshop.
- All stakeholders engaged on issues of transformation and social cohesion in the context of the Soudien Report.





- An overarching institutional culture is being established, especially through shared values and a human rights culture. The NWU is the only university with a Human Rights Committee, chaired by an external senior counsel.
- Following on the general perceptions of racial instability at various university campuses in 2008, the NWU Human Rights Commission conducted an institutional audit in the last quarter of 2008 on levels of social cohesion and preparedness for integration amongst all undergraduate students. The results became known early in 2009 and valuable inputs were received from approximately 3 000 students.

Given the national context, the NWU Management has learnt from this survey that the general levels of tolerance amongst racial groups at the various campuses were remarkably high. From the qualitative inputs, the University gained insight on various perceptions pertaining to cultural sensitivity, human and cultural group rights, language and xenophobia. Campus managements as well as other relevant structures were accordingly informed, and they took charge of the further management processes in this regard.

- The bi-annual culture and climate survey was conducted at the end of 2009. Not only did the level of participation increase with 28% compared to the

2007 participation level, but the institution's "culture quotient" of 58,3% in 2007 has increased to 63,3% in 2009. This signifies the extent to which staff is happy in their working environment.

The response to this survey shows that we are making real progress towards achieving a balance between unity and diversity, as well as effectiveness and transformation.

It is also clear from the open contributions that there are no major concerns among NWU staff. The most commonly listed issues were internationalisation, the balance between the Institutional Office and the campuses, outcomes-based performance management, equality and alignment between the campuses, consistency i.e. the management of human capital matters, bottom-up transformation and the balancing of the three core business objectives. These are considered and dealt with by Management with the necessary seriousness.

- Further progress was made with regard to the integration and standardisation of a single, standardised ICT infrastructure and systems for the entire NWU. One of the outstanding matters is the upgrading of bandwidth between campuses to improve response times.
- The staff turnover at the NWU is at a relatively low 6% per annum, but we



are constantly losing black staff members, which puts further pressure on the attainability of equity targets. To illustrate: of the 189 staff members who left the NWU's service in 2009, 95 were black and 94 white. However, the University is in the fortunate position of being adequately staffed, especially in the critical areas.

- Students at all three campuses once again did extremely well at sport as well as cultural level. More information on these aspects is included in the campus overviews.
- Further progress was made to establish a framework for internationalisation. In an endeavour to further collaboration, the Vice-Chancellor extensively utilised forums such as the ACE confe-

rence in Washington; the G8 education summit in Italy; the ACU conference in Malaysia; the ACU executive meeting in the UK; as well as visits to the Utrecht University and the Free University of Amsterdam to establish networks. This matter remains high on the priority list for 2010.

- Quality assurance was also extended to the evaluation of support services (internal and external).

## Conclusion

The NWU has in the past six years "graduated" from a merged institution to one of the leading universities in the country. We are maintaining an upward curve in terms of almost every performance indicator, as the following summary indicates:

	2005	2006	2007	2008	2009
Total Student Enrolment:	38 596	38 708	44 726	47 008	50 589
- Contact	27 092	27 889	26 075	25 740	26 853
- Distance	11 504	10 819	18 651	21 268	23 736
Undergraduate pass rate	78,8%	78,4%	79,5%	81,2%	83,6%
Throughput rate	20%	25%	25%	26%	26,6%
Degrees and diplomas awarded	7 746	9 825	11 345	12 337	13 445
Master's degrees awarded	700	765	618	583	659
PhDs awarded	85	110	124	100	123
Article equivalents published (total)	326	361	376	503	452,5
NRF rated researchers	85	82	95	102	116
Total research output	865	1 074	1 061	1 083	1 190
Total income	R1 133m	R1 272m	R1 436m	R1 671m	R1 827m
Surplus (recurrent items)	R54m	R63m	R66m	R82m	R58m
Staff cost/total cost	52,5%	52,6%	50,1%	48,8%	49,8%
Self-generated income	R384m	R453m	R542m	R644m	R647m
% of income from government	43,2%	42,8%	39,8%	40,0%	41,5%
% of income from tuition fees	21,1%	20,2%	21,4%	20,3%	22,4%
Capital expenditure on upgrading	R29,3m	R48,6m	R55,5m	R48,5m	R61,2m



With the process of appointing two new campus rectors, the NWU is essentially entering the post-merger phase. We say goodbye to the first senior members of Management who made the merger work.

In particular, we want to thank Profs Annette Combrink (Potchefstroom) and Piet Prinsloo (Vaal Triangle) for the role that they have played to place their respective campuses on a new and better development trajectory, and to promote unity and synergy across the campuses. For this, we honour them, and history will confirm it.

In 2010, we get two new leaders who have not been involved from the outset. It will inevitably lead to new ideas and innovation, something that we as university strongly endorse through our pay-off line "Innovation through diversity".

On a personal note: I want to express my appreciation to Council for granting me three months of long leave at the end of my first term as Vice-Chancellor. Thank you also to all my colleagues who had to carry extra responsibilities during that time. I indeed came back refreshed and am looking forward to my second term as Vice-Chancellor.

My two-year term as HESA Chairperson has also ended at the end of 2009. My chairpersonship of the Association of Commonwealth Universities (ACU) will, fortunately, not have

the same time demands as that of HESA during the past two years.

I also want to thank Council, the Chairperson of Council and the Executive Committee who have supported management to great lengths in a critical but constructive manner.

Being in the knowledge industry, our human capital remains our most important asset and in this regard, I also want to express my gratitude to Management and staff who contributed to yet another excellent performance during 2009.

From this report, it is evident that the NWU continues to improve and transform in terms of positioning, academic profile and excellence, unity, equity and redress, and in doing this, contribute to help meet the country's social, economic, developmental and environmental needs.

Our mission to become a balanced teaching-learning and research university while implementing our expertise in an innovative way is within sight.

**DR T ELOFF**  
VICE-CHANCELLOR





Dr Ngoato Takalo

## Report of the Executive Director: Teaching-Learning and Vice-Principal

The year 2009 was a productive year for the Teaching-Learning and Quality Assurance portfolio. Over and above the Higher Education Quality Committee (HEQC) institutional audit, which went extremely well, the NWU had a demanding schedule of internal and external programme evaluations.

**Solid progress was** also made with the challenging undergraduate programme alignment process, which has been under way since 2006 and is due to be implemented in 2010.

Other highlights were the expansion of the Supplemental Instruction project for student academic support and the further development of the Career Centre as a one-stop location where students and graduates can enhance their employability.

### Managing the Programme and Qualifications Mix (PQM)

In 2009, the management of the PQM focused on aligning academic policies and programmes, and on the processing of applications for academic programmes and short courses.

#### Academic alignment

Academic programme alignment is one of the major transformation processes that the NWU has been undertaking since 2006, with 2009 being the target year for completing the alignment of undergraduate programmes. The aligned programmes would then be offered from 2010.

According to the PQM for 2009, the NWU has approval to offer a total of 165 first generic

bachelor degrees and professional bachelor degrees. By December 2009, a total of 128 generic and professional bachelor degrees had been through the alignment process, representing 77% of all undergraduate programmes. Of these, 63 programmes (49%) are offered on at least two of the three campuses.

It has not been possible to align some undergraduate programmes due to campus-specific specialisations. This is permissible in terms of the NWU's model as a multi-campus university able to serve diversified niche markets. Certain other programmes, such as specific undergraduate nursing programmes, could not be aligned owing to challenges faced by some external role players.

A third factor that had an impact on the alignment process was re-curriculation, which affects about 23% of unaligned undergraduate programmes.

There was a surge in the number of academic programme applications submitted to the Senate's Institutional Committee for Academic Standards (ICAS). In 2009, ICAS approved a total of 214 applications compared to 128 in the previous year. However, there were fewer short course applications, with ICAS approving 46 applications in 2009 against the previous year's 123.

Someone constantly **seeking knowledge** is **surprised by success**, even if they are too busy to look for it.

– DR NGOATO TAKALO, EXECUTIVE DIRECTOR: TEACHING-LEARNING AND VICE-PRINCIPAL

Good progress was also made in preparing for the implementation of a new short course management model. Enterprise-wide consultation on the new model was completed in 2009, paving the way for the model to be introduced in 2010.

In 2009, just over 15 300 Supplemental Instruction sessions were held, which was more than double the 7 609 sessions run in the previous year. An average of 10 students attended each session, and students benefitted 153 000 times from these interactions in 2009.

#### Student academic development

Supplemental Instruction continues to be one of the most important strategies used at the NWU to support students academically.

As the table below illustrates, Supplemental Instruction was implemented for 325 modules, 15% of which were “at-risk” modules, meaning modules with a pass rate below 50%.

#### Supplemental Instruction per campus in 2009

Campus	Modules implementing SI in 2009	Faculties participating in SI in 2009	SI facilitators operating in 2009	SI sessions facilitated in 2009	Number of students in SI sessions in 2009	% of at-risk modules in which SI was deployed in 2009
Mafikeng Campus	100	5 faculties	105	6 134	61 342	13,6%
Potchefstroom Campus	134	8 faculties	182	7 591	75 913	13,6%
Vaal Triangle Campus	91	2 faculties	75	1 606	16 060	18,3%
<b>Total</b>	<b>325</b>	<b>15</b>	<b>362</b>	<b>15 331</b>	<b>153 315</b>	<b>15%</b>



1  
2 3

**Dr Jannie Jacobsz** 1  
DIRECTOR: QUALITY OFFICE  
**Ms Bernice Smit** 2  
MANAGER: CAREER CENTRE  
**Ms Mariaan Klopper** 3  
ACTING DIRECTOR: ACADEMIC DEVELOPMENT AND SUPPORT

Another important academic support strategy is the roll-out of reading laboratories to assist students with comprehension skills and language proficiency. Fully-fledged reading laboratories were established on all three campuses during 2009.

In another step forward for student support, the portfolio prepared the Draft Policy for Student Academic Development and Support, as well as the Draft Policy Framework for Promoting Equity of Access. Both draft policies are due to be tabled at the first Institutional Senate meeting in 2010.

#### **Academic staff development**

The main focus of the year was on encouraging academic staff to improve their teaching skills and recognising teaching excellence. With this in mind, the Teaching-Learning portfolio continued implementing three key initiatives.

One of these was the Institutional Teaching Excellence Awards (ITEA). A total of 35 lecturers received teaching excellence awards in 2009, compared to 32 in 2008. The 2009 awards tally reflects the active involvement of all three campuses, including the Mafikeng Campus, which in the previous year did not participate. The portfolio is delighted that academic staff across the University can now aspire to and be evaluated against the same standards of excellence.

The other key academic staff development initiatives were the Institutional Course for New Lecturers and the advanced training for academics in Supplemental Instruction:

- ❑ A total of 75 academics attended phase one of the Institutional Course for New Lecturers, which introduces newly appointed academics to best teaching practices and informs them about the latest trends in higher education. They then started the second phase of the course, which involves mentoring and takes place on the campuses.
- ❑ The rapid growth in the use of Supplemental Instruction for students enrolled

in problematic modules has heightened the need for academic staff to be familiar with Supplemental Instruction techniques as this strengthens their teaching skills. In 2009, two international experts in the field, Mrs Cathy Unite Clarke and Prof Glenn Jacobs, visited the NWU to train 26 staff members. They also presented training sessions for student facilitators.

### **Teaching and Learning Technology Framework**

In the previous Annual Report, this portfolio reported that the NWU had in November 2008 completed the first draft of its Teaching and Learning Technology (TLT) Framework. Its purpose is to ensure the long-term effectiveness and quality of technology deployment in teaching-learning. This was taken further in 2009 when the final TLT framework was completed, the NWU's virtual learning environment, e-Fundi, was extended, and working relationships were established or strengthened with other TLT role-players in the higher education landscape.

Highlights of the year included:

- ❑ Extending the number of e-Fundi virtual learning sites to 2 238. Of these, 1 580 were active sites, each used by an average of seven students. In total, 18 106 students and 526 lecturers were active e-Fundi users.
- ❑ Upgrading lecture rooms to ensure compatibility with the Teaching and Learning Technology Framework. The total budget for this in 2009 came to R1,25 million, of which R750 000 was spent on upgrading 57 classrooms on the Vaal Triangle and Potchefstroom Campuses.
- ❑ NWU representation at national and international conferences, including the SAKAI Southern Africa annual meeting at the University of Cape Town, NADEOSEA 2009 Annual Conference at the University of South Africa, TIDE 2009 at Texas State University in the United States, SAKAI 2009 Annual Conference in Boston, US, AECT





- 2009 in Louisville, US, and the EDUCASE 2009 Technology Showcase in Denver, US.
- ❑ Visits to the following universities to establish working relationships with TLT counterparts: UCT, MIT, Boston University, Texas State University, TUT and the University of Botswana.
- ❑ Convening NWU work groups on the Virtual Learning Environment, as well as for Study Materials, Technology, Innovation, Social Engagement, Assurance and TLT Research.

### Institutional Quality Office

In March 2009, the institutional quality audit of the NWU was conducted by the HEQC. The audit was based on a self-evaluation report and portfolio that were approved by both the Institutional Senate and Council at the end of 2008.

The draft report was received from the HEQC in January 2010 and included nine commendations and 18 recommendations. The HEQC Quality Audit Project Team, steered from the Project Office within the office of the Vice-Chancellor, will finalise the feedback to the HEQC. The final HEQC report is expected in May 2010 and will result in the compilation of a comprehensive quality improvement plan.

Over and above the institutional audit, the Quality Office had a full programme during

2009. Working closely with the campus quality coordinators, the Office facilitated a range of programme evaluations, as follows:

On the **Mafikeng Campus** external evaluations were conducted for BSc Animal Health, BSc Animal Science and a subject-in-programme evaluation was done for Development Studies. Furthermore, the HEQC approved full accreditation for the Campus's MEd Education Management programme.

On the **Potchefstroom Campus** the following programmes were evaluated externally: BA Language Technology, Hons(BTh), BScHons (Chemistry) and the University Diploma in Music. The School for Continuing Teacher Education conducted six external programme evaluations. Next, in March 2010, the School's programmes and business programmes will be evaluated by an international panel of peers from Africa, Australia, Belgium and the United Kingdom.

On the **Vaal Triangle Campus** two external subject-in-programme evaluations were conducted, namely in Business Management and Economics. In addition, one post-evaluation visit was conducted to assess progress made in addressing quality-related gaps identified.

The data derived from programme evaluations is invaluable. Programme owners use the

feedback for the NWU's academic programme alignment process, as well as for continuous quality improvement.

One area where much work remains to be done is to ensure that all campus support services use standardised processes and procedures to service the core business of the institution. The need for this was identified in the NWU self-evaluation report for the HEQC Audit, as well as in the Institutional Academic Development and Support report compiled by Prof Nan Yeld from the University of Cape Town.

Two support service units that have emerged as role models in quality assurance are the Institutional Language Directorate and Statistical Consultation Services on the Potchefstroom Campus. Both units were evaluated by their peers in 2009 and commended for their hard work and excellent levels of service delivery.

### Career Centre

The NWU's Career Centre strives to be the leading Career Centre in Africa, delivering well-rounded students to the marketplace through a wide range of services that add value to job seekers and prospective employers. Some of the successes it delivered during 2009 include:

- ❑ Hosting career fairs that collectively attracted 110 companies, compared to only 27 in the previous year.
- ❑ Assisting more than 1 100 students with career-related enquiries.
- ❑ Appointing three students to assist with the Centre's day-to-day work, enabling them to gain valuable experience and earn extra income.
- ❑ Daily updating of the Career Centre website, consisting of 78 pages, and regularly introducing new, user-friendly features, such as web links that enable students to search for jobs in South Africa and internationally.
- ❑ Creating the Career Centre Facebook group (<http://www.facebook.com/group>.

[php?gid=13996632866](http://www.facebook.com/group)), which is used to advertise vacancies and spread the news about career news and events.

- ❑ Introducing an NWU Career Centre blog so that students can comment on the website and career services.
- ❑ Distributing the first NWU Career Guide to students on all three campuses in March 2009 and publishing the Career Centre Newsletter once a semester.
- ❑ Taking part in the Magnet Student Survey for 2009, in which 2 065 students participated – three times more than in 2008. The Magnet Student Survey is based on information gathered from second and final-year students studying Commerce, Engineering, Science and Humanities at tertiary institutions in South Africa.

### Conclusion

By improving our client focus, being more innovative with technology and harnessing the teaching talent of the NWU's academic staff, the Teaching-Learning portfolio is strengthening the quality of teaching and learning at the University.

The year under review delivered its fair share of challenges, especially in making headway with undergraduate academic programme alignment and coordinating parts of the HEQC Audit. However, the successes delivered in almost every aspect of the portfolio's operations far outweighed the difficulties encountered. For these successes, the portfolio is indebted to our service delivery partners across the University, and particularly on the three campuses, for the spirit of teamwork and collaboration that prevailed throughout 2009.



**DR MN TAKALO**  
EXECUTIVE DIRECTOR:  
TEACHING-LEARNING AND VICE-PRINCIPAL







Prof N Themba Mosia

## Report of the Institutional Registrar

Effective administration and good governance of the NWU prevailed once again in 2009 when the institution was recognised as the leading South African university on good corporate governance.

**The Institutional Registrar**, with the support of competent staff in the Department, is privileged to have been able to support the NWU Council, the custodian of governance at this institution, to carry out its fiduciary duties and responsibilities in a diligent manner.

The Institutional Registrar's role comprises overseeing the University's records and archives, providing secretariat services to Council and managing institutional governance, which entails ensuring the efficient running of all NWU governance structures.

In 2009, to further streamline these functions, the Institutional Registrar restructured his Department by upgrading three sub-divisions to full departmental status.

The departments concerned are Records Management and Administration, Institutional Governance and Secretariat Services and the Institutional Archives and Museum. It was also decided that with effect from 2010, Management Information would report to the Institutional Registrar so as to provide cohesiveness of activities in the portfolio.

In addition, through the Institutional Language Directorate, the Institutional Registrar continued to strengthen the NWU's efforts to establish a multilingual working and teach-

ing environment. During the year, a number of independent observers, including the panel that conducted the Higher Education Quality Committee audit (HEQC) in March 2009, commended the University for its leadership in functional multilingualism.

The Institutional Registrar also contributed to the higher education landscape through his involvement in various external bodies. These include the Accreditation Committee of the Council for Higher Education, the Foundation for Tertiary Institutions in the Northern Metropolis (as treasurer), and the International Education Association of South Africa (as director).

### Meeting the challenges of a changing legal landscape

Legal Services has the overall responsibility for all the University's legal affairs. In 2009, Legal Services again dealt with a wide spectrum of matters, covering almost every branch of the law.

In the run-up to the 2010 FIFA World Cup, Legal Services has been involved in a variety of additional activities. These include handling the legal side of arrangements for the NWU's Potchefstroom Campus to serve as team base camp for the Spanish national soccer team during the tournament. In this regard, Legal

**Memories** from the past should be **cherished**, as they serve as the **firewood for the future**.

– PROF N THEMBA MOSIA,  
INSTITUTIONAL REGISTRAR



Services has worked closely with the Local Organising Committee of the World Cup.

Legal Services ensured that the University's interests were protected in litigation matters and other legal processes, such as arbitration, to which the NWU had been a party. Most of these matters involved complex legal and factual issues, necessitating Legal Services' involvement through, among others, high-level consultations with advocates, court attendance and settlement negotiations aimed at disposing of matters in the best interest of the institution.

Some of the more strategic activities of Legal Services during the year under review merit specific reference:

- ❑ The establishment of the NWU Corporate and Social Investment Trust.
- ❑ Negotiating and contracting with the South African Football Association (SAFA) in the NWU's High Performance Institute joint venture. The intention is to establish a 2010 legacy project linking the Sports

Science and Psychology departments with Bafana Bafana and other soccer teams and coaches.

- ❑ Identifying, developing and offering strategic support to emerging "business units" within the NWU, and assisting these units to collaborate with external partners.
- ❑ In collaboration with a task team of the NWU Human Rights Committee, taking an active part in compiling a report on the outcomes of the Institutional Social Cohesion Audit. This audit was done against the background of the Soudien Report on Transformation, Social Cohesion and the Elimination of Discrimination in Public Higher Education Institutions.
- ❑ Taking the initiative for the establishment of an in-house cycling track (Velodrome), as well as a BMX Super Cross Cycling Track on the Potchefstroom Campus. These facilities will comply with the requirements of the International Olympic Committee (IOC) and the International Cycling Federation (UCI), and will provide undercover spectator accommodation with approximately 6 000 seats. These initiatives will



- Prof Marlene Verhoef** 1  
DIRECTOR: LANGUAGE DIRECTORATE
- Ms Elize Schutte** 2  
MANAGER: STUDENT ADMINISTRATIVE SYSTEMS
- Mr Frans Kruger** 3  
DIRECTOR: LEGAL SERVICES
- Ms Mary-Ann van Staden** 4  
MANAGER: INSTITUTIONAL GOVERNANCE AND SECRETARIAT SERVICES
- Ms Amanda van der Merwe** 5  
MANAGER: RECORDS MANAGEMENT AND ADMINISTRATION
- Ms Annette Kellner** 6  
HEAD: INSTITUTIONAL ARCHIVES AND MUSEUM





further strengthen the reputation of the NWU as a centre of excellence in international cycling. All associated legal work is being carried out by Legal Services.

As it is critical for Legal Services to remain abreast of new developments in corporate law, its staff members are encouraged to participate in national and international conferences, seminars and workshops. In 2009, Legal Services was fortunate to have received additional financial support for these purposes from outside sources, such as large legal firms with whom the Office has long-standing professional relationships.

Legal Services remains alive to the legal challenges associated with transformation, with particular reference to the contemporary higher education landscape and the constitutional values enshrined in the Bill of Rights. They are also committed to supporting Management and Council in realising the values and mission elements contained in the NWU Institutional Plan.

### Further developing a functionally multilingual working and teaching environment

The NWU prides itself on its multilingual and multicultural character and is committed to transforming itself into an institution practising fully functional multilingualism. Its approach is practical and has focused on finding workable solutions to the challenges of establishing a multilingual working and teaching environment.

Initially, the Institutional Language Directorate concentrated mainly on obtaining buy-in among the University community for the idea of establishing a multilingual working and teaching-learning environment across all campuses. More recently, specifically in the past two years, the NWU has started seeing tangible proof of the value of its investment in functional multilingualism.

The year 2009 will be remembered as a period of marked progress in further implementing

the functionally multilingual policy, with the emphasis on enhancing the quality processes within the Language Directorate.

Educational interpreting services were also further expanded. By the end of the year these services were being used in 10 undergraduate programmes at the Potchefstroom Campus and two programmes at the Vaal Triangle Campus. Collectively, these services were covering approximately 600 periods per week.

Various independent observers have commended the NWU on its language management approach, including the HEQC panel that audited the NWU early in 2009. In its preliminary report, the panel commented favourably on the innovative ways in which the institution has dealt with the challenges associated with multilingualism and diversity. The educational interpreting services were singled out as particularly original.

In 2009 the Language Directorate also underwent an external peer review. The panel of experts concerned also commended the University on its multilingual endeavours and stated that its approach could be viewed as both a national and an international benchmark.

### Implementing records management

In 2009 the Institutional Registrar continued to implement a records management programme across the institution to enhance the quality, reliability and accuracy of the NWU's corporate records. The Records Management department delivered a number of highlights:

- ❑ The Department was invited to present the internal Records Management training workshop at the 2009 conference of the Library and Information Association of South Africa (LIASA).
- ❑ Records Management training was conducted for 77 NWU staff members, of whom 11 elected to complete the short course assessment and received the short



course certificate “Records Management in a tertiary education institution”. This accounts for six credits on the National Qualifications Framework.

- ❑ A final File Plan for the NWU was completed and was approved by the Institutional Management in October 2009 for implementation across the University.
- ❑ Council approved the revised Records Management Policy of the NWU in November 2009. Procedures were also drawn up for disposal, dealing with minutes and minute books, as well as maintaining physical records storage areas.
- ❑ Records Management prepared the document room for the HEQC audit site visit in March 2009. All records referred to in the self-evaluation portfolio, along with certain other records dealing with quality assurance, were collected, classified and filed in this document room according to records management principles. This was one of the highlights of the institutional audit that distinguished the NWU from other institutions.

This progress has set the scene for full implementation of the records management programme to the University community in 2010, starting with a comprehensive awareness, marketing and training campaign.

## Enhancing service delivery to students

The NWU is committed to ensuring that its student administration processes are as efficient and convenient as possible through ongoing development of the Varsite Student System (VSS) and by improving the academic calendars and timetables.

Here are some of the improvements introduced to VSS in 2009:

- ❑ A new subsystem for short courses was implemented and short course presenters started to familiarise themselves with it. From 2010, all short course owners will be using the system.
- ❑ A new postal code system was implemented.
- ❑ As the specifications for the download of grade 12 marks changed, they had to be amended at short notice so that the marks were available in time for the final admission of 2010 applicants.
- ❑ Work started on upgrading the student fees system to provide better functionality and will be completed in 2010.

Training in the use of the new VSS subsystems was provided to new and current users on all the campuses. Calendars were produced in good time for the start of the academic year,



despite minor production delays related to the alignment of due dates for all calendars.

Student Administrative Systems also provided examination timetables for all the campuses, along with class timetables for the Mafikeng Campus and Vaal Triangle Campus. The Potchefstroom Campus was assisted with the second semester timetable.

### Archives and Museums: from past to present

The University Archives function as the NWU's corporate memory and contain essential and valuable historical records to be shared by staff members, students and the public in general. Many of the 265 national and international inquiries that were received were requests for photographs for use at reunions and in publications and the media.

The Archives contributed to the success of the following events on the Potchefstroom Campus:

- ❑ The FW de Klerk exhibition in the Ferdinand Postma Library. This exhibition re-

ceived national press coverage and was officially opened on 22 January 2009.

- ❑ The 140<sup>th</sup> commemoration of the establishment of the Potchefstroom Campus, which included a visit to the Theological School in Burgersdorp (Eastern Cape), birthplace of the former Potchefstroom University for Christian Higher Education.

Several projects were completed successfully during 2009, including:

- ❑ The installation of 10 new displays in the museum, including two audiovisual exhibits and an interactive display. Communication Studies honours students were involved with the latter as part of their practicum.
- ❑ The indexing of 2 056 photographs and scanning of over 700 photographs.

Various programmes were launched, among others:

- ❑ Support in the training of NWU personnel in records management.
- ❑ Assisting NWU departments with regard to the disposal of records.
- ❑ A course for 171 Social Science students in

the use of primary and secondary sources. This course was also made available via the electronic learning platform, e-Fundi.

- Museum Day was celebrated on 20 May 2009 in collaboration with the Geology Museum of Environmental Sciences and the Faculty of Educational Sciences Museum. The committee members of all student residences were invited to visit the museum on Museum Day.
- The Genealogical Society of North West, the Potchefstroom Municipality Museum and a Swedish delegation also visited the museums.

The Department assisted with the archival programmes on the Mafikeng and Vaal Triangle Campuses. At the Archives of the Mafikeng Campus, additional shelving was installed, new boxes were acquired and provision was made for an assistant to help with the administration. At the Vaal Triangle Campus, staff were assisted in implementing forms and procedural guidelines and in organising their strong rooms for the safekeeping of essential records.

## Providing professional institutional governance and secretariat services

This department enables Council to perform its duties optimally by providing excellent support to Council and its committees. During 2009, Institutional Governance and Secretariat Services facilitated numerous activities and processes that enabled Council to fulfil its fiduciary functions.

The first major Council event of the year was a strategic workshop that culminated in a 2020 vision for Council and its constituent parts. Another key activity was the extensive self-evaluation exercise that Council undertook. For this exercise, Council assessed members' attendance of meetings, the level of independence of Council and the quality of its decision making. These factors are crucial in enabling Council to give direction and govern the University effectively.

It was evident from the results of the evaluation that Management and other stakeholders provide high-quality information to Council, and that the Secretariat of Council packages this information in a way that enables Council to apply its mind and take the correct decisions. All other sections and departments of the University were also encouraged to practise self-assessment, which is a fundamental part of the NWU's culture of performance management.

The Secretariat also assisted Council with the processes required to fill vacancies in Council and Senate, as well as in Council committees. This task was essential in order to maintain a full complement of members to ensure high-quality decision-making.

The process for the election and appointment of the Chancellor of the University, as prescribed in the NWU Statute, culminated in Kgosi Leruo Molotlegi being approved as the preferred candidate. His inauguration was held in September 2009.

## Administering institutional functions and responsibilities

The Records Management and Administration department was instrumental in preparing the NWU's entry for the 2009 PricewaterhouseCoopers (PWC) Excellence in Corporate Governance Awards, which the University won.

When evaluating the entries for this prestigious award, the PWC evaluation team looks at the functioning of the following key areas of governance in a higher education institution: Council, Committees of Council, Audit Committee, Internal Audit, Financial Reporting, Budgeting and Risk Management.

Specific matters evaluated in each key area include meeting attendance of committee members, the NWU's record keeping of committees' work, and the quality and effectiveness of reporting on and evaluation of committee performance. The Annual Report of the NWU, especially Council's statement on





corporate governance, is an integral part of the evaluation process.

In each competition category, the NWU's score was higher than the average, and the University obtained the maximum marks allocation for the categories of Audit Committee, Internal Audit, Budgeting and Financial Reporting. Three areas that will receive special attention from the NWU in 2010 are the categories of Council, Committees of Council and Risk Management.

Another important task was the coordination of the University's Annual Report for the 2008 academic year. The University produces two versions of the Annual Report based on the needs of the target audiences, namely stakeholders and the Department of Higher Education and Training.

This department is responsible for gathering the information for both versions, but is solely responsible for the final report that the NWU

must submit to the Department in terms of the guidelines in Government Notice 691 of 2007. Accordingly, a version that complies with the legislative requirements was delivered to the Department of Higher Education and Training on 30 June 2009.

The Department also contributed to the smooth functioning of the NWU during 2009 by:

- ❑ Ensuring that the 2010 institutional calendar was completed and approved by Council by June 2009.
- ❑ Administering ex officio Commissioners of Oaths, of whom there were 75 rendering services across the University and providing training in the legal aspects to all commissioners during four compulsory workshops.
- ❑ Dealing with seven requests in terms of the Promotion of Access to Information Act.
- ❑ Producing and distributing what is known as the Institutional Office booklet,



The Institutional Registrar's role comprises **overseeing** the University's **records and archives**, providing **secretariat services** to Council and **managing institutional governance**, which entails ensuring the **efficient running** of all NWU governance structures.

– PROF N THEMBA MOSIA, INSTITUTIONAL REGISTRAR

containing information about the functions and contact people of the NWU Institutional Office and promoting the work done by the Institutional Office in support of the campuses.

- ❑ Delivering a professional mail and messenger service at the Institutional Office.
- ❑ Updating the University's information in various local, national and international publications.

The Department also started a project to improve the management of policies across the University, which is a gap that the NWU itself has identified. This department will take responsibility for centrally managing and administering NWU policies to ensure compliance and cohesion.

### Supporting alumni through convocation administration

The Convocation, a statutory body, functions as one of the University's representative bodies in Council. Its main functions are to represent the views of the alumni to Council, to encourage cooperation among alumni and to elect members into Council.

To enable the Convocation to play its rightful role in University affairs, the Institutional Registrar established the Convocation Affairs Office in July 2008.

The Convocation Office reports directly to the Institutional Registrar and is responsible for general and meeting administration, as well as for maintaining the convocation roll and liaising with its members. During 2009, the Convocation Office supported approximately 6 300 Convocation members.

A milestone of the year was the implementation of KIDZ AFRICA, a management system for organising, storing and processing biographical information on alumni and convocation members.

Another highlight was the election of two new Council members representing the Convocation. According to the Statute of the NWU, the Convocation is represented by four members in Council. On 7 August 2009, the terms of office of two of the Convocation's representatives on Council expired.

The members of the Convocation were then invited to nominate eligible candidates and, during an election process in June and July 2009, two new Council members were designated to represent the Convocation. The new members, Advocate JSM Henning, SC and Dr D Hermann, took up their positions on the Council on 26 June 2009.

### Conclusion

There is no doubt that the University has again demonstrated its ability to be accountable, effective and well managed, while also being innovative and client focused. The Institutional Registrar is proud to have contributed to the NWU's leadership in higher education administration and governance, and is committed to ensuring that the University remains a role model in the tertiary education sector.



PROF NT MOSIA  
INSTITUTIONAL REGISTRAR



Mr Victor Mothobi

# Report of the Executive Director: Human Capital Development

As a university that aspires to being pre-eminent in Africa, it is vital for the NWU to attract and retain high-quality scholars for its core business and dynamic, innovative leaders to secure its long-term operational and financial success.

**Equally important** is the need to ensure a safe, equitable and fulfilling working environment for staff, an effective learning environment for students and an overall culture of tolerance, fairness and respect for human rights.

These imperatives have been entrusted to the Human Capital Development directorate and captured in the Institutional Plan as specific goals and targets.

The Directorate, working closely with fellow institutional directorates and campus academic and support units, performed well against its targets for 2009, especially in the areas of employee satisfaction, diversity training, employee wellness and leadership development.

## Human Capital Development at a glance

The Directorate has four main functions, namely:

- ❑ Human Capital Operations, which ensures that the NWU is able to attract and retain skilled, motivated and principled staff;
- ❑ Diversity, Equity and Human Rights, which nurtures an institutional culture where human rights are respected, diversity is harnessed constructively and transformation of the staff profile is ongoing;
- ❑ Leadership and Management Development, which ensures that the University has the leadership competencies required for long-term organisational effectiveness; and

### Employment categories

Category	2008	2009
Teaching/research professional	1 252	2 696*
Executive/administrative/management professional	113	121
Specialised/support professional	1 006	454
Technical	295	283
Non-professional administration	2 839	2 098
Crafts/trades	41	37
Service	416	419
<b>Total</b>	<b>5 962</b>	<b>6 108</b>

\* Total includes temporary and permanent staff

### Staff complement of the NWU

NWU employees	2008	2009
Permanent	2 753	2 853
Temporary	3 209	3 255
<b>Total</b>	<b>5 962</b>	<b>6 108</b>

Don't give up: **success is the sum of repeated efforts, devotion, and courage.**

– MR VICTOR MOTHABI, EXECUTIVE DIRECTOR:  
HUMAN CAPITAL DEVELOPMENT



### Gender profile

Gender	2008	2009	2008	2009
Female	3 309	3 416	56%	56%
Male	2 653	2 692	44%	44%
<b>Total</b>	<b>5 962</b>	<b>6 108</b>		

### Demographic composition

Race	2008	2009	2008	2009
African	1 996	2 003	34%	33%
Coloured	136	159	2%	3%
Indian	49	60	1%	1%
White	3 777	3 886	63%	63%
Unknown	4	0	0%	0%
<b>Total</b>	<b>5 962</b>	<b>6 108</b>		

students by encouraging participation in sports activities.

### Human Capital Operations

One of the most important yardsticks of employee satisfaction at the University is the bi-annual Culture and Climate Survey. The baseline survey was conducted in 2005, followed by surveys every two years, first in 2007 and then in 2009.

Coordinated by Human Capital Operations and conducted by an independent research house, the Culture and Climate Survey enables Council and Management to identify issues of concern to staff, along with areas where the NWU is perceived as doing well in creating a fulfilling working environment.

- Student Affairs and Sport ensures that the Institutional Student Representative Council (ISRC) participate in the governance structures of the NWU. They also prepare students to fulfil their roles as leaders and to make inputs in the management structures of the University. In addition, they promote social cohesion amongst

Preliminary feedback from the survey conducted in 2009 shows that the overall response rate and general feedback from participants is much more positive than in both previous surveys. The detailed findings will be available early in 2010 when these, together with the organisational feedback processes and the organisation's response to the findings, will be reported on.



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2 3 4



**Dr Edward Sedibe** 1  
DIRECTOR: STUDENT AFFAIRS AND SPORT

**Mr Christé de Wit** 2  
DIRECTOR: HUMAN RESOURCES OPERATIONS

**Prof Madoda Zibi** 3  
DIRECTOR: DIVERSITY, EQUITY AND HUMAN RIGHTS

**Prof Chris van der Watt** 4  
DIRECTOR: LEADERSHIP ACADEMY AND ORGANISATIONAL RESEARCH



Human Capital Operations undertook a number of other successful projects aimed at improving the NWU's ability to retain and attract talent:

- ❑ Five medical aid schemes were implemented, giving staff members the flexibility to belong to whichever scheme best suits their needs. A new broker was appointed to render a service on all the campuses.
- ❑ A new Group Life Scheme was put in place. The benefits of the new scheme include trauma cover and spouse cover. The cost of the new scheme is much lower than the previous scheme and each staff member received a benefit statement.
- ❑ The Division started investigating the possibility of implementing a self-help service on the current human resources management system, which will facilitate electronic leave administration. A business plan and project plan for the implementation of a self-help service will be submitted to the Vice-Chancellor for approval.

With future recruitment in mind, Human Capital Operations started developing an ideal

staff profile for the NWU. The starting point was to gather information on existing vacancies and the aim is to table a well-informed staff complement framework to Management by October 2010.

## Diversity, Equity and Human Rights

One of the NWU's strengths is its multi-campus model, which gives the University a significant geographical footprint. At the same time, being a multi-campus university has its challenges, especially in creating a common institutional culture among all students and staff. In working towards increased unity during 2009, the Division focused intensively on initiatives that promote cross-campus interaction, social cohesion and intercultural appreciation.

### ❑ Harnessing diversity

The year 2009 marked a departure from the conventional diversity training approach in favour of an innovative industrial theatre programme by the Executive Director: Human Capital Development. This approach was

chosen after feedback from a cross-section of staff on diversity issues. Industrial theatre shows were staged at all three campuses during August 2009.

Staff members who attended the productions were asked to complete questionnaires on the effectiveness of the industrial theatre approach. Some 70% of the respondents reported that the theatre production had raised their awareness of diversity issues.

Various comments were made which indicated a positive inclination towards social cohesion, examples being: "People can work together, despite their differences", "Diversity can be a strength" and "Interaction and group dynamics should be encouraged".

A follow-up workshop was held on 18 November 2009 to discuss issues that were raised through the questionnaires. The outcome will be discussed with Management and then reported on at a later stage.

In addition to the industrial theatre programme, a number of other initiatives were run to highlight diversity, such as the student cultural day and a seminar on diversity hosted at the Vaal Triangle Campus.

Building on these foundations, the NWU will in 2010 finalise a transformation charter and develop and roll out a transformation and social cohesion advocacy campaign.

#### □ **Employment equity**

The Institutional Plan spells out realistic stretch targets for employment equity, which will be achieved through a combination of external recruitment and internal capacity building. Progress against the targets is regularly reported to the NWU Council and its committees. The target-setting process for divisions is dynamic and the Human Capital Directorate monitors and evaluates it continually.

An important platform for consultation on employment equity is the Institutional Employment Equity and Skills Development Fo-

rum (IEESDF), which has various task teams that deliver specialised inputs on matters such as barriers to effective transformation.

Campus EESDFs were also functioning throughout the year and submitted workplace-related reports for consideration and further action by the Institutional EESDF. In the coming year, these forums will be assisted to function even better.

The NWU intends making the institution and its facilities more accessible to people with disabilities. With this in mind, a broad physical audit of infrastructure was conducted on all campuses and a report submitted. This will be followed up with concrete action plans during the coming academic year.

#### □ **Human Rights Committee**

With the appointment of Advocate Solly Sithole, SC, the above committee entered a new phase of professionalism. Advocate Sithole has vast experience being both a lawyer and having been an academic at the former University of the North. He has further served as a member of Council at the former Potchefstroom University for Christian Higher Education as well as at the North-West University.

The Committee handled two cases in 2009. One case involved a staff member who had discriminated against a student on the grounds of sexual orientation. The case was dealt with and amicably resolved.

The second case related to white students who allegedly made racial slurs to a black student. This matter was postponed pending receipt of written statements from the witnesses. The hearing is scheduled to take place in February 2010.

### **Employee wellness**

The NWU's well-structured Employee Wellness programme offered staff free access to a variety of health and fitness services throughout 2009. These services included health days, general fitness programmes, health screening,



Being in the **knowledge industry**, our **human capital** remains our most **important asset**. In this regard, I want to express my gratitude to staff who contributed to yet another **excellent performance** during 2009.

– DR THEUNS ELOFF, VICE-CHANCELLOR

stress and time management workshops and support groups.

Significant numbers of staff from the Institutional Office and the three campuses, together with their spouses, had contact with Employee Wellness. In total, 6 976 people took part in wellness programmes in 2009, consisting of:

- ❑ 1 237 Institutional Office employees and their spouses.
- ❑ 1 469 Mafikeng Campus employees and their spouses.
- ❑ 3 632 Potchefstroom Campus employees and their spouses.
- ❑ 635 Vaal Triangle Campus employees and their spouses.

### Higher Education HIV/AIDS (HEAIDS)

In November 2009, the NWU completed the 23-month project funded by HEAIDS to assist in managing and mitigating the impact of HIV/AIDS on students, staff and the university community at large. The project commenced in December 2007 and was implemented through a R3,3 million grant from HEAIDS.

The HEAIDS grant has enabled the University to:

- ❑ Implement an integrated research management information system, known as InfoEd. This system serves as a reference point for all research on HIV/AIDS.
- ❑ Introduce an electronic healthcare management system, known as Optilife, at the healthcare clinics on all three campuses. This system generates reliable reports for management purposes and for continuous monitoring and evaluation.
- ❑ Develop and implement an Institutional monitoring and evaluation system. This system is aimed at providing the NWU with usable information.
- ❑ Develop an integrated communication strategy on HIV/AIDS, covering the next three years.
- ❑ Develop and register four short courses

on HIV/AIDS and train academics as well as health care centre staff members.

- ❑ Purchase necessary medical equipment for all three campus clinics.

Three external financial audits were held to scrutinise the project spending. The first audit covered the period from January to July 2008, while the second audit was for the period from August 2008 to June 2009. The final report covered the period from July 2009 till December 2009. The results of the latter are expected in March 2010.

### Leadership and management development

Leadership and management development was a priority for Human Capital Development in 2009. In the case of Management, the focus was on developing a dynamic, agile and flexible leadership with the capabilities to manage people and resources in the NWU's multi-campus model. In the case of student leadership, the emphasis was on empowering newly elected members of the Institutional Student Representative Council.

### NWU Leadership Academy

Management development is driven by the NWU Leadership Academy, which was established in the previous year. During 2009 the following development interventions took place:

- ❑ Three development programmes were held, concentrating on foundation, bridging and guiding competencies. Some 36 senior managers attended these programmes over a total of 11 days through the course of the year.
- ❑ A total of 89 middle managers attended two development programmes covering foundation and bridging competencies. These programmes were held over a total of nine days.
- ❑ All participating managers completed self-assessments and received reports and feedback to guide their self-development.
- ❑ Managers also underwent multi-rater



assessment, in which they, their next-level managers and nominated peers, clients and subordinates assessed their individual leadership styles. Managers received structured individual feedback for their leadership and management development plans.

The participating managers evaluated all the programme facilitators, presentations and outcomes. On a six-point scale, the evaluations averaged between four and five, reflecting very positive ratings. Managers who completed the 2009 programme will participate in a number of skills-based workshops in 2010 before receiving their certificates from the NWU.

Other initiatives are also being implemented, such as management guidance for individual managers and an electronic platform for communication with and among managers.

### Institutional Student Representative Council

The Institutional Student Representative Council (ISRC) benefited from an intensive programme of leadership and skills training during 2009:

- ❑ They attended a leadership training workshop on 23 and 24 January 2009, where the Vice-Chancellor and the Executive

Director: Human Capital Development delivered presentations on Management's expectations of the ISRC.

- ❑ On 4 March 2009, ISRC members and Residence Committee representatives attended a workshop on communication skills held in Potchefstroom and facilitated by Prof Cecil Bodibe who specialises in student affairs issues.
- ❑ Between 15 and 20 March 2009 all ISRC members participated in the panel interviews held for the Higher Education Quality Committee Audit.
- ❑ On 21 March 2009, ISRC members and other students from the three campuses attended the Human Rights Day celebrations on the Mafikeng Campus.
- ❑ During the weekend of 22 to 24 May 2009, the ISRC paid a benchmarking visit to the University of Johannesburg, the University of Pretoria and the Tshwane University of Technology where they held discussions with these universities' SRCs.
- ❑ ISRC members attended the SAUS Conference held at the Pretoria University's Hamanskraal Campus during the June recess. Ms Busisiwe Khaba from the Vaal Triangle Campus was elected as one of the SAUS executive members.

Successful SRC elections for the period 2009/2010 were held on the campuses between July and August 2009. The newly elected



ISRC had its meeting on 11 September 2009 to receive records from the outgoing ISRC.

The new ISRC was inducted, with Mr Boitshoko Eugene Khokhong from the Mafikeng Campus as the new ISRC Chairperson. At this induction, the ISRC took an Oath of Office for the first time in the history of the NWU by signing a service level agreement with the Institutional Director of Student Affairs and Sport.

At the request of the Vice-Chancellor and for the first time in the history of the NWU, all the Campus SRC members attended a leadership training workshop from 16 to 18 October 2009 at the Valley Lodge in Magaliesburg. This was facilitated by Mr Tony Manning, a leadership consultant from Johannesburg.

The ISRC Secretary and Potchefstroom Campus SRC Chairperson, Ms Adele Croucamp, was awarded the Abe Bailey Travel Scholarship and visited the United Kingdom during November 2009. She was also the winner of the Mandela Rhodes Scholarship to do her master's degree as from January 2010.

The ISRC participated in the Institutional governance structures of the NWU such as the Senate, Council, Institutional Forum and Institutional Committee on Student Support Services (ICoSSS). They were also actively involved in the appointment of the new campus rectors at the Vaal Triangle and Potchefstroom Campuses.

## Sport

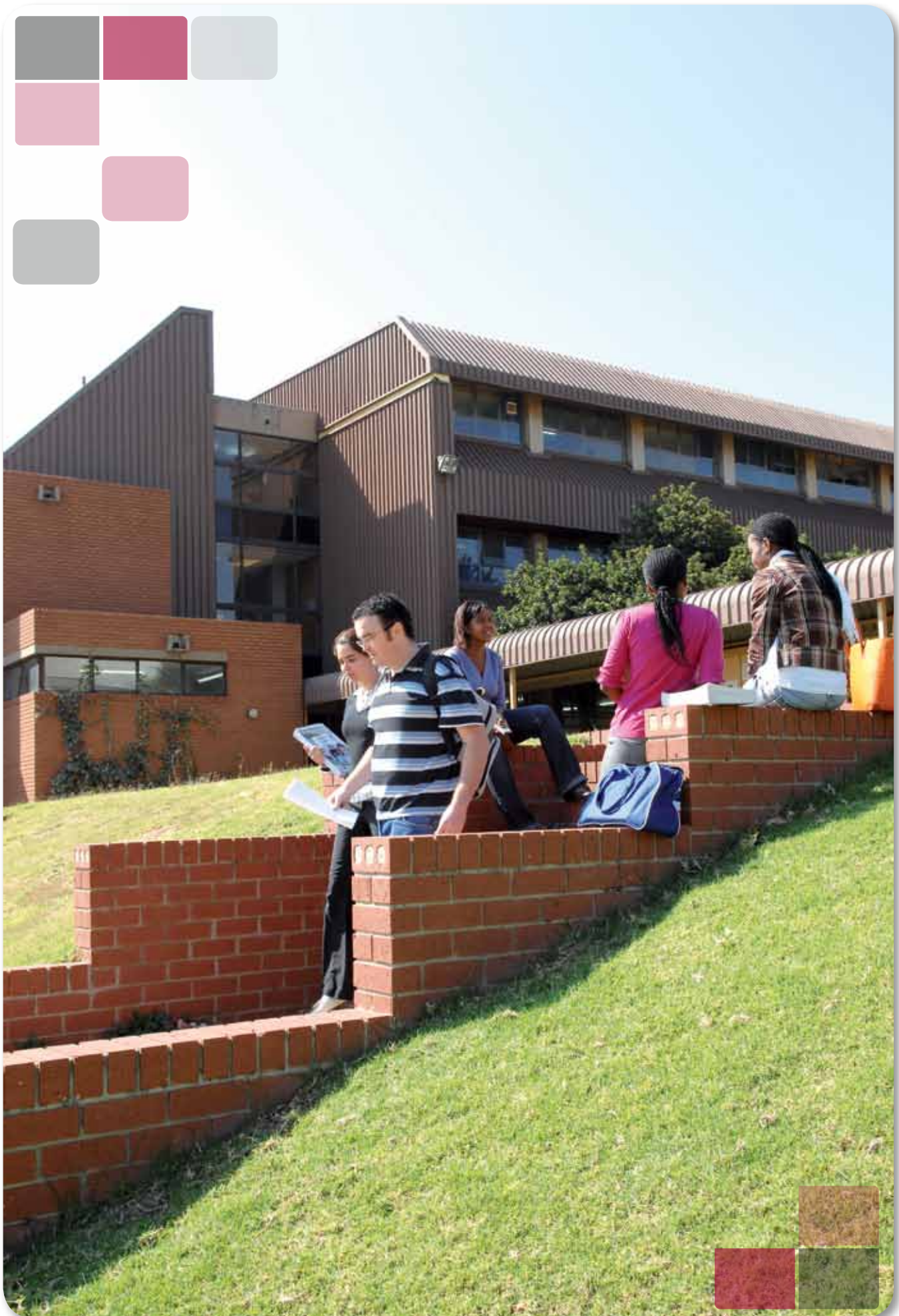
During 2009, two inter-campus sports days were held for students. The first one was held on 21 March 2009 at the Mafikeng Campus and the second on 3 October 2009 at the Vaal Triangle Campus. Both sports days were a great success and achieved the objective of bringing students across all three campuses together.

## Conclusion

For Human Capital Development, the year under review was anything but a case of business as usual. In keeping with the innovative character of the NWU as a whole, the directorate explored creative new ways to sensitise staff to diversity issues, to assist managers to develop their leadership skills and to empower student representatives to develop their leadership potential. This fresh perspective has given renewed impetus to the University's efforts to work towards increased unity as a multi-campus institution intent on transforming itself continually to meet the needs of Southern Africa.

**MR VL MOTHOB**  
EXECUTIVE DIRECTOR:  
HUMAN CAPITAL DEVELOPMENT







Ms Phumzile Mmope

## Report of the Executive Director: Corporate Affairs and Relations

The spirit of collaboration characterised communication at the NWU during 2009, with Corporate Affairs and Relations playing a facilitating role among the three campuses in creating a culture of team work and encouraging open and honest communication.

**To ensure a** sense of unity in the marketing, communication and branding functions of the University, the Department and its counterparts on the campuses worked hand in hand to set new benchmarks and identify areas of cooperation and collaboration.

### A culture of collaboration

In a display of collaboration that transcended campus boundaries, the three marketing and communication departments joined forces with Corporate Affairs and Relations for a series of role clarification workshops. In this way, the four business units jointly identified their core functions, mandates and responsibilities, clarified their roles in a multi-campus context and agreed to collaborate towards common communication and marketing goals.

The main objective of the ongoing collaboration among the four business units is to streamline and align processes, procedures and policies relating to communication, marketing, branding, stakeholder intelligence, community relations and special events. This will ensure that the NWU has integrated strategies that support the Institutional Plan goals and targets.

The benefits of collaboration are already paying off. Preliminary feedback shows that the University is communicating clearly and

consistently with internal and external stakeholders, resulting in better brand positioning and more effective management of stakeholders' perceptions.

Inter-campus collaboration has also showcased the benefits of the NWU's unique management model by combining a participatory working relationship among the four business units with individual accountability on the part of each.

### Making the connections

Coordinated communication with internal stakeholders helped foster a sense of belonging among staff, reinforced the University's positioning as a leading university in South Africa and improved understanding of the NWU's mission, in line with the requirements of the Institutional Plan.

Four editions of the internal newsletter *Eish!* were distributed to all staff in all business units, and carried content from the Institutional Office and the three campuses. An indication that the NWU community has taken ownership of this publication was the high level of interaction between the editorial team and NWU staff members through regular features and competitions.

The NWU Corporate Profile was published in English and Afrikaans in July 2009. For the first



As we continue to position the North-West University as a **value-driven, innovative and globally recognised** institution that **embraces diversity**, we should all contribute towards **building and crystalising** the NWU brand.

– MS PHUMZILE MMOPE, EXECUTIVE DIRECTOR:  
CORPORATE AFFAIRS AND RELATIONS

time, both languages were included in the same publication and a one-page summary in Setswana was added. Once again, a fold-out page supplied higher education information and institutional statistics, benchmarking the NWU in the higher education landscape.

Over and above these print communication tools, the Corporate Affairs and Relations department made highly effective use of electronic media such as the daily electronic notice for staff, known as @NWU, the monthly Vice-Chancellor's newsletter and Urgent and Crisis Communication bulletins, as well as e-cards and invitations.

### Web redevelopment

The planning for the redevelopment of the NWU website was a priority during the year under review. The redeveloped website is being rolled out in phases, starting in early 2010 with an overview of the NWU as an organisation and featuring selected content from three academic faculties, one from each campus. Once fully rolled out, the website will be a key communication and image-building asset for the NWU.

### External communication

To position the University among key external stakeholders, a national advertising campaign was launched simultaneously in four national Sunday newspapers. Apart from establishing the brand, the campaign also conveyed the message to all stakeholders that the NWU is a "Leading University in South Africa". The same

message was repeated in various business and industry publications. The overall response was positive, highlighting the logic of moving away from publicising specific campuses and instead communicating about the NWU as a whole. This will be a priority in 2010.

Corporate publications were also used throughout 2009 to establish the University's brand and strengthen its key strategic messages. The flagship print publications were:

- ❑ The 2008 Annual Report based on the theme "Innovation through diversity", which is also the University's pay-off line. It was submitted to the Department of Education on 30 June 2009. Subsequently, a glossy version was published in English and Afrikaans and distributed as a marketing tool to various stakeholders, including the North West Legislature. This version also had executive summaries in Afrikaans, English, Setswana and Sesotho.
- ❑ Two inaugural publications, one dealing with the implementation of expertise at the NWU and the other targeting alumni of all three campuses.

Media monitoring continued throughout 2009. Coverage during this analysis period was predominantly positive, consisting of a total of 234 favourable media items compared to 26 unfavourable items. The positive coverage comprised 201 print, 12 broadcast and 21 online media items, while the unfavourable coverage consisted of 17 print, three



1 2

Mr Louis Jacobs 1  
DIRECTOR: CORPORATE COMMUNICATION  
Mr Willem Booysen 2  
DIRECTOR: INSTITUTIONAL ADVANCEMENT  
AND BUSINESS DEVELOPMENT



broadcast and six online media items. These figures do not include the 3 247 items categorised as factual and balanced items, which mainly featured university specialists being quoted on various topics.

Most of the favourable coverage resulted from the appointment of the new Chancellor, Kgosi Leruo Molotlegi and the confirmation of Dr Theuns Eloff in his second term as Vice-Chancellor, as well as the appointment of two new campus rectors. The University's success in winning the corporate governance competition by PricewaterhouseCoopers for the third consecutive year also added to the positive coverage.

In the case of the negative publicity received, most of it followed the release of the report by the Ministerial Task Team that looked into the 2008 unrest on the Mafikeng Campus.

In external communication, one of the highlights was the address of the Vice-Chancellor, Dr Eloff, to the National Press Club during September 2009. As a result of this successful event, the NWU sponsored the 2010 National Press Club Journalist of the Year competition.

## Stakeholder relations

During 2009, the NWU continued establishing sound relationships with various stakeholders. This function will again be a priority for the Corporate Affairs and Relations Department in the coming academic year. In total, seven networking dinners, including two with the NWU Board of Donors, were held across the country, hosted by Dr Eloff. The purpose was to forge strategic relationships and enter into business development partnerships with key stakeholders.

Dr Eloff also held eight breakfast meetings with members of staff on the Mafikeng, Potchefstroom and Vaal Triangle Campuses, as well as the Institutional Office. These were aimed at facilitating internal communication, especially about the role of staff in contributing to achievements of the University.

## Brand roll-out

In May 2009, a new brand management position was filled, prompting an internal review of the brand roll-out status. The Institutional Corporate and Branding Identity committee led this review and concurred that several

elements of the NWU's new brand identity had been designed and approved, and could be considered finalised. These elements included the University's stationery, signage, official clothing, academic documents and certificates, marketing material, electronic material, corporate gifts, office interior and ceremonial items.

Some of the highlights of the brand roll-out during 2009 included:

- ❑ Ceremonial regalia design: agreement was reached on faculty colours and on the development of a unique blend of the Oxford and Cambridge styles of the different campuses.
- ❑ Brand model: a brand policy was developed and accepted by the Institutional Corporate and Branding Identity (ICBID) committee, enabling campus marketing and communications directors to manage their campus brands while maintaining the link to the "mother" brand. This ensures that the NWU presents a united front internally and externally.
- ❑ Secondary logo process: secondary logos are discouraged (to prevent dilution of the brand) but recognition is given to units that need a more personalised positioning.
- ❑ Brand awareness: a direct mailer and various promotional items were distributed. Brand involvement also extended to the new **NWU+U** alumni magazine, and a revamped Eish! for 2010.

When the brand roll-out comes to an end in 2010, Corporate Affairs and Relations will continue with ongoing monitoring, not only to ensure the brand is used appropriately but also to develop a broader range of elements as the brand unfolds.

## Institutional Advancement

For various operational reasons, the Institutional Advancement and Business Development Section was restructured, resulting in the separation of the institutional advancement and the business development functions.

The business development function, which focuses on finding new markets for NWU services, was moved to the Finance and Facilities Division. The institutional advancement function, which concentrates on fundraising, remained within Corporate Affairs and Relations. This strategic move enabled the Institutional Advancement Office to improve the coordination of fundraising activities across the three campuses and the Institutional Office. It is also advancing the positioning of the University within the donor community, and has resulted in the establishment of an accurate fundraising database and much-needed processes to align the fundraising function.

During 2009, the Institutional Advancement Office concentrated on renewing existing relationships with donors, business and government, as well as building new ties with prospective and strategic donors. This collaboration with donors and partners has enabled the NWU to undertake various academic, sport, community and commercial projects. Some pertinent examples are:

- ❑ ABSA's sponsorship of sport on all three campuses, amounting to approximately R300 000 a year for three years, and the English Premier Football League's pledge to provide R4 million over three years for bursaries at the Soccer Institute on the Mafikeng Campus.
- ❑ The NWU's master's programme in Nuclear Engineering, which has the support of the Department of Science and Technology. This support is expected to amount to approximately R3 million a year for three years.
- ❑ Funding of more than R3 million from the Lotto Fund to enable the three campuses to invest in brass band equipment, a radio station, studio equipment and an outdoor arena with a stage, among others.

A number of other fundraising projects received donor support during the year under review, resulting in numerous long-term commitments, including contributions on a monthly basis.



## Forum for Continuous Collaboration in Development

The Forum for Continuous Collaboration in Development entered its second year in 2009. The Forum is a platform for exploring potential partnerships between the University and various private sector programmes aimed at increasing economic growth and employment, as well as creating wealth through education.

The Forum aims to build a database of community-based organisations to help match prospective funding partners with appropriate community outreach projects that use the University's expertise to address socio-economic challenges. This forum convened six meetings in 2009 with government, non-government organisations, public benefit organisations and faith-based organisations.

In the year under review, the Forum facilitated the signing of a draft Memorandum of Understanding with the North West Province's Department of Health and Social Development. This agreement seeks to foster a partnership focusing on skills development, training, research and community outreach. It is envisaged that the agreement will be finalised and signed in 2010.

## Conclusion

By aligning the communication and marketing functions across the four business units, the NWU is presenting a united front to the marketplace and promoting a sense of common purpose among internal stakeholders. This has in turn enhanced the brand awareness and positioning of the University, as demonstrated by the mostly favourable media coverage that the NWU attracted in 2009.

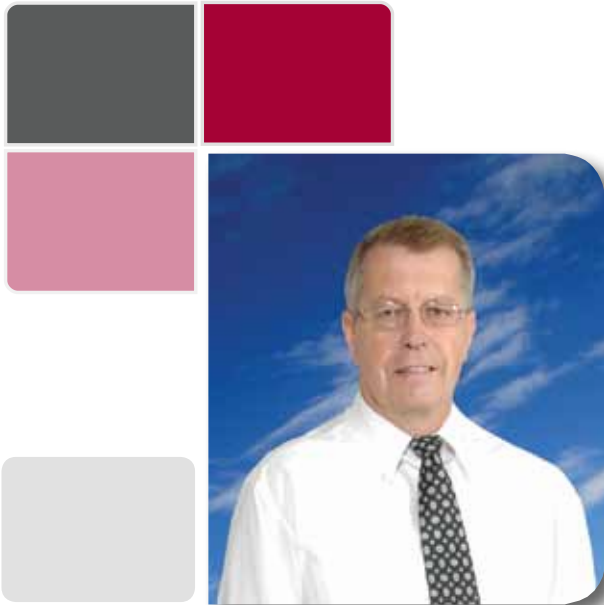
With the brand roll-out programme nearing its final stages, the scene is set for a shift from tactical communication and marketing to a strategic approach. This will see the University building and crystallising its brand as a diverse, innovative and globally recognised academic institution that celebrates and encourages multiculturalism, multilingualism and multinationalism.

**MS PP MMOPE**  
EXECUTIVE DIRECTOR:  
CORPORATE AFFAIRS AND RELATIONS









Prof Frikkie van Niekerk

## Report of the Executive Director: Research and Innovation

One of the ways in which the University distinguishes itself in the marketplace is in its approach to the three pillars of its core business. In striving to become a balanced teaching-learning and research institution, the NWU is neither a research-led university nor primarily a teaching-learning institution but addresses both aspects equally.

**Another difference is** that the institution defines the third element of its core business as the implementation of expertise, which goes beyond conventional community engagement by making expertise available commercially as well.

This unique approach is clearly reflected in the NWU's 40:40:20 target for academic time allocation, with 40% of time for teaching-

learning, 40% for research and 20% for implementation of expertise. Moving closer to this ideal ratio is a challenge in the light of an ever-increasing teaching load, but the NWU is confident that this and other research targets can be reached through effective execution of the research and innovation strategy.

This strategy is to increase research output and improve research quality by allocating

### Research and innovation highlights of 2009

- ❑ The NWU remains one of the top Technology and Human Resources for Industry Programme (THRIP) earners in the higher education sector. In 2009 the NWU earned R26 485 875 from this programme.
- ❑ By the end of 2009, a total of 116 NWU academics had National Research Foundation (NRF) ratings.
- ❑ Mr Derek Hanekom, Deputy Minister of Science and Technology, launched the University's Centre for High Performance Computing towards the end of the year. The Centre stands out for the high quality of its experimental equipment, which is used for computational-intensive research in a wide range of disciplines.
- ❑ The Director of the Technology Transfer Office was invited to join a panel of industrialists and government officials serving on the North West Premier's Advisory Council on Innovation and ICT.
- ❑ The Director of Research Support was elected to the Council of the Human Sciences Research Council.
- ❑ The Director of Community Engagement was elected to the interim Exco of the South African Higher Education Community Engagement Forum.

To maintain the **right attitude**, even in times of distress, is a **small blessing** from above.

– PROF FRIKKIE VAN NIEKERK, EXECUTIVE DIRECTOR:  
RESEARCH AND INNOVATION

the best possible blend of resources to research and introducing high-impact research interventions. During 2009, the University took some significant steps forward towards ensuring that research and innovation take their rightful place alongside teaching-learning.

### Overview of research in 2009

Key research indicators for the year were article equivalents published, the number of

researchers with NRF ratings, master's and doctoral enrolments and graduations, and postdoctoral fellowships awarded.

With the exception of master's and doctoral enrolments and graduations, the NWU met the research targets set for 2009 in the Institutional Plan. The best performance was in NRF ratings, with 116 of academic staff accredited as at 31 December 2009, and in postdoctoral fellowships, which increased to 48.

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

	2004	2005	2006	2007	2008	2009
Article equivalents	271,60	318,38	351,50	358,23	471,33	413,56
Conference proceedings	3,30	7,58	7,80	12,62	18,25	34,38
Books	0,15	0,23	1,55	5,35	12,93	4,56
Article equivalents published	275	326,19	360,85	376,22	502,51	452,50
Total weighted research output	798	865	1 075	1 061	1 083	1 190
Number of NRF accredited researchers	73	85	82	95	103	116
Master's degrees conferred	626	700	765	618	583	659
Doctoral degrees conferred	87	85	110	124	100	123
Postdoctoral fellows	9	17	18	34	38	48

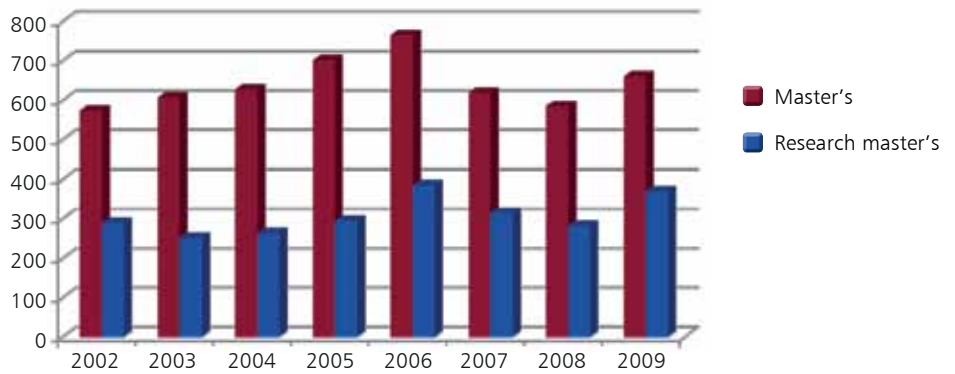


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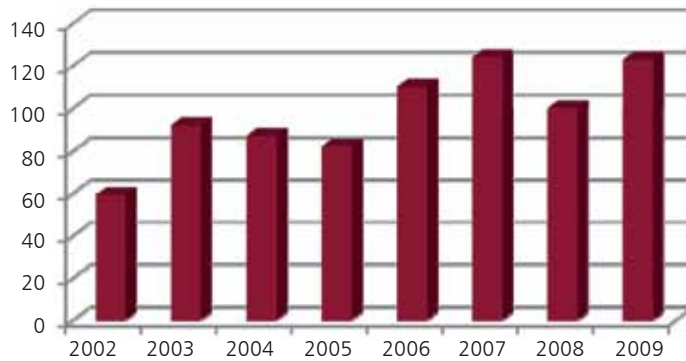
**Dr Rudi van der Walt** 1  
DIRECTOR: TECHNOLOGY TRANSFER  
AND INNOVATION SUPPORT  
**Prof Amanda Lourens** 2  
DIRECTOR: RESEARCH SUPPORT  
**Ms Bibi Bouwman** 3  
DIRECTOR: COMMUNITY ENGAGEMENT

The graphs below show the number of master's degrees and doctorates conferred since 2002 as well as the total number of research units:

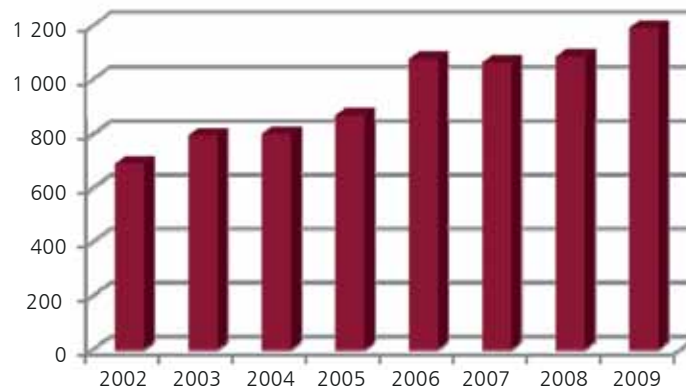
**Master's and research master's degrees conferred from 2002 to 2009**



**Doctoral degrees conferred from 2002 to 2009**



**Total number of research units (2002 to 2009)**

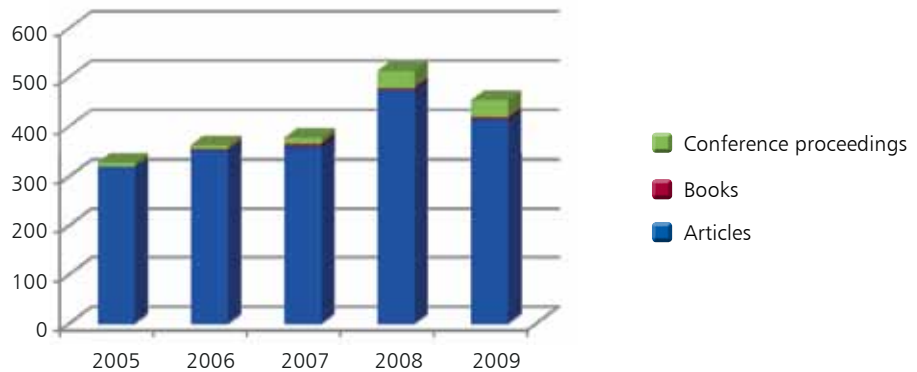


The following table and graphs track the University's publications output between 2005 and 2009.

MAFIKENG CAMPUS					
FACULTY	2005	2006	2007	2008	2009
Human and Social Sciences	2	4	2	5	2,33
Agriculture, Science and Technology	3,03	8,03	5,58	16,10	26,85
Commerce and Administration	1,66	1	0,5	2,2	1,63
Law	1	0	2	1,5	1
Education	0	0	0	1	0
Vice Rector	0	0	0	0	0,50
<b>Total</b>	<b>7,69</b>	<b>13,03</b>	<b>10,08</b>	<b>25,80</b>	<b>32,31</b>
POTCHEFSTROOM CAMPUS					
FACULTY	2005	2006	2007	2008	2009
Faculty of Arts	36,7	49,16	39	67,50	62,74
Natural Sciences	50,55	54,55	58,08	79,49	54,57
Theology	46,17	55,67	49	60,67	55,17
Education Sciences	17,25	12,83	16,73	19,63	37,08
Economic and Management Sciences	21,42	35,86	23,67	42,44	28,83
Law	23,82	24,32	30,32	31,83	22,50
Engineering	16,45	15	10,67	13,17	8,65
Health Sciences	67,67	65,91	93,34	89,31	64,48
<b>Total</b>	<b>280,03</b>	<b>313,3</b>	<b>320,81</b>	<b>404,04</b>	<b>334,02</b>
VAAL TRIANGLE CAMPUS					
FACULTY	2005	2006	2007	2008	2009
Other (Campus Rector)	0	0	0	0,5	0
Humanities	30,16	25,17	27,34	34,78	40,75
Economic Management and Information Sciences	0	0	0	3,5	5,87
<b>Total</b>	<b>30,16</b>	<b>25,17</b>	<b>27,34</b>	<b>38,78</b>	<b>46,62</b>
<b>INSTITUTIONAL OFFICE</b>	<b>0,5</b>	<b>0</b>	<b>0</b>	<b>2,75</b>	<b>0,61</b>
<b>Total NWU journal articles</b>	<b>318,38</b>	<b>351,5</b>	<b>358,23</b>	<b>471,37</b>	<b>413,56</b>
Books					
	2005	2006	2007	2008	2009
Mafikeng	0	0	0,09	0	0,17
Potchefstroom	0,23	1,55	5,95	12,92	4,31
Vaal Triangle	0	0	0,09	0	0,08
<b>Total NWU books</b>	<b>0,23</b>	<b>1,55</b>	<b>6,13</b>	<b>12,92</b>	<b>4,56</b>
Conference proceedings					
	2005	2006	2007	2008	2009
Mafikeng	0	0	0	0,33	3,67
Potchefstroom	7,58	7,8	10,91	17,92	29,79
Vaal Triangle	0	0	0,5	0	0,92
<b>Total conference proceedings</b>	<b>7,58</b>	<b>7,8</b>	<b>11,41</b>	<b>18,25</b>	<b>34,38</b>
<b>Total books/Conference proceedings</b>	<b>7,81</b>	<b>9,35</b>	<b>17,54</b>	<b>31,18</b>	<b>38,94</b>
<b>Total NWU</b>	<b>326,19</b>	<b>360,85</b>	<b>375,77</b>	<b>502,54</b>	<b>452,50</b>



### NWU research output with regard to output type (2005-2009)



### Publications output

The NWU's subsidised publication output consists of accredited journal articles, books and conference proceedings. Total publications output for the year came to 452,50 units, which is an decrease of 10% against the previous year's 502,51 units. This is still 20% higher than in 2007. Of the journal articles published, 41% appeared in Institute for Scientific Information (ISI) journals, compared to 36% in 2008. For 2010, the NWU is working towards publishing 60% of all its research publications in ISI journals.

Per capita output, referring to articles published per academic year, decreased from 0,54 in 2008 to 0,45 in 2009. This decrease follows the reduction in article output and a slight increase in academic staff numbers. The aim is to increase per capita output to 0,60 units in the coming academic year. For NRF-rated research output, the NWU achieved a record high for its total weighted research output, which came to 1 190 units.

### NRF ratings

The University started the academic year with 103 NRF rated researchers and, in February 2009, submitted 31 rating applications to the NRF. Of the 18 applications for new ratings, 13 were accepted. In the case of the 13 re-rating applications submitted, the NRF approved 13. Thus, at the end of December 2009, the NWU

had 116 rated researchers, up 13% on the previous year's figure. As a result, the percentage of rated staff members rose from 11% in 2008 to 12% in 2009. The target set in the Institutional Plan in 2010 is to increase the percentage of NRF rated staff to 14%.

The table below gives details of rated researchers per category at each NWU campus as at 31 December 2009.

#### NRF rated researchers in 2009:

Campus	Category	Total
Mafikeng	C	1
	L	1
	Y	1
<b>Total</b>		<b>3</b>
Potchefstroom	A	2
	B	12
	C	70
	L	3
	P	1
	Y	20
<b>Total</b>		<b>108</b>
Vaal Triangle	Y	3
	C	2
<b>Total</b>		<b>5</b>
<b>Grand NWU total</b>		<b>116</b>



## Postdoctoral fellowships

The postdoctoral programme focuses on critical disciplines such as space physics, energy systems and business mathematics and informatics. It has shown excellent growth since 2006 when there were only 18 participants. Within four years, by 2009, the number of postdoctoral fellows had risen to 48, reflecting the success of the improvements made to the programme since 2006.

## Research capacity development

The NWU aims to be ranked among the top six universities in South Africa for total research and innovation output. With this in mind, the University is investing significantly more in research capacity development, equipment and infrastructure.

As part of capacity development, funding is being made available for the fast-tracking of staff to obtain their PhD degrees. Lecturers who were completing their PhDs during 2009 could free up their time by applying for funding to pay for lecturer replacement. In addition, funding was made available for editing, printing and binding of doctoral theses. A total amount of R1,37 million was approved for this in 2009.

Other capacity-building initiatives during the year were:

- ❑ The 2009 research awards, recognising the Junior Researcher of the Year, Researcher of the Year and Research Entity of the Year. The recipients of the ABSA and S<sub>2</sub>A<sub>3</sub> bronze awards also received their medals and certificates at the awards function.
- ❑ The roll-out of the national research information management system, InfoEd.
- ❑ Over and above the investments in capacity development in 2009, the University spent R12 million on new experimental equipment and facilities.
- ❑ The Centre for High Performance Computing was launched by the Deputy Minister of the Department of Science and Technology, Minister Derek Hanekom, during the last quarter of 2009. Its experimental equipment is used for computational-intensive research in disciplines such as astrophysics, computational mechanics, bio-informatics and data mining, molecular modelling, pharmaco-epidemiological studies and operational analyses. The Centre is available for shared use by qualifying researchers and is governed by a representative body of research managers and



information technology professionals. The NWU funded the entire investment.

- ❑ The Annual Research Report for 2008 was finalised and distributed internally and externally.

### Strengthening the research entities model

The research entities model is central to the University's plans to improve research quality and output as it standardises the format of research entities across the University. There are now four entity categories, starting with entry-level structures known as niche areas all the way through to the top level, centres of excellence.

Implementation of the research entities model continued during the year under review. Towards the end of 2009, however, it became clear that the management model was not fully understood and implemented in some faculties and that a serious intervention was necessary to fully establish the model and thereby to empower research entity directors.

#### ❑ NWU THRIP funds earned in 2009

Faculty	Research entity / Centre	Funds earned
Engineering	Energy Systems	R 24 950 250
Natural Sciences	BMI	R 1 535 625
<b>Total</b>		<b>R 26 485 875</b>

#### ❑ Other research funding received in 2009

Medical Research Council (MRC)	R 605 000
North West Research Coordinating Council (NWRCC)	R 1 000 000
Department of Science and Technology (DST)	R 5 975 000
South Africa-Netherlands Research Programme on Alternatives in Development (SANPAD)	R 7 946 096
<b>Total</b>	<b>R 15 526 096</b>

In another development around research entities, a call for new entities was posted in September 2009. Of the seven applications received, three were recommended for the next stage, which entails the submission of full proposals. These three proposals, one from each campus, was still being evaluated nationally and internationally at the end of the academic year.

### Research funding

#### ❑ NRF funding

The University seeks to increase external funding awarded for research and innovation and had a number of funding successes during 2009, especially for Technology and Human Resources for Industry Programme (THRIP) projects. The tables below provide details of research funding received from all external sources, including THRIP, the National Research Foundation, the North West Research Coordinating Council, the Medical Research Council and the Department of Science and Technology.

## Overview of implementation of expertise

As mentioned earlier in this report, the third element of the University's core business is the implementation of expertise, both in communities and commercially. Community services are usually offered free of charge, while businesses pay for using NWU expertise. For ease of reference, these two components, community engagement and commercialisation, are reviewed separately.

## Commercialisation in 2009

Activities that fall into this category include technology transfer, intellectual property (IP) protection and sales, and establishing and mentoring spin-off companies. The Technology Transfer Support team offers NWU staff involved in these activities a wide range of specialised support services, such as assisting with IP protection, marketing technologies, developing commercial models, and negotiating and renegotiating licensing agreements.

During 2009, the team had a busy year developing major technology transfer projects such as the North-West Science Park, while managing the University's IP portfolio and agreements, and providing support services to university staff.

### ❑ North-West Science Park

Science parks are internationally recognised as the implementation agents for regional economic strategies. They enhance technology transfer from universities to industry and play a major role in obtaining research and development funding. In the case of the North-West Science Park (NWSP) 10 programmes have been initiated to enable these attributes. For this purpose, the Department of Science and Technology (DST) has awarded a further R300 000 to the NWU to support the establishment of economic development programmes that will be managed from the NWSP. This brings to R700 000 the total DST contribution towards the NWSP to date.

At the end of 2009, all 10 programmes were ready to be implemented on a small scale in anticipation of the commissioning of the NWSP building, and are being established with donor funding.

A presentation on the North-West Science Park was made in June 2009 to the technical committee of the Premier's Executive Committee and the Premier's Advisory Council on Innovation and ICT. Both groups responded favourably and the technical committee referred the project to the full Executive Committee. Although the Premier and the MEC for Economic Development and Tourism have accepted the NWSP project, ensuring buy-in from all provincial and other political stakeholders is a long and complex process. Most of the efforts in 2009 were focused on achieving stakeholder buy-in, and an answer on the future of the project is expected early in 2010.

### ❑ Agreements

More than 19 non-disclosure and material transfer agreements were facilitated during 2009, along with approximately 12 licensing and collaborative agreements.

### ❑ Commercialisation of patents

In August 2009, the NWU signed an agreement with ISIS, the technology transfer company of Oxford University, to assist with the commercialisation of patents. ISIS is very well positioned in the technology world, providing a useful springboard for propelling NWU technologies into the global arena. ISIS will, for a basic fee, present the patents in their format to their customer base. The NWU will negotiate directly with potential licensees. Four patents, including the Pheroid vaccine and the ozone generator, have been presented to ISIS to date.

The agreement with ISIS supports the Department of Science and Technology's initiative to build local capacity in the context of the Intellectual Property Rights from Publicly Financed Research and Development Act, 2008. During the year under review, the





Director of the Technology Transfer Office spent two weeks in training at ISIS and two days at the National Health System Innovation London. More groups will follow in 2010 and the Intellectual Property Rights and Contracting Manager in this office will join the first group in 2010 for three weeks at ISIS.

The following patents were in the process of being commercialised in 2009:

- Mosfet-based ignition system: Ambixtra (Pty) Ltd and the NWU are collaborating with European partners to develop this new system for high-pressure petrol engines.
- Hardware random number generator: The NWU is developing prototypes for testing and verification. A potential industrialisation partner has been selected.
- Mosfet integrated circuit device: Negotiations are under way to contract IMEC in Belgium to simulate and specify the integrated device.

#### ❑ Marketing and networking

Through various specialised channels, the University actively marketed its patents to potential customers in business, academia and govern-

ment. An example is Tektique, the web-based patent marketing instrument launched by a consortium of universities, including the NWU.

Another networking highlight was the invitation extended to the Director of the Technology Transfer Office to join a panel of industrialists and government officials serving on the Premier's Advisory Council on Innovation and ICT. This enables direct contact with the Premier and provincial Director-General.

In addition, staff of the Technology Transfer Office presented a commercialisation case study to the Southern African Research and Innovation Management Association (SARIMA) as an experiment to share its experience. The group of university technology transfer offices decided to repeat this exercise to increase cross-learning.

#### ❑ IP policies revised

The NWU policies and guidelines on Intellectual Property Rights have been consolidated and revised to reflect the latest IP trends, changes in the NWU and the new IPR Act. The consolidated document is being translated into all three NWU languages, and a quick reference sheet has been printed and distributed to researchers.

## Quantitative outputs for the NWU for 2009

### □ Intellectual property: Patent portfolio

Disclosures, filings and registrations:	2004	2005	2006	2007	2008	2009
Disclosures	-	-	7	8	6	11
SA provisional applications	4	5	6	3	3	5
SA final granted	7	4	4	2	1	5
Total number of RSA patented inventions	18	22	26	28	29	35
Number of co-owned patents	0	0	0	0	0	0
PCT applications	4	1	6	3	2	5
International final registrations	1	1	1	1	1	5
Total number of international patented inventions	5	6	7	8	9	14
Number of countries in portfolio	-	-	-	47	47	47
Models registered (this year/total)	1/1	1/2	0/2	0/2	0/2	0/2
Plant breeders rights (this year/total)	0/4	0/4	0/4	0/3	0/3	0/3

\* Note that one invention could be registered in many countries. It is reported here as only one. The NWU has six USA registered patents to date and six USA patents pending.

A record number of disclosures, SA provisional applications, RSA patented inventions, international final registrations and new international patented inventions were concluded in 2010.

### □ Patent support

The Innovation Fund (DST) supports the NWU by providing up to 50% of the cost of patenting and awards incentives to individual inventors.

Year received	2004	2005	2006	2007	2008	2009
Amount awarded to the NWU	717 226	763 380	674 202	813 584	770 743	1 233 269
Number of individuals	6	10	2	4	9	4
Total awarded to individuals	120 000	202 000	50 000	85 000	160 000	TBA

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

### □ Licensing, royalties and product sales

	2004	2005	2006	2007	2008	2009
New licence agreements	7	3	2	0	1	1
Agreements terminated	1	1	1	1	0	0
Total active agreements	10	12	12	11	12	14
Total royalty income (excluding product sales)	860 387	1 153 931	1 427 496	1 363 754	875 520	1 593 006
Royalties distributed to inventors	160 852	141 440		129 836	66 418	31 026
Gross income from product sales based on own IP	1 523 415	2 228 050	4 262 250	2 843 634	2 518 276	1 026 251

□ Spin-off companies (independent, associated and subsidiaries)

	2004	2005	2006	2007	2008	2009
New spin-offs	1	1	3	1	1	1
Total technology spin-offs since '99	9	10	13	14	15	16
Technology spin-off companies still active	9	9	11	11	12	13
New investments in companies (including spin-offs)	1	1	2	0	1	0
Number of exits/divestments	1	1	0	1	0	1
NWU subsidiaries and associated companies at the end of the year	5	5	7	6	7	6

## Community engagement

The NWU is positioning itself as a community partner of choice that uses its unique strengths to facilitate corporate-social responsibility investment and promote social entrepreneurship. So committed is the University to community engagement that staff and Management are required to include community-related activities in their task agreements and to report regularly on progress.

This part of the NWU's core business is coordinated by the Community Engagement Office, which assists corporations to develop sustainable corporate investment strategies and enables communities to develop entrepreneurial skills. The Office, together with the Institutional Advancement and Business Development Office, coordinates the work of the Forum for Continuous Collaboration in Development, which brings together established companies and emerging enterprises or community organisations.

During 2009, the University delivered a number of community engagement achievements:

- The Forum for Continuous Collaboration in Development assisted Phalukuhlale, a general trading and construction company owned by 10 previously disadvantaged women, to acquire an investment of R2 million as well as construction contracts.
- Land and some funding were obtained

for the planned Dr Kenneth Kaunda Resources Centre in Ikageng, Potchefstroom. The Centre will give the community access to training, entrepreneurship, personal development and wellness facilities. Partners include the Dr Kenneth Kaunda town council, AngloGold Ashanti, government and governmental regulators, Tlokwe City Council, the departments of Education, Social Development, Tourism and Economic Development, the Aids consortium, Dede'lingoma (NGO), Youth Resource Centre, Hospice, the NWU Legal Aid Centre and Students in Free Enterprise (SIFE).

- Corporate partners contributed funding for key projects. AngloGold Ashanti donated funds in support of the Amaphelo Day Centre to the Hope Village Development Trust. Hope of Dreams was assisted to formalise and register its training course for boilermakers.
- A Memorandum of Understanding was signed with the North West provincial Department of Health and Social Development to cooperate in training, skills development and research, among others. This agreement will be finalised in early 2010.
- An audit was done of NWU community projects, in which a total of 213 projects were identified and documented. These comprised:
  - 118 community service projects (for training, technology transfer, donations and general assistance to members of communities).



- 10 developmental engagement projects (training and empowering communities to become self-sufficient).
- 63 expert advisory services projects (sharing information and expertise with government and the broader community).
- 22 developmental recruitment projects (training and skills transfer).

Many of these projects are having or will have a significant positive impact on the beneficiaries concerned, as the following examples pertinent to 2009 demonstrate:

**eBio partnership:** eBio is a web-based personal development empowerment, growth and employment enhancement tool and also an entrepreneurship coaching system. The NWU's Prof J Kroon provides the academic content for the system, which is to be introduced to 40 Potchefstroom businesses, as well as to students and staff on the Mafikeng Campus.

**The Hope Village Development Trust:** The Trust is an NGO partner of the NWU and has taken over the management of Amaphelo Childcare Centre on behalf of the Community Engagement Office. It facilitates the daily care, feeding and training of 80 HIV-positive children.

**Lerato Centre:** This day care centre cares for 70 children and holds parenting sessions to empower parents in about 40 families.

**El-Gibbor:** This crafts project has sold 300 leather cushions to a local retailer and received orders from France, the United States and Canada. It sustainably employs 27 people.

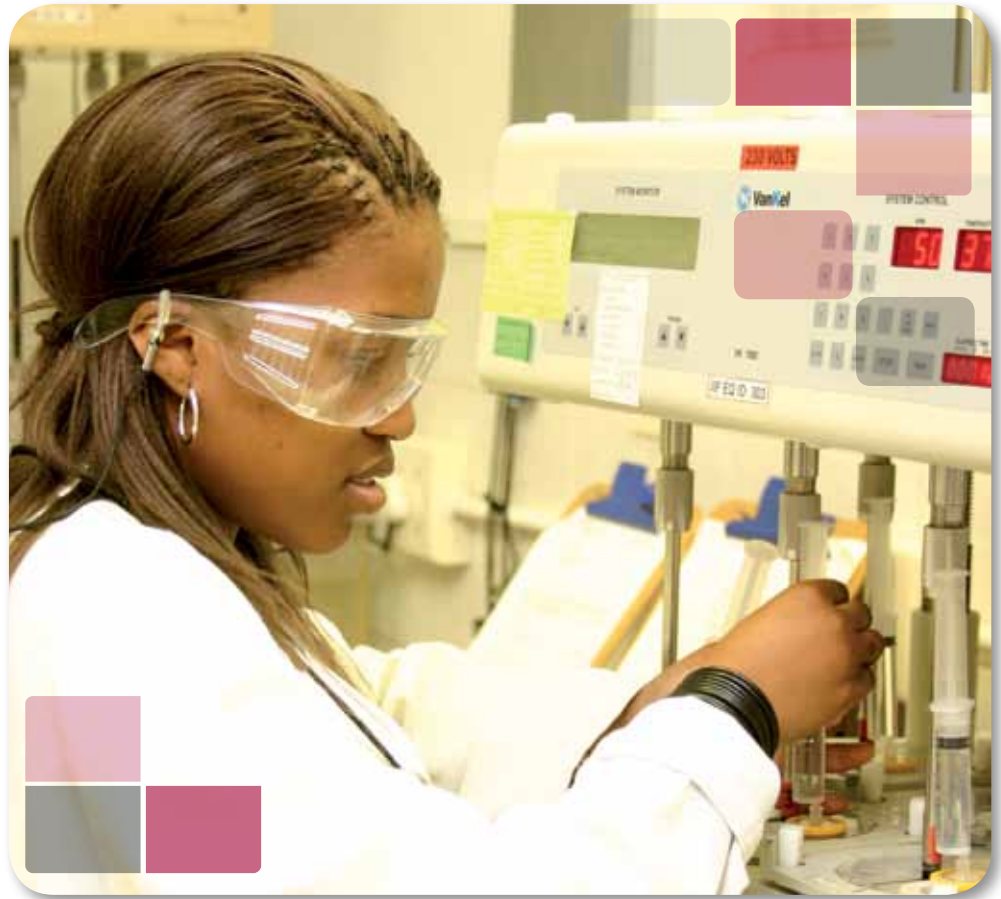
**Farm Labour and General Health (FLAGH)**

**Project:** The project's aim is to improve the quality of life and health of people living and working on commercial farms in the North West Province. It commenced in 2002 by offering training in business and sewing skills to unemployed women in the Ventersdorp community. Since then, this small income-generating project has grown into a structured business involving 30 women who produce an extended range of products. In 2009, the project's turnover was just under R100 000 and they had received funding of R25 000 from the Craft and Design Industry of North West. They already have orders to the amount of R35 000 for 2010.

Also in 2009, the FLAGH Programme received funding to start a community project on the Vyfhoek smallholdings outside Potchefstroom. The project will focus on glass recycling, and a glass crusher and kiln were acquired with the funding.







## NWU Community Engagement Trust

The NWU Social Development Trust was formed and the first meeting of the Board of Trustees was held on 31 August 2009. This was followed on 4 September by the Trust's fund-raising dinner. This event was very successful, especially in the light of the economic downturn. Some R40 000 was raised through an auction and another R140 000 in external funding was channelled into community engagement projects. Hosken Consolidated Investment Foundation funded a photographic exhibition on Xenophobia at the fund-raising dinner.

## Conclusion

Overall, the University met or exceeded almost all its research and innovation targets for 2009. This is a fine achievement considering the "stretch" targets set, meaning these were attainable but only with a considerable amount of effort.

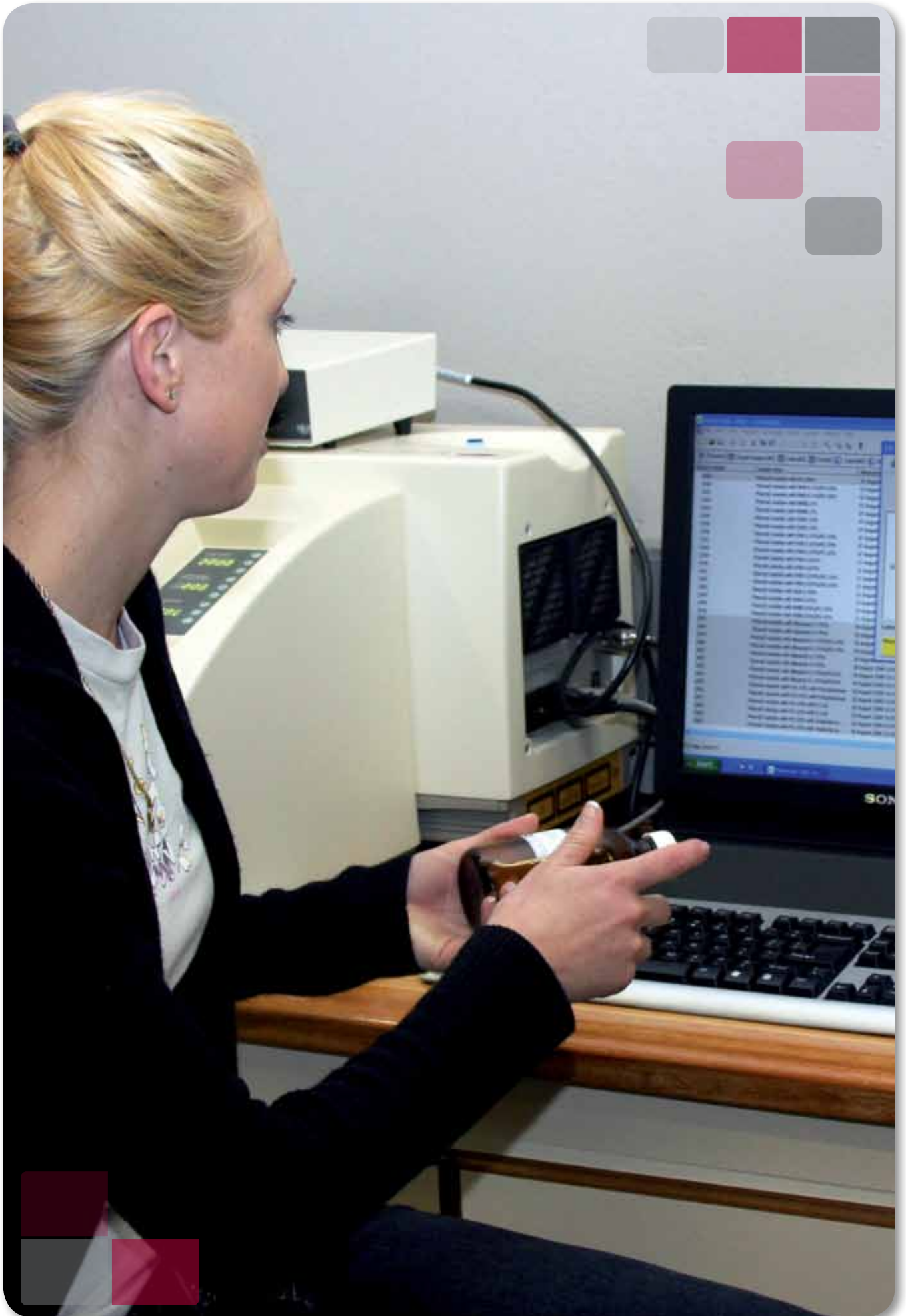
One of the most encouraging results of the year was the progress that both the Mafikeng Campus and the Vaal Triangle Campus made in raising their research output. In the case of Mafikeng, journal output has increased almost

five-fold since 2005, while the Vaal Triangle's tally of rated researchers has grown by similar margins.

Another encouraging trend was the gains made institution-wide in implementing the NWU's expertise commercially and for the benefit of communities, as evidenced by the success of the Community Engagement Office in forming value-adding partnerships with business, local authorities and provincial departments.

There has also been a strong increase in patents filed in South Africa and internationally, in the patent support awarded to the University and in the revenue earned from royalty income. All in all, it was a good year for the NWU's research and innovation efforts, which benefited from a well-crafted strategy, effective execution and coherent, cross-campus teamwork.

**PROF F VAN NIEKERK**  
EXECUTIVE DIRECTOR:  
RESEARCH AND INNOVATION





Prof Johan Rost

## Report of the Executive Director: Finance and Facilities

Physical Infrastructure and Planning completed several larger capital and macro maintenance projects in 2009, thereby helping to improve the University's infrastructure and enhancing the effective functioning of its core business, in support of the Institutional Plan.

### Physical Infrastructure and Planning

#### Introduction

One of the highlights of 2009 was the Department of Higher Education and Training's allocation of R212 million to the University for infrastructure and efficiency funding.

The NWU's submission was the first to be approved by the Minister, enabling the University to move ahead with construction of the undergraduate student residences on the Mafikeng Campus in 2009.

The other projects approved for this campus include the construction of a new Science

complex and postgraduate student residences, and the upgrading of the Molelwane Farm.

The Potchefstroom Campus will benefit from a new Engineering complex and the renewal of space for Life and Physical Science and Health Sciences. The Vaal Triangle Campus will boast a new complex for Teachers' Technical Training. Research equipment for master's and doctoral students in Life and Physical Science was also approved. The funding cycle ends in April 2012.

In an important step towards securing the long-term viability of the University's infrastructure, a 10-year plan was presented to Council, proposing the expansion and

### Finance and Facilities at a glance

Finance and Facilities consists of three divisions, namely Physical Infrastructure and Planning, Information Technology, and Finance. Their functions are as follows:

- ❑ Physical Infrastructure and Planning manages all physical infrastructure, including macro maintenance programmes and the planning and construction of new buildings.
- ❑ Information Technology manages the University's technology systems, programmes and infrastructure.
- ❑ Finance manages the cash flow and money market activities of the NWU.

For the financial reports of the NWU, please refer to page 142.





upgrading of infrastructure on the various campuses.

The Division also finished rolling out new directional and information signage as part of the NWU's corporate branding exercise.

#### Capital expenditure and projects in 2009

The total expenditure on capital building projects amounted to R134,6 million. Roughly 45% of this amount was paid out to Broad-based Black Economic Empowerment (B-BBEE) contractors and suppliers. This was significantly more than the 39% spent on B-BBEE in 2008.

The emphasis was placed on increasing the capacity of teaching-learning facilities and enhancing the student experience by building a student centre on the Mafikeng Campus and upgrading residences on all three campuses. Various laboratories, used both for research and teaching-learning, were also upgraded.

The sole capital project undertaken for the Institutional Office was the relocation of the Creditors and Information Technology Central (ITC) departments to the newly renovated D1 Building. This freed up space on the Potchefstroom Campus, where a space consolidation programme is under way.



- Mr Attie Juyn** 1  
DIRECTOR: INSTITUTIONAL  
INFORMATION TECHNOLOGY
- Ms Elmarie de Beer** 2  
DIRECTOR: FINANCE
- Mr Louis van der Ryst** 3  
DIRECTOR: PHYSICAL INFRASTRUCTURE  
AND PLANNING
- Ms Madelein van der Merwe** 4  
DIRECTOR: INTERNAL AUDIT
- Mr Danie Rothman** 5  
DIRECTOR: TAX SERVICES
- Mr Wessel Jansen van Rensburg** 6  
MANAGER: MONEY MARKET
- Mr Willie van der Merwe** 7  
MANAGER: CACHET PARK







The tables below give more details of the projects that were approved by Council in 2008 and completed in 2009.

#### Mafikeng Campus

New student centre (Total cost: R11,550 million)	R6,805 million
Upgrading of Modiri Molema residence (two blocks)	R5,892 million
New office block for Animal Health	R6,889 million

#### Potchefstroom, Campus

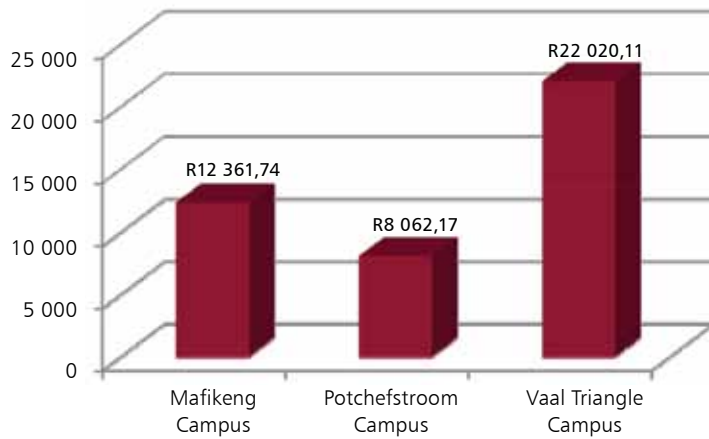
Upgrading of laboratories for Chemistry	R3,686 million
Upgrading of laboratories for Biochemistry	R4,478 million
Upgrading of Kasteel ladies residence	R9,759 million
Upgrading of Klawerhof ladies residence	R5,881 million
Relocation of Town and Regional Planning to De Klerk Huis	R3,477 million
Upgrading of electrical 11 kV network (phase two)	R4,975 million
Upgrading of Hockey Astro	R2,244 million

The construction of the Sports Village is nearing completion. The new building for the School of Theology will be completed in March 2010.

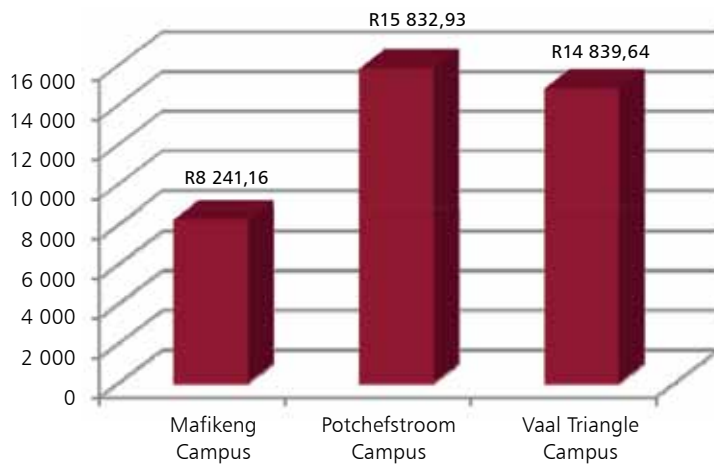
#### Vaal Triangle Campus

Construction of Building 12 (Total cost: R17,917 million)	R6,116 million
Construction of new bus stop	R0,362 million
Upgrading of the Faranani residence	R7,696 million
Remodelling of Quest Conference Centre	R2,927 million

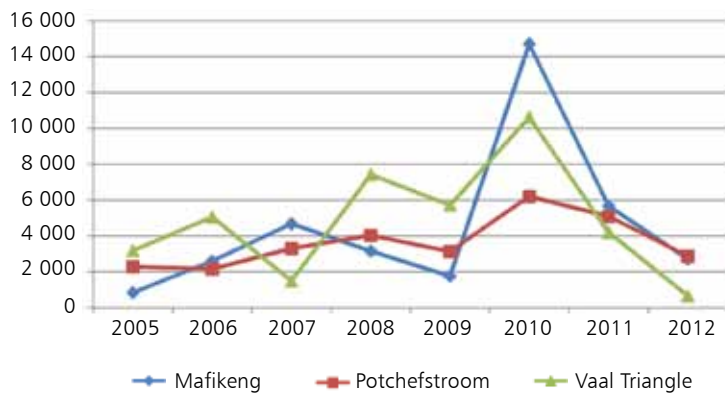
**Investment of new infrastructure per student from 2004 - 2009  
(average student numbers)**



**Investment in upgrading of infrastructure per student  
(average student numbers)**



**Expenditure per student  
(per year)**





### Smaller renovations and macro maintenance in 2009

Physical Infrastructure and Planning oversaw a number of smaller projects, as well as the University's 10-year macro maintenance plan. This work included the upgrading of facilities on the Mafikeng Campus, using a special Merger Fund allocation.

Smaller renovations to the value of R3,8 million were carried out although an amount of R5 million was allocated. The backlogs will be addressed in 2010, as this is a rolling budget.

Of the R7,5 million allocated to macro maintenance projects in 2009, work to the value of R7,466 million was completed. R6,845 million was spent from the Mafikeng Campus Merger Fund allocation.

### Looking ahead to 2010

The main focus for 2010, aligned with the Institutional Plan and the strategic priorities, will be on the Department of Higher Education and Training projects:

#### Mafikeng Campus

##### Department of Higher Education and Training projects

The construction of both the undergraduate and postgraduate student residences will be completed in 2010. The first phase of a new Science complex will begin, starting with the construction of the new Science Education building. In the second phase, scheduled to start in the second semester, additional lecture halls will be built on campus.

##### Projects financed by the NWU

The Campus will be furnished with central

emergency power, thereby streamlining the current configuration of loose-standing units at each building and boosting service delivery to the core business.

The upgrading programme for residences will continue in the second semester.

#### Potchefstroom Campus

##### Department of Higher Education and Training projects

Construction of the new Engineering complex, consisting of lecture halls and offices, will start in 2010. During this project, the Schools for Chemical and Electrical and Electronic Engineering will be relocated. The first phase of space renewal for Life and Physical Sciences, as well as Health Sciences, will also begin.

##### Projects financed by the NWU

Two construction projects are planned, consisting of a new lecture hall complex, E5, and a permanent structure with access control at the Loop Street entrance to the Fanie du Toit sports grounds. In addition, the Excelsior men's residence and Nellie Swart kitchen and dining hall will be upgraded, along with the first floor of the Ferdinand Postma Library.

#### Vaal Triangle Campus

##### Department of Higher Education and Training projects

A new Teachers' Technical Training complex will be constructed, consisting of an academic building and workshops.

##### Projects financed by the NWU

The first phases of a new student centre will be completed in 2010.

The projects completed in 2009 and those planned for 2010 demonstrate the contribution of Physical Infrastructure and Planning to the strategic objectives set in the NWU's Institutional Plan. Firstly, by ensuring that the University has modern and efficient academic and research facilities, the Division is helping to transform the NWU into a balanced teaching-learning and research institution.

Secondly, the Division is contributing to a stronger client focus by expanding and improving infrastructure services, systems and processes. Thirdly, through constant renewal and maintenance of physical facilities, the division is part of the effort to secure the University's long-term sustainability.

## Information Technology

Innovative use of technology is contributing to the NWU's reputation as an accountable, effective and well-managed university with a strong client focus. During 2009, the Information Technology Division undertook a range of projects that have improved the quality and resilience of the core business of teaching-learning, research and the implementation of expertise.

These projects included commissioning the new High Performance Computing Facility, enhancing the University's "e-infrastructure" (electronic learning environment) and improving the computing facilities available to students.

### Research support

#### □ High Performance Computing Facility

On 26 October 2009, the Deputy Minister of Science and Technology, Mr Derek Hanekom, officially opened the NWU's new High Performance Computing Facility in Potchefstroom.

The commissioning of this facility was a milestone in the NWU's strategy to enable and improve research capacity, and came about through close co-operation with key academics and the European e-Infrastructure community. Equally accessible to all researchers of the NWU, wherever they are located, this

facility can easily be upgraded and expanded as needed. It is also environmentally friendly, thanks to the water-cooling system and the improved power-performance ratio of its processors.

#### □ e-Infrastructure enabling e-Science

Researchers at the University are benefiting from the virtual research environment being created through platforms enabling virtual research communities to collaborate from almost anywhere in the world. During the year under review, the NWU officially became a node in the international e-Infrastructure network that is commonly known as The Grid. This international research computing grid is an important enabler of joint research projects and the NWU's early adoption of this strategy has positioned it favourably in the national and international eScience environment. Only a few other South African institutions share this privilege.

### Expansion of the academic/research application portfolio

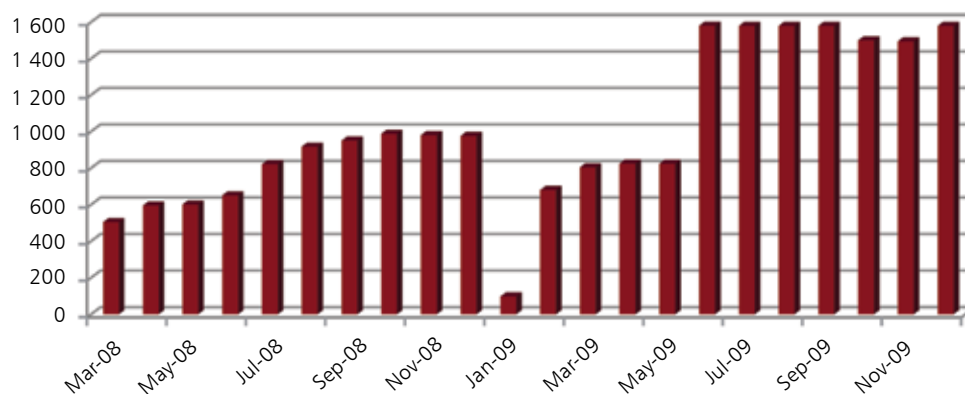
In another contribution to the University's research capacity, Information Technology expanded the academic application portfolio by adding applications used in both qualitative and quantitative research. These include SPSS, a popular statistical analysis tool for behavioural scientists, and Amos, an extension to SPSS for structural equation modelling. Other innovative applications introduced were Atlas TI, which is used for qualitative research, MindManager, a tool for creative thinking and mind-mapping and Refworks for bibliographies. A number of additional modules were also added to the campus-wide SAS licence.

### Teaching-learning

The NWU has a strong track record in using technology to enhance the teaching-learning environment. In 2009, the average number of students actively using eFundi, the standard e-Learning platform, rose to 17 600, an increase of 34% on 2008. This growth went hand in hand with an increase in the number of off-campus students.



The graph below clearly shows the increase in the active number of sites in eFundi.



### Networking infrastructure

The advent of the new SEACOM submarine cable from South Africa to Europe has enabled the NWU to gradually increase its internet capacity. A unique feature of the NWU's internet architecture is the dual internet links it uses. Recent failures of the SEACOM link caused most other universities to completely lose communication to Europe, while the NWU stayed connected.

Unfortunately, the roll-out of the Department of Science and Technology's South African Research Network (SANREN), providing local access circuits to institutions, has been delayed. As a result all NWU campuses are experiencing difficulties in accessing the available SEACOM capacity.

### Other infrastructure improvements

The buildings constructed or renovated on NWU campuses provided opportunities for Information Technology to undertake major network improvements, as well as extensions on all campuses. This trend is expected to accelerate in 2010.

### Computing facilities for students

New computer rooms were added on various campuses while existing computer rooms were upgraded according to the maintenance and replacement schedule.

### □ Mafikeng Campus

For the first time, the network was extended to a student residence, servicing 200 rooms. Four computer rooms with a total capacity of 105 personal computers (PCs) were established/upgraded. Three of these are located on campus and one on the Molelwane farm. One of these computer rooms will be dedicated to the Thuthuka Project and two will be used as reading laboratories for the Academic Literacy Programme being introduced in 2010. A total of 190 PCs in computer rooms were replaced as part of the four-year replacement cycle of the University, bringing the total PCs for students to 1 087.

### □ Potchefstroom Campus

Students had access to a total of 1 034 PCs distributed over 22 rooms. These rooms are regularly upgraded and the operating systems and application software of all PCs are regularly refreshed to ensure optimum performance, reliability and security.

### □ Vaal Triangle Campus

The network was extended to the Quest learning centre, as well as the Faranani student residence. Computer rooms are regularly upgraded according to the maintenance schedule. New computer rooms are also planned for the new buildings being erected. Students now have access to a total of 425 PCs.



### Improved work processes

A number of projects were initiated or completed during the year under review to improve the efficiency of the systems the University uses to manage resources and information flow, and to deliver services to students.

### Enterprise Content Management

In 2009, Information Technology completed most of the technical implementation work for the Enterprise Content Management System. This is a strategic project to facilitate and improve the collaborative processes related to the full life-cycle of documents at the NWU.

The system is based on the internationally acclaimed Alfresco product suite, an open source based content management system. The NWU is initially deploying three distinct repositories, one for each campus, but will review the architecture when the inter-campus bandwidth

situation improves. With pilot testing almost completed, the system will be implemented at all campuses during 2010.

### IT empowerment and training

The NWU started a project to revise and renew its approach to staff training and empowerment through the effective use of ICT:

- ❑ At the Mafikeng Campus, 17 computer courses were offered and 188 campus staff attended at least one of the courses. At the Potchefstroom Campus, information sessions and workshops on relevant topics were held and virtual training facilities made available for a large variety of applications.
- ❑ The Vaal Triangle Campus trained end-users in various applications, especially Microsoft Office 2007, GroupWise and Oracle ERP.

■ A **wise man** always ensures that his **financial position** dictates his expenses.

■ – PROF JOHAN ROST, EXECUTIVE DIRECTOR: FINANCE AND FACILITIES

#### Business systems improvements

##### □ Successful implementation of the Varsity Vending System

This system, which manages the NWU's supply chain processes, was implemented on the Potchefstroom Campus in April 2009. The system is tightly integrated into the Oracle iProcurement System, and is capable of tight stock and financial controls.

However, it is an extremely complex system, especially the stock control module, resulting in an exceptionally high learning curve for all involved. Nevertheless, the implementation was highly successful on the whole, and the system should provide excellent services to its users.

##### □ Varsity Student System (VSS)

The integration and implementation of the short courses management module of VSS has increased the functional richness of the application and improved operational processes. The application process has been streamlined and simplified, while the integration will ensure safe storage of student data.

The improved integration of the student registration application with Oracle ERP's Stock Control System has also been completed. This has significantly improved service levels to students in the issuing of study guides during the registration process.

##### □ KIDZ Alumni System Implementation and Integration to VSS

The KIDZ Alumni Management System was successfully implemented at all campuses. It will also be integrated to VSS for easier transfer of alumni information. Some additional functionality will be enabled in 2010 to support financial aspects of the application with improved integration into the central financial systems.

#### Future developments

The NWU is already experiencing the benefits of systems integration in improved integrity and reliability of information. A number of other projects are under way to further

improve efficiency, raise productivity and increase service levels.

##### □ Study material production management

This project is aimed at modernising and replacing the existing study guide production system, which dates back to the pre-merger era. The new system, which will be implemented at all three campuses, is scheduled to be in production by July 2010.

##### □ Building space management

A new building space management system is under development, which will make it easier to report on and manage building space on all campuses. It will comply with the latest government requirements for utilisation reports.

##### □ IT profile management

The NWU is establishing a new IT profile management system that will incorporate sophisticated identity management technologies, improve the provisioning of services to clients and support greater reliability and control of service levels.

## Conclusion

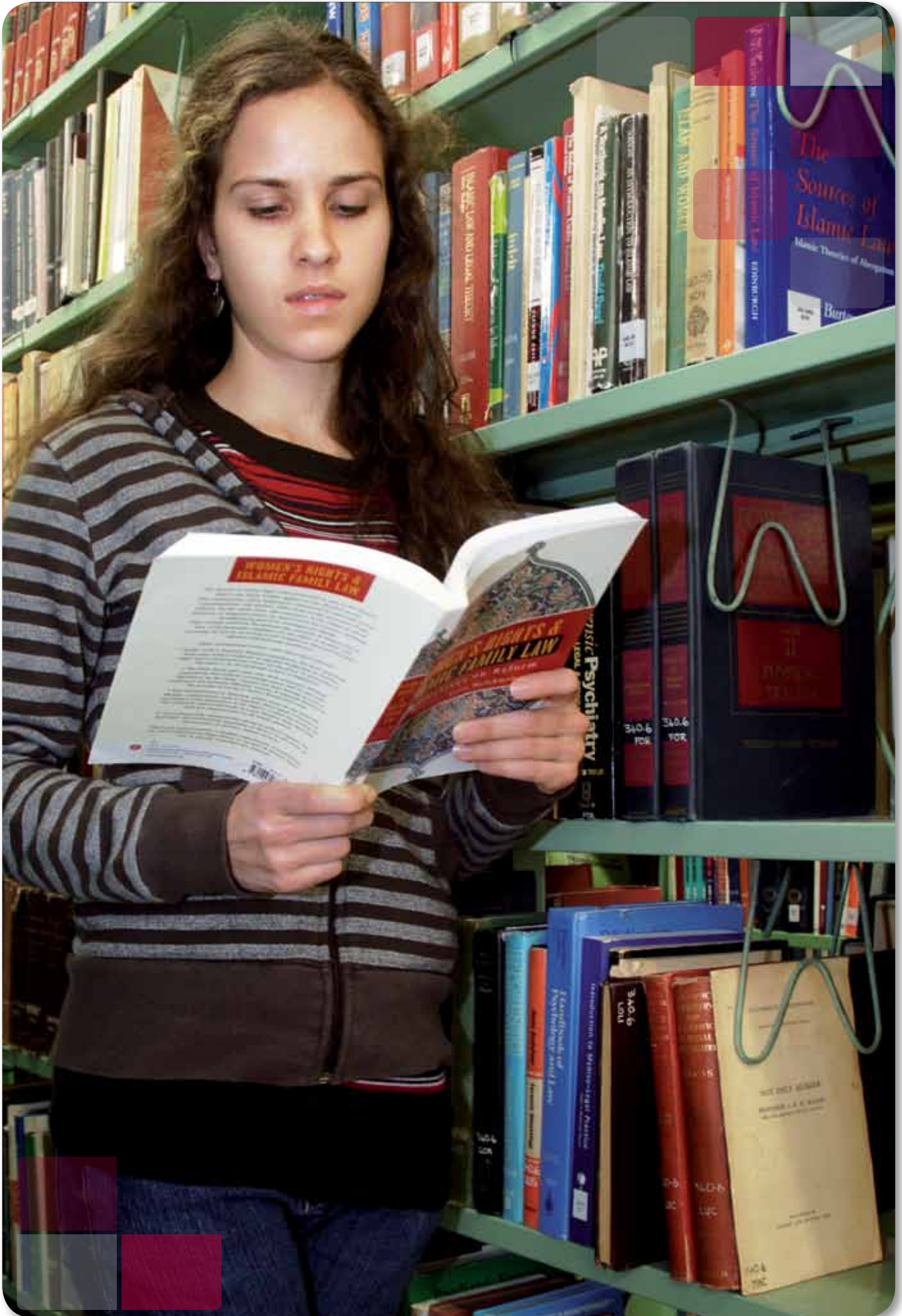
The University's infrastructure has been singled out as the best maintained infrastructure of all higher education institutions. Its information technology systems, too, are highly regarded, and elicited very favourable comment from the Higher Education Quality Committee panel that conducted the institutional quality audit in March 2009.

The total investment in infrastructure of R145,8 million in 2009 is testimony to the University's commitment to maintain the current facilities at a high level and expand infrastructure to ensure sustainable growth in the future.



**PROF IJ ROST**  
EXECUTIVE DIRECTOR:  
FINANCE AND FACILITIES









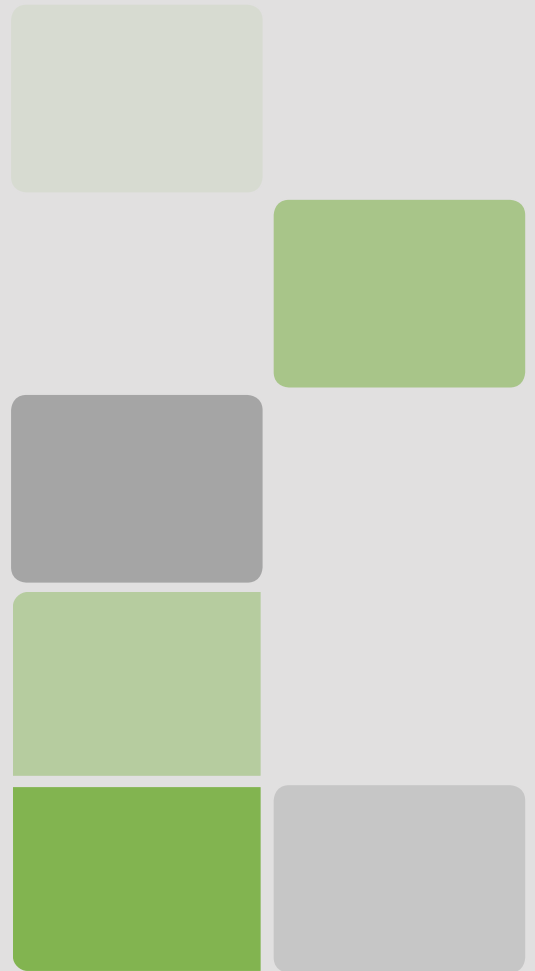
Strive towards excellence, but always keep  
an eye on the weather.

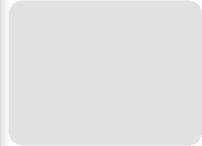
– PROF DAN KGWADI, CAMPUS RECTOR: MAFIKENG



# CAMPUS OVERVIEW

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Prof Dan Kgwadi

# Mafikeng Campus Overview

In an industrious year that went exceptionally smooth, the Mafikeng Campus delivered a strong performance across most of its core business.

**In four out** of five academic faculties, pass rates among first-year students reached record levels, with Education and Human and Social Sciences producing particularly good results.

In research, campus capacity was boosted through the signing of agreements with leading institutions and steps were taken to improve the faculties' capacity to supervise

master's and doctoral students. In the third area of the core business, implementation of expertise, the Campus was privileged to share its knowledge with communities, government and business through training and commissioned research.

It was also a pleasure to host the 2009 Soccer and Boxing Championships of University Sport South Africa (USSA).

Student enrolments 2009	
Undergraduate	7 170
Master's	551
Doctoral	102
<b>Total</b>	<b>7 823</b>

Composition of undergraduate students		
First years	Contact	1 251
	Distance	2
Seniors	Contact	4 989
	Distance	1 581

*Graduation ceremonies were held on 22 to 24 April and on 8 and 9 October 2009.*

*A total of 2 319 certificates, diplomas and degrees were conferred in 2009.*

Diplomas and degrees conferred in 2009	
Certificates and diplomas	1 151
Bachelor degrees	807
Honours degrees	246
Master's degrees (including MBA)	103
Doctorates	12
<b>Total</b>	<b>2 319</b>

Graduates per faculty in 2009	
Faculty of Agriculture, Science and Technology	283
Faculty of Commerce and Administration	423
Faculty of Education	1 140
Faculty of Human and Social Sciences	371
Faculty of Law	102
<b>Total</b>	<b>2 319</b>



## Campus highlights in 2009

- ❑ Law students from the Campus represented South Africa at the International Humanitarian Law Moot Competition held in Arusha, Tanzania in November 2009. The team performed very well, losing to the University of Zimbabwe in the final round. A member of the Campus's team, Ms Mugunyani, won the Best Oralist Award and also received an offer for a three-month internship at the International Criminal Tribunal for Rwanda in 2011.
- ❑ October 2009 marked the start of a year-long visit to the Campus' Population and Health Unit by Dr A Khasakhala, a population scientist from the University of Nairobi. Dr Khasakhala is also a Council member of the Union for African Population Studies (UAPS).
- ❑ The Setswana Monolingual Dictionary (Thanodi) was authored and launched on the Mafikeng Campus, whose Setswana Department also held the Professor Setshedi memorial lecture.
- ❑ The Business Centre was a major player in the consortium that was awarded a contract worth about R10 million to offer a Certificate Programme in Municipal Finance. This programme has been accredited by the National Treasury, Local Government Sector Education and Training Authority and the NWU's Institutional Committee for Academic Standards.
- ❑ Sport teams from 18 universities converged on the Mafikeng Campus in December 2009 for the Football Club Championships of University Sport South Africa (USSA). The Mafikeng Soccer Institute team were the 2009 champions in the male section.
- ❑ The Library opened a facebook page to improve communication with students and enable them to comment about the library services.
- ❑ At the Faculty of Law's Annual Conference and Law Dinner held on 20 October 2009, the guest of honour was Justice Mogoeng Mogoeng, the then Judge President of the Mafikeng High Court.



- Prof Mogege Mosimege** 1  
VICE-RECTOR: ACADEMIC,  
TEACHING-LEARNING AND RESEARCH
- Prof Sevid Mashego** 2  
VICE-RECTOR: QUALITY AND PLANNING
- Mr Robert Kettles** 3  
CAMPUS REGISTRAR
- Mr Koos Degenaar** 4  
DIRECTOR: MARKETING  
AND COMMUNICATIONS
- Mr Etienne Mostert** 5  
DIRECTOR: FINANCE
- Mr Lester Mpolokeng** 6  
EXECUTIVE MANAGER:  
OFFICE OF THE RECTOR
- Mr Joseph Satheke** 7  
MANAGER: STUDENT AFFAIRS
- Prof Reinford Khumalo** 8  
DEAN: FACULTY OF COMMERCE  
AND ADMINISTRATION
- Prof Melvin Mbao** 9  
DEAN: FACULTY OF LAW
- Prof Dawid Gericke** 10  
DEAN: FACULTY OF EDUCATION
- Prof Lulama Qalinge** 11  
DEAN: FACULTY OF HUMAN  
AND SOCIAL SCIENCES
- Prof Mashudu Maselesele** 12  
DEAN: FACULTY OF AGRICULTURE,  
SCIENCE AND TECHNOLOGY





## Teaching-Learning

Based on academic success rates for the year, the Campus produced its best results since the merger in 2004. The overall rate for completed Full-time Equivalents (FTE) was 84,2% compared to 79,8% in the previous year. Among first-year students, the average pass rate was 79,2% against 75,9% in 2008, while the pass

rate for second-year, third-year and fourth-year students, respectively, was 80,73%, 87,84% and 93,56%.

The table below, comparing the faculties' first-year success rates since 2006, illustrates the steady gains made in the past four years.

### Academic success rate of first-year students per faculty

Faculty	2006	2007	2008	2009
Human and Social Sciences	75,72%	80,43%	82,58%	90,30%
Law	58,49%	54,74%	76,07%	81,64%
Commerce and Administration	70,64%	69,56%	75,69%	77,84%
Agriculture, Science and Technology	72,93%	66,83%	72,50%	77,11%
Education	58,90%	82,27%	89,92%	94,15%

The good results achieved in 2009 reflect the effectiveness of the Campus's efforts to strengthen teaching-learning through Supplemental Instruction and academic literacy programmes, and by giving lecturing staff opportunities to improve their qualifications and teaching skills.

The Campus succeeded in deepening the impact of Supplemental Instruction by appoint-

ing a coordinator to manage and monitor all aspects of the programme, as well as by recruiting and training a significant number of Supplemental Instruction leaders and facilitators.

During 2009, Supplemental Instruction was available in 89 modules, distributed across the five faculties. The following table summarises the implementation of Supplemental Instruction on the Mafikeng Campus during 2009.

### Supplemental Instruction per faculty in 2009

Faculty	Number of facilitators	Number of modules
Agriculture, Science and Technology	34	29
Law	8	6
Education	8	8
Human and Social Sciences	21	19
Commerce and Administration	45	27

Other highlights of the drive to strengthen teaching-learning in 2009 were:

- ❑ The appointment of four academic staff members to lecture Academic Literacy, namely Dr GTG Naicker, Mr KS Magogodi, Mr J Laloo and Mr N Maduna.
- ❑ Academic workshops held to create aware-

ness among lecturers about the process of writing and publishing study guides.

- ❑ Preparations to begin offering Understanding the World modules. The Faculty of Education and the Faculty of Commerce and Administration will offer these modules from 2010, with other faculties following in 2011.



□ The Law Faculty's Staff-Student Indaba, held on 15 October 2009, to assess the relevance of the LLB programme and deal with various teaching issues, including assessment criteria, methods and processes. The Faculty has also engaged with the Southern African Law Deans Association, the Southern African Association of Law Teachers, the Council on Higher Education and external examiners.

In addition, the Campus continued to make academic quality a priority. The Quality Assurance Office finalised the Campus's preparations for the Higher Education Quality Committee (HEQC) Institutional Audit in March 2009. On the whole the audit, including the visit to the Mafikeng Campus, went well.

Furthermore, internal programme evaluations in the support services were completed, focusing on the library and academic services. External programme evaluations were conducted for the BSc Animal Health, BSc Animal Sciences and Development Studies as a subject.

Through the building construction and upgrading programme, the Campus continued to improve academic, research and management facilities. Projects completed in 2009 included storage rooms for archives, records and exam papers, the new student centre, extensions at the Campus's Molelwane farm and additional offices for academic staff at the Animal Health Centre. At the same time, renovations to academic buildings, residences and recreational facilities continued as planned.

### Research

There were some very positive developments around research during the year. Firstly, the research output of the Campus showed an increase in 2009 compared to the previous year. In the case of journal articles, research output for the year came to 32,31 units against 26,13 units in the previous year.

The table below gives a breakdown of each faculty's performance in respect of articles published in accredited journals.

#### Journal article output per faculty in 2009

Faculty	Total South African units	Total ISI units	TOTAL UNITS
Human and Social Sciences	1,50	0,83	2,33
Agriculture, Science and Technology	1,33	25,52	26,85
Commerce and Administration	1,00	0,63	1,63
Law	1,00	0,00	1,00
Education	0,00	0,00	0,00
Vice-Rector	0,00	0,50	0,50
<b>Total number of units</b>	<b>4,83</b>	<b>27,48</b>	<b>32,31</b>



There has also been a general decline in the number of postgraduate students at master's and doctoral level. While this has been a trend on all NWU campuses, the decrease at the Mafikeng Campus was also partly due to the constraints imposed on postgraduate supervision.

Each faculty could only register students on condition that the faculty concerned had the necessary capacity to supervise such students. For instance, no new supervisory responsibilities were allocated to staff members whose highest qualification was a master's degree. The Campus has been addressing the issue of

supervisory capacity by appointing the most highly qualified staff available and encouraging existing staff to study further.

On this note, two lecturers obtained their doctorates during 2009. Mr M Motshedi obtained his DPhil in Social Work after completing a doctoral thesis entitled "A social work programme for poverty-stricken rural families in the Northern Cape Province of South Africa". Ms M Molukanele obtained her DPhil for her work on "The impact of teenage pregnancy on the educational aspirations of female learners, North West Province, South Africa".

Staff with doctorates	2006	2007	2008	2009
Number of permanent academic staff with doctorates as highest qualification, as % of total permanent academic staff	19%	24%	24%	30%



In another positive step for capacity development, this time in Healthcare, the School of Nursing received a grant of R18,5 million from Atlantic Philanthropies. This led to the signing of a Memorandum of Understanding with McMaster University in Canada for research and academic collaboration.

Among other things, the two parties will cooperate in developing and enhancing research skills through publications and mentoring, and by introducing staff and student exchange programmes in Nursing and related healthcare fields. They also agreed to jointly organise workshops in South Africa on Problem-Based Learning. The first such workshop was held in November 2009 and was attended by representatives from the University of the Western Cape, University of Fort Hare, University of Venda and the North West Provincial Department of Health.

In addition, the Campus collaborated with a number of other international organisations:

- ❑ The Population and Health research niche area worked closely with the University of Oxford's Oxford Institute of Ageing on the International Research Project on "Exploring Migration and Intergenerational Relations Amongst African Migrants to Britain, France and South Africa".
- ❑ The Chemistry Department signed a Memorandum of Understanding for trilateral cooperation in Science and Technology with the India-Brazil-South Africa (IBSA) Forum.
- ❑ The Institute of Symmetry and Mathematical Modelling, which is part of the Department of Mathematical Sciences, hosted four renowned visiting scholars who presented their work to staff and postgraduate students.

## Implementation of expertise

Industry, government agencies and communities in the North West Province continued to benefit from the Campus's expertise in Agriculture, Law and Health:

- ❑ The School of Agriculture was awarded a

five-year contract worth R800 000 from the Provincial Department of Agriculture to train 40 students on a part-time basis.

- ❑ Professor L Qalinge, acting Dean of the Faculty Human and Social Sciences was appointed board member of the Human Sciences Research Council (HSRC).
- ❑ In partnership with the Departments of Education and Science and Technology, the Faculty of Agriculture, Science and Technology hosted the National Science Week.
- ❑ The Population and Health research niche area collaborated with the national Department of Social Development, the country office of the United Nations Population Fund, the North West Provincial Department of Health and Social Development, the Human Sciences Research Council and Statistics South Africa.
- ❑ The Community Law Centre provided free legal services to communities around Mafikeng, held workshops for school learners and offered practical legal training to law graduates. During 2009, the Centre received external funding for its work from the Aulai Trust, the Department of Justice and the Attorneys Fidelity Fund.
- ❑ The Campus's Department of Social Work collaborated with the Department of Social Development, which is providing bursaries to a number of social work students.

## Student affairs

To deliver well-rounded graduates, the Mafikeng Campus enables students to develop their talents in sport, culture, community service and student leadership. Such opportunities abounded during 2009 and, to their credit, were seized by students.

An example is the group of law students who represented the NWU at the 18th All Africa Human Rights Moot Court Competition held at the University of Lagos in Nigeria in August 2009, followed by the International Humanitarian Law Moot Competition in Tanzania in November 2009. This group did the entire University proud by reaching the final round of the International Humanitarian Law event



- In most **academic faculties**, **pass rates** amongst
- first-year students reached **record levels** in 2009.
- – PROF DAN KGWADI, CAMPUS RECTOR: MAFIKENG

and being placed second after the University of Zimbabwe.

#### □ Student governance

The Campus Student Representative Council (CSRC) amended the campus constitution which was signed and accepted on 14 August 2009. The 2009/10 CSRC elections were contested by one independent and three political student substructures. All the parties that contested the elections accepted the outcome and signed an agreement to that effect.

On 24 October 2009, the CSRC entered into a joint collaboration with Diphateng Tourism Enterprise to host a pre-examinations function. This venture, a first for the CSRC, has set the basis for collaboration of this kind.

The Mafikeng CSRC's leadership capabilities were singled out for recognition when its president was also chosen as president of the Institutional Student Representative Council.

#### □ Sport

The Sport Department and All Sport Council successfully oversaw a full programme of campus, inter-campus, regional and national sports events. Among them were major University Sport South Africa (USSA) events such as the 2009 Boxing and Soccer Championships, which the Campus hosted, along with the South African Boxing Organisation (SANA-BO) Cadet Championships.

Overall, the Campus's sports teams performed extremely well in the various sporting codes in which the Campus participates. Below are some of the sporting highlights of the year.

**Aerobics:** The aerobics club earned three gold, two silver and one bronze medal at the USSA tournament, along with one gold and one bronze medal at the Fitness in the Jungle event in Pretoria. In the group exercise competition in Rustenburg, the club was awarded a silver medal.

**Table tennis:** The women's team had an excellent year, winning first place overall in the

USSA event. Six players went on to represent the North West Province at the South African national table tennis tournament.

**Netball:** Four players represented the North West Province at the South African nationals.

**Softball:** Three players were selected for the USSA national squad.

**Body building:** Six students represented the North West Province at the national tournament of the International Federation of Body Building (IFBB).

**Cross country:** The team received two bronze medals at the SA National Cross Country championships.

**Ju-Jitsu:** 14 students represented the North West Province at the SA Nationals, receiving seven bronze and two silver medals. At the Cape of Storms Competition, the team's medals tally was an impressive 37.

**Soccer:** Two Soccer Institute players were selected to play for South Africa's under 20 national team during the under 20 World Cup in Rwanda. In another achievement, five Soccer Institute players were selected for the national under 21 team of USSA. They were part of the team that played in the provincial tournament held in Bloemfontein in April 2009. As part of the community engagement programme, the Soccer Institute's coaches assisted Barolong High School learners to prepare for the Kay Motsepe National Championships in Limpopo.

**Volleyball:** Eight players represented the North West Province at the SA Nationals.

**Wheelchair tennis:** Two players represented the North West Province at the Wheelchair Tennis South Africa (WTSA) competition.

#### □ Cultural activities

Various student cultural groups were in the spotlight with their singing, dancing and poetry performances. Some of the main events of



the year were the June 16 Dance Sport Festival, a national event held annually to celebrate June 16, and the Campus Talent Festival, an annual competition where students showcase their artistic capabilities.

Other noteworthy projects were: Friends in Arts and Culture, which is a community project that the Cultural Office undertook in collaboration with the Department of Communications and Marketing, the National Choir Festival Regional Eliminations, in which the Choir took third place in both the Western and Vernacular categories, the Reunion, a poetry show, and the Diversity Festival, a cultural festival with an international flavour.

#### □ Student wellbeing

- The following HIV/Aids programmes were conducted: Scrutinise Campaign, Peer Education Exchange Programme, Multiple Concurrent Sexual Partners, Voluntary Counselling and Testing and the Outreach Programme. The latter involved school visits to Lokaleng Middle, Nelson Mandela High, Moledi High and Bodibe Middle.
- The Guidance and Counselling Centre conducted 920 consultations to place students in the correct programmes and trained 48 students as peer helpers. Peer helpers do not undertake any counselling activities but identify students in need of counselling. They report to the Centre every month and attend regular debriefing sessions.
- The Disability Unit assisted 19 students

with disabilities and managed two sponsorships. The first sponsorship, provided by the Campus Rector, enabled a visually impaired student to attend Braille training at the South African Institute for the Blind in Pretoria. For the second sponsorship, the Carl and Emily Fuchs Foundation donated a scanner to the Disability Unit and two laptops for students with disabilities.

## Conclusion

Overall, the Mafikeng Campus has reason to be satisfied with its performance in 2009 and particularly with the progress made in strengthening teaching-learning and expanding the implementation of expertise. Campus Management acknowledges that more work needs to be done to improve research output and so is investing in research capacity development as the cornerstone of the dynamic culture of research to which the Campus aspires.

The coming academic year will provide many opportunities for the Campus and its staff to pursue knowledge and innovation to the benefit of communities and to the credit of the University.

**PROF ND KGWADI**  
CAMPUS RECTOR: MAFIKENG



Prof Annette Combrink

# Potchefstroom Campus Overview

In 2009 there were few distractions from the running of the core business on the Campus. Staff and students were focused on their teaching-learning activities and students participated with enthusiasm in cultural and sports activities.

**Further implementation of** the research entity model went well, although some minor aspects of the newly established niche areas had to be revisited. Research output was steady and compares favourably with the results of previous years.

It is clear, however, that lecturers are under growing pressure as a result of the increase

in student numbers, which may limit the time available for research and other activities.

The Campus continued to promote a culture in which all students can feel at home, knowing they have the support they need to lead a constructive student life, take part to the full in social activities and be part of a vibrant academic environment.

Student enrolments 2009	
Undergraduate	35 828
Master's	1 845
Doctoral	587
<b>Total</b>	<b>38 260</b>

Composition of undergraduate students		
First years	Contact	3 420
	Distance	350
Seniors	Contact	13 533
	Distance	20 957

Graduates per faculty in 2009	
Faculty of Arts	315
Faculty of Natural Sciences	476
Faculty of Theology	156
Faculty of Education Sciences	6 064
Faculty of Law	223
Faculty of Economic and Management Sciences	1 351
Faculty of Engineering	287
Faculty of Health Sciences	1 412
<b>Total</b>	<b>10 284</b>

Diplomas and degrees conferred in 2009	
Certificates and diplomas	5 549
Bachelor degrees	2 630
Honours degrees	1 493
Master's degrees (including MBA)	518
Doctorates	94
<b>Total</b>	<b>10 284</b>

It has been **encouraging** to see the **increasing diversity** of the Campus's **student and staff profile**.

– **PROF ANNETTE COMBRINK, CAMPUS RECTOR: POTCHEFSTROOM**

## Campus highlights in 2009

- ❑ Two new management appointments were made. Prof Herman van Schalkwyk was appointed as Campus Rector from 1 February 2010 and Prof Amanda Lourens was appointed as Vice-Rector Academic: Research and Planning.
- ❑ The Campus ended the year with 108 NRF-rated researchers, up from 100 in the previous year.
- ❑ The academic programme alignment, which was a major activity of the year, was successfully concluded with a view to implementation in 2010.
- ❑ The Sports Village was planned to provide accommodation for sportsmen and women using the Campus's facilities. The project gained momentum in December 2009 when the national soccer team of Spain decided to make the Sports Village their team base hotel for the FIFA World Cup.
- ❑ Special sports achievements included Sunette Viljoen (javelin) winning gold at the World Student Games, and the rugby team beating the Kopsies for the fifth consecutive year at the Intersarsity Tournament. The Campus was the overall winner of the competition and the Rugby Institute made it to the finals of the Varsity Cup.
- ❑ Human rights training was provided to the entire student leadership and transformation portfolios were introduced in residence committees to fast-track leadership development.
- ❑ The new symphony orchestra was established and held its first concerts.
- ❑ The Campus celebrated its 140<sup>th</sup> anniversary. The celebrations started in June in Burgersdorp, the original birthplace of the Campus which, before January 2004, was the Potchefstroom University for Christian Higher Education.
- ❑ In September the NWU became the first university in the country to establish a mobi-site, which prospective students can access via their cell phones. By using this, they can obtain all the information they need to choose courses and to apply.
- ❑ Graphic Design in the School of Communication Studies has been nominated the best design school in the country.



- Prof Mariëtte Lowes** 1  
VICE-RECTOR: ACADEMIC
- Prof Daan van Wyk** 2  
VICE-RECTOR: QUALITY AND PLANNING
- Ms Dorothy August** 3  
CAMPUS REGISTRAR
- Mr Bobo van der Westhuizen** 4  
CHIEF DIRECTOR: FINANCE AND FACILITIES
- Mr Theo Cloete** 5  
DIRECTOR: MARKETING AND COMMUNICATION
- Prof Hendré Reyneke** 6  
DEAN OF STUDENTS
- Prof Dries du Plooy** 7  
DEAN: FACULTY OF THEOLOGY
- Prof Elsabé Loots** 8  
DEAN: FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES
- Prof Petra Engelbrecht** 9  
DEAN: FACULTY OF EDUCATION SCIENCES
- Prof Kobus Pienaar** 10  
DEAN: FACULTY OF NATURAL SCIENCES
- Prof Albert Helberg** 11  
ACTING DEAN: FACULTY OF ENGINEERING
- Prof Jan Swanepoel** 12  
DEAN: FACULTY OF ARTS
- Prof Francois Venter** 13  
DEAN: FACULTY OF LAW
- Prof Marlene Viljoen** 14  
DEAN: FACULTY OF HEALTH SCIENCES





A total of 10 284 certificates, diplomas and degrees were conferred at 42 graduation ceremonies, which took place at the following venues and dates:

Potchefstroom - 2 to 25 March, 13 to 15 May, 1 June, 9 to 15 September, 30 October, 25 to 26 November

Polokwane – 2 June and 30 November

East London – 6 June and 4 December

Durban - 4 June and 2 December

Upington – 5 February

Kimberley – 30 May

Cedar College – 8 April

Windhoek – 3 April and 18 November

Ongwediva – 1 April and 16 November

## Teaching-Learning

Student numbers increased in 2009 and a total of 38 260 residential and off-campus students were registered, an increase of 9% on the previous year. The registration process went smoothly, despite the increased number of students, as the School for Continuing Teacher Education assisted with the registration of off-campus students. Electronic registration for students who have passed all modules the previous years also contributed to the success of the 2009 registration process.

The recruitment of students was based on the 2010 enrolment plan, which has a clear focus on increasing the number of black students and on recruiting more students in Science, Engineering and Technology, as well as Business Sciences, as opposed to the Humanities.

In 2009, the first group of 30 black recruits for the Chartered Accountancy programme were enrolled and mentored throughout the year. A significant number of students were recruited from the Royal Bafokeng nation and enrolled in the foundation phase of the BEd programme, with another 20 students recruited for the intermediary phase.

The Academic Literacy (AGLA/AGLE) modules in Afrikaans and English were introduced as a pilot project for the NWU. The aim is to improve the competence of first-year students

in writing and reading, computer literacy and general study skills.

During the promotion process, 17 lecturers were promoted to the position of senior lecturer and 24 others were made associate professors and professors.

A total of 24 staff members received Institutional Teaching Excellence Awards (ITEAs). Six of these award winners were also nominated for the Higher Education Learning and Teaching Association of South Africa (HELTESA) staff awards.

Faculties have varying needs in terms of formative assessment, with the main differentiator being the number of students in class rooms. In the light of faculties' differing needs, the assessment model was investigated and adapted.

The revised model suits the majority of faculties but, where other faculties evaluate their own practices, they do so using a clearly defined measure. This measure resulted from an audit into the assessment practices in one of the faculties doing self-evaluation.

The Campus again took its graduation ceremonies to centres throughout South Africa, as well as to Namibia. This makes it possible for students to be at ceremonies they could not otherwise attend due to cost and distance considerations. In turn, this generates goodwill among students and projects a positive image of the Campus and the University.

Similarly, off-campus graduation ceremonies were held for distance education students in the Education Sciences and Health Sciences faculties. Ceremonies were held in East London, Durban, Upington, Kimberley, Polokwane, Cedar College and Namibia.

Other academic matters attended to in 2009 were:

- ❑ Quality assurance of nine academic programmes, of which four were external



programme evaluations and five internal programme evaluations.

- ❑ The compulsory external moderation of all exit-level modules, a practice that was introduced in 2008.
- ❑ Equipping 173 lecture rooms with multimedia facilities with an estimated replacement value of approximately R10 million.
- ❑ The production and distribution of 3 583 study guides.
- ❑ Greater use of the electronic learning platform, e-Fundi, and the introduction of Facebook and other discussion groups.
- ❑ The more effective use of electronic media at the Campus's Ferdinand Postma Library. As a result, the Library rose from 49<sup>th</sup> position in Africa on the Ranking Web of World Universities at the end of 2008 to 14<sup>th</sup> position in July 2009.

## Research

Research activities continued within the framework of the research entity model, which has been fully implemented. Although all entities have easily settled into this arrangement, it became evident during 2009 that the newly established niche areas needed additional support and provision has been made in the budget for 2010.

The Campus wishes to acknowledge the standing of its two A-rated NRF researchers,

Prof Harm Moraal and Prof Marius Potgieter, both from the School of Physical and Chemical Sciences. The number of NRF-rated scientists on the Campus increased from 100 to 108.

The following activities across faculties reflect the national and international recognition given to researchers:

- ❑ Prof BH Harvey has been invited to join the Serotonin Club, a worldwide society focusing on research on the role of serotonin in the body.
- ❑ Mr G Keretsetse has been recognised as the top Occupational Hygiene student by the South African Institute for Occupational Hygiene for research performed on DNA damage incurred by petrol attendants.
- ❑ The School for Economics has been contracted by the Department of Trade and Industry to determine export opportunities available for South Africa.
- ❑ The Faculty of Engineering holds four Department of Science and Technology research chairs. They are in Nuclear Sciences, Hydrogen Energy, Renewable Energy and Coal Technology.
- ❑ Mr Werner van Antwerpen has received the Harry Mendill award for exceptional master's research in Nuclear Engineering.



### Implementation of expertise

By consistently and successfully managing relations with industry partners, the Campus is transferring expert knowledge and skills through contract research, consultations and other third-stream activities. In the process, it is generating significant amounts of third-stream income for the University.

Some of the most noteworthy achievements of 2009 were:

- ❑ The automated machine translating system that the Centre for Text Technology (CTeX) implemented for the Department of Arts and Culture, entitled *Autshumato*.
- ❑ The five patents registered in the Faculty of Health Sciences.
- ❑ The Faculty of Engineering obtaining THRIP projects to the total value of R55,5 million, which is the highest in the country.
- ❑ The School of Business Management presenting a course in entrepreneurship to the value of R5,4 million to the Department of Correctional Services.
- ❑ The Faculty of Law providing a service to the North West Premier's Office by developing environmental laws for the Province.

Over and above these commercially driven projects, the Campus has also been involved in many community service projects. Most of these are learning projects based on the

formal curriculum or on specific skills development requirements.

During 2009, faculties launched new projects or continued with existing ones:

- ❑ The Potchefstroom Business School launched a project at Aardklop, the annual arts festival held in Potchefstroom, to support up-and-coming entrepreneurs.
- ❑ The long-running Sediba project in the Faculty of Natural Sciences focuses on improving the skills of Science and Mathematics teachers and continues to have a substantial impact on the community.
- ❑ In the Faculty of Health Sciences the Farm Labour and General Health (FLAGH) project sought to improve the health status and quality of life of farm workers. The project, which has been running for several years, relies on the active participation of various government departments, agricultural organisations and municipalities.
- ❑ Various projects in the Faculty of Arts, such as the ATKV Writing School, the Creativity Centre and the Musikane Project have for some years been making a valuable contribution to the community.
- ❑ Another long-standing initiative, the Ikateleleng Project, offered tutorial support to learners in previously disadvantaged communities. The pass rate of students in this programme was 80%, compared with the 62,5% nationally.

## Student affairs

Students on the Campus participated enthusiastically in sport, cultural and leadership activities, while making good use of the student support and counselling services available.

### ❑ Student governance

The Campus Student Representative Council (CSRC) introduced a clear theme for their term of office: creating and inculcating a culture of respect and tolerance on the Campus. This was put into practice through training in human rights for the entire student leadership complement, and introducing transformation portfolios in residence committees. The CSRC chairperson, Ms Adele Croucamp, not only won an Abe Bailey Scholarship but was also awarded the Rhodes-Mandela Scholarship for master's study.

### ❑ Student wellness and counselling

The Campus Health Care Centre, which provides an one-stop service to students and some staff, inaugurated its new facilities in March 2009. The Centre extended its staff complement by appointing a psychologist to augment the services of the medical personnel and the social worker. In addition, a medical doctor was appointed as manager of the Centre. In total, the Centre assisted 5 636 patients in 2009, more than double the 2 216 of the previous year.

The Higher Education AIDS Project (HEAIDS) functioned well, having been phased into the normal campus activities as planned.

The student counselling service again helped students make sound study and career choices, and assisted with admission requirements and special admissions. It also provided psychological counselling and assisted students with disabilities. The peer help programme was useful in supporting students with a wide variety of problems.

Financial Support Services, which manages all financial support to students, received an "Excellent" rating from the National Student Financial Aid Scheme (NSFAS). The bursary

allocation process ran so successfully that, by August 2009, 80% of NSFAS funds had been received and distributed to students.

Although there was more bursary support for needy students, the availability of private accommodation at fair prices was a serious problem for NSFAS students who did not qualify for hostel accommodation.

### ❑ Sport

One of the most exciting developments of the year was the news that the Spanish national football team would be using the PUK Sports Village as their team base for the 2010 World Cup. This news gave special impetus to the Sports Village project, consisting of 80 rooms with 160 beds, heated pool and conference facility and an upgraded soccer pitch that complies with FIFA standards, among others.

The High Performance Institute (HPI) had a highly successful year. Apart from hosting an estimated 1 000 international athletes, the HPI attracted a number of high-profile sports teams. The under-19 team of Mamelodi Sundowns has made this their base, and the facility is also used by the African division of the International Cycling Union, Leopards Rugby, the South African Football Association referees' training group, the NWC International Cricket Coaching Camp and the Protea Cricket team, among others.

The Campus's commitment to sport development saw a number of training initiatives involving schools and other groupings taking place. Hundreds of participants and teachers/officials participated in these initiatives.

Across the major sports codes, student sport competitions were hugely popular among sportspeople and spectators alike.

**Athletics:** The Athletics Club came second in the University Sport South Africa (USSA) tournament, with the men in first place and the women in third. Nine athletes from the Campus represented South Africa at the Students' World Championships in Belgrade, with



- **Graphic Design** in the School of Communication
- Studies has been nominated the **best design**
- **school** in the country.

Sunette Viljoen winning the gold medal. Other athletes who did very well in 2009 were Elroy Gelant (bronze in the 5 000m event at the Students' World Championships) and Ulrich Damon (javelin), who is now fourth in the world rankings. Patience Ntshingila won the national long jump and triple jump events. The Campus's total medals tally from national and international competitions was 67, of which 24 were gold medals, 20 silver and 23 bronze.

**Hockey:** The women's team came third in the USSA competition and the men seventh. A new coach, Nita van Jaarsveld, was appointed.

**Netball:** The netball team, under the very capable hands of Shelley Norris, a New Zealand coach, won the USSA tournament for the first time, and two players were chosen for the Proteas (with 25 being chosen for different provincial sides).

**Rugby:** Apart from doing well at the Intervarsity competition and the Varsity Cup, the Rugby Institute won the Golden Lions trophy, the USSA tournament and ended as the champion of the Leopards Rugby Union.

**Karate:** The karate team won the USSA tournament for the tenth time running, and two of its members won the world championships.

**Soccer:** The soccer team won the intervarsity competition against the University of the Free State, and moved up to the Vodacom League.

**Other sporting codes:** Other sporting codes did as follows in the USSA tournament: In the C division, badminton came first and golf came second, as did squash, judo and rock climbing. These results show that there is great depth in the sports teams of the Campus.

#### □ Student cultural affairs

During July 2009, the University Choir undertook a successful tour to the Western Cape, including – for the first time – the West Coast.

The Campus helped with the hosting, at the University of Johannesburg, of the annual Sér

competition, and for the fourth year in a row Veritas residence won the national competition. A third place for Vergeet-My-Nie women's residence saw the Campus again winning the competition.

The Institute for Arts Management and Development, Artema, had a very successful year, offering further learnerships and furthering Project Promosa, a training programme in the Arts for learners from Promosa.

Other high notes of 2009 were:

- The ongoing success of the Musikhane Community Project, which runs under the auspices of the School of Music.
- The Lotto funding awarded to the Alabama production house.
- The Campus's hosting in September of the inter-University Kuesta Choir Festival.
- The first place awarded to the PUK-Serenaders in the provincial section of the national Old Mutual competition.

## Conclusion

In my long association with the Potchefstroom Campus, it has been a pleasure to observe the growth of its student complement, research output and contribution to the University's reputation as a university seeking knowledge and innovation.

Most recently, and in 2009 particularly, it has been encouraging to see the increasing diversity of the Campus's student and staff profile, and the growing awareness of the importance of nurturing a culture of respect and tolerance. In handing over to the new Campus Rector, Prof Herman van Schalkwyk, I wish only the best for the future of this campus and the University as a whole.



**PROF AL COMBRINK**  
CAMPUS RECTOR: POTCHEFSTROOM





Prof Piet Prinsloo

# Vaal Triangle Campus Overview

Over the past five years, the Vaal Triangle Campus has evolved into a dynamic, diverse community where functional multilingualism is practised and multiculturalism celebrated.

## Introduction

This stable and healthy campus climate, together with a reputation for high-quality teaching and research, has enabled the Campus to attract first-class academics and achieve steady improvements in student throughput. The overall pass rate in 2009 rose by two percent, despite a 22% increase in student numbers.

The Campus has easily absorbed this growth thanks to the intensive capital investments made in physical infrastructure in the past five years. A total of R101,7 million has been invested in expanding and modernising buildings, teaching support equipment and learning support infrastructure. This has enabled

the Campus to strengthen its research capacity, expand its academic capabilities in Information Technology and Natural Sciences, and continue to undertake transformation in a planned and sustainable manner.

## Teaching-learning

The Vaal Triangle Campus continued to reap the benefits of efforts to position itself as a regional asset that can attract and retain high-quality staff and students.

The new admission requirements were smoothly implemented in 2009 after thorough planning and training of staff, and a total of 929 first-year students were registered. Overall, 4 506 students were registered, an increase of

Student enrolments 2009	
Undergraduate	4 208
Master's	195
Doctoral	103
<b>Total</b>	<b>4 506</b>

Composition of undergraduate students		
First years	Contact	928
	Distance	1
Seniors	Contact	2 732
	Distance	845

Diplomas and degrees conferred in 2009	
Certificates and diplomas	104
Bachelor degrees	465
Honours degrees	218
Master's degrees (including MBA)	38
Doctorates	17
<b>Total</b>	<b>842</b>

A total of 842 certificates, diplomas and degrees were conferred at graduation ceremonies held during May 2009 and October 2009.

## Campus highlights in 2009

- ❑ The overall pass rate among students rose by two percent as a result of factors such as improvements in the academic qualifications and performance of lecturing staff, improved academic support services and the establishment of a culture of learning in the student residences.
- ❑ Research capacity was strengthened through key appointments. Prof Coetzee-Van Rooy was appointed as research leader in the Faculty of Humanities, Prof van Rooy as research chair in the School of Languages and Prof JH Kroeze as research chair in the School for Information Technology.
- ❑ In support of the Campus's emerging researcher development plan, 10 academics were identified as emerging researchers and five of them have already improved their post-graduate qualifications.
- ❑ The physical infrastructure of the Campus, in which more than R101 million has been invested in the past five years, continued to improve. The latest improvements included a new lecture hall complex with 1 440 seats.
- ❑ The installation of emergency power supply generators was completed and the power supply system automated. During a power failure or load shedding, this system can supply emergency power to the whole Campus, enabling it to operate without any disruption.
- ❑ The Campus's two business acquisitions, the Sasol filling station and the Quest Conference Estate, started proving their value as sources of additional income, in line with the income diversification strategy.
- ❑ With an view to positioning its core business for future growth, the Campus made strategic and operational improvements to its business model. This entailed improving the strategic planning process, reinforcing skills in project execution, marketing and the management of performance agreements, and targeting appropriate growth opportunities.

17% compared to 2008. Reaching the target of 4 500 students was a milestone in the development of the Campus.

To accommodate the increase in student numbers, the Campus completed and opened its new lecture hall complex, which consists of six

large lecture halls and provides an additional 1 440 seats. The lecture halls have state-of-the-art multimedia facilities and integrated access control and teaching facilities.

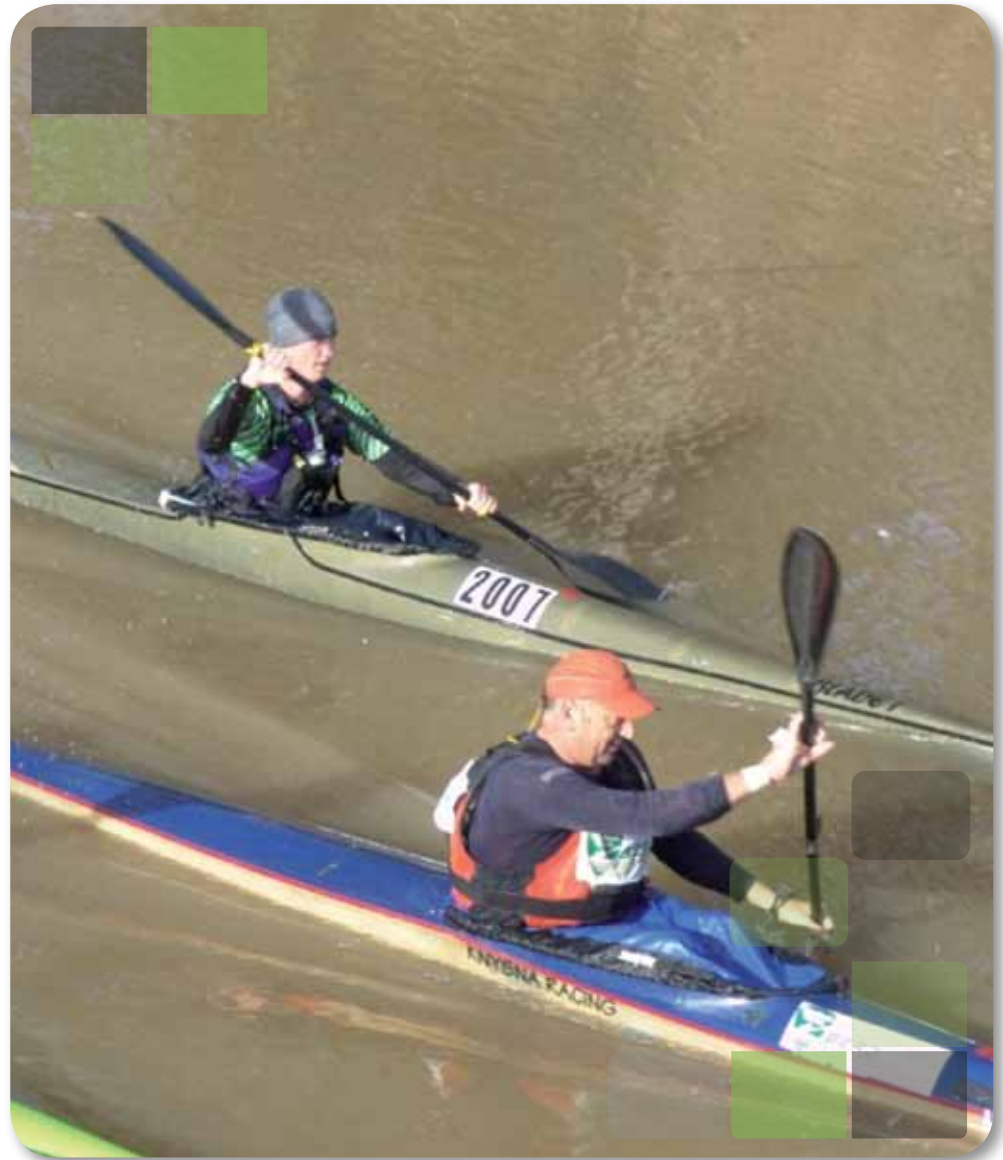
Other related improvements were the new parking area next to the new lecture hall complex, a



- Ms Elbie Steyn** 1  
CAMPUS REGISTRAR
- Prof Linda du Plessis** 2  
VICE-RECTOR: ACADEMIC, QUALITY AND PLANNING
- Prof Tinie Theron** 3  
DEAN: FACULTY OF HUMANITIES
- Prof Roy Dhurup** 4  
DEAN: ECONOMIC SCIENCES AND INFORMATION TECHNOLOGY
- Mr Bertie Visser** 5  
CHIEF DIRECTOR: FINANCE AND FACILITIES







designated bus stop and drop-off parking area and a new cricket facility. Furthermore, the Faranani Hostel, housing more than 600 students, was upgraded and given new facilities such as a multipurpose hall, fully equipped gymnasium, a cafeteria and a computer room.

Significant progress was made with the plan to grow strategically in Science, Engineering and Technology (SET). The starting point was to revise the Programme and Qualifications Mix (PQM), with specific focus on SET. Consequently, the Campus will implement five new undergraduate programmes in the Faculty of Economic Sciences and Information Technology in 2010.

In another step forward for the Campus's SET capabilities, preparations were made to start construction of new buildings for Technical Teacher Training, including laboratory facilities for Physics and Chemistry. Furthermore, the Minister of Education approved the offering of four extended BCom and BSc programmes.

Other noteworthy teaching-learning developments in 2009 were:

- ❑ The completion of the process of aligning the undergraduate programmes, which are ready to be implemented in 2010.
- ❑ The participation of eight lecturers in the Institutional Teaching Excellence Awards process. All eight have received awards.
- ❑ The external programme evaluations that were conducted after the HEQC audit, in Economics and Business Management.

Numerous members of the academic staff excelled in their fields of expertise. Prof LC Theron and Dr E Strydom of the School of Education Sciences were elected to serve on the management committee of the Education Association of South Africa as chairperson and secretary respectively. Prof AJ Van Rooy of the School of Languages was appointed as convener of the assessment panel for Literary Studies, Languages and Linguistics of the National Research Foundation.

## Research

The research strategy of the Campus was approved, focusing on six priority areas.

One priority is to encourage academic staff to improve their qualifications while expanding the research support available and extending research development activities in the faculties. Ten academic staff members were selected to participate in the emerging researcher development plan, which is aimed at improving the academic qualifications of full-time academics.

Another research priority is to increase the number of academic staff who spend 50% or more of their time on research, while a third priority is to raise the number of postdoctoral fellows and visiting academics. The Campus also intends increasing the participation of researchers on the Vaal Triangle Campus in the Research Entity strategy of the NWU, and aims to supplement existing research incentives with faculty-specific incentives to increase the quality and quantity of the research output.

Finally, the Campus is establishing a Faculty Research Support Office to assist researchers with research administration and financial and technical support. By way of example, this office will offer statistical consultation appropriate to the humanities to researchers and postgraduate students in the Faculty of Humanities.

□ As part of the drive to participate more actively in the NWU's Research Entity strategy, the Campus identified the following potential niche areas:

- Understanding and Processing Language in Complex Settings (UPSET), with Prof AJ van Rooy from the School of Languages as the research leader.
- Resilience among the youth, led by Prof LC Theron from the School of Education Sciences. Prof Theron has well-established links with international research leaders in this field and has secured

external funding for the next five years for research projects in this field.

- Cultural Dynamics of Water, with Prof JWN Tempelhoff from the School of Basic Sciences as the research leader.
- Ancient Texts, led by Prof HJM van Deventer from the School of Basic Sciences.
- Enterprise knowledge and systems, with Prof JH Kroeze from the School of Information Technology as the research leader. Among others, this niche area will focus on operational research and industrial statistics, business intelligence, data warehousing, data and text mining, and decision support systems.
- Impact assessment, focusing on a full range of impact studies, including social, economic, financial, cultural, educational and environmental. The research leader will be Prof T Slabbert from the School of Economic Sciences.

## Implementation of expertise and community engagement

True to the innovative spirit of the NWU, the Campus again made its expertise available to communities and, on a commercial basis, to business and industry.

Impact assessment was a sought-after service, with two contracts being awarded to the School of Economic Sciences in 2009. The Northern Cape Provincial Land Reform Office appointed the School to conduct an impact assessment study and develop a business plan, while the Emfuleni Local Municipality commissioned the School to write a tourism strategy.

The exchange programme between the School of Economic Studies and Molde University in Norway continued. Two students completed elective modules for the master's programme in Economics at Molde and are due to graduate soon. An agreement was also concluded with the University of Malawi to exchange research skills and do joint research on poverty alleviation. A workshop on Local Economic Development Strategies was held in Malawi towards the end of 2009.

The Campus's Skills Development Unit signed a memorandum of agreement with the Sedibeng District Municipality to assist in building an effective administrative support structure by offering training for its administrative staff.

Schools in the Faculty of Humanities had a busy year, especially Education Sciences, which was involved in numerous community projects. These included the Ikateleng project for grade 12 learners, the Siyakhulisa Early Childhood Development (ECD) project for teachers in the Vaal Triangle, and Resilient Educators (REds), a support programme for educators affected by HIV/Aids:

- ❑ The Ikateleng project was presented for the 21<sup>st</sup> year in 2009. In all, 223 grade 12 learners participated by attending six days of intensive teaching during the July recess and 10 Saturday classes during the rest of the year. Of the participants, 103 passed grade 12 with full exemption and 90,5% passed the final examination. The learners also achieved a total of 58 distinctions in the final senior certificate examinations.
- ❑ More than 70% of Early Childhood Educators in Vaal Triangle townships have never received formal training and their highest academic qualification is on NQF Level 2. Through the ECD project, practitioners are being equipped to teach pre-school learners preparing for grade 1. During 2009, about 100 ECD educators completed the ECD course on Levels 4 and 5.
- ❑ REds continued to support educators who are affected by the HIV/Aids pandemic. The more knowledge these educators have about the disease, the more resilient they become and the better equipped they are to serve the community through education.

Over and above these projects, students in the BEd programmes did voluntary work at old age homes, children's homes, shelters for the homeless, the SPCA and other welfare organisations in the immediate area of the Campus. The services they render materially contribute to improving the quality of life of the

recipients and the students' understanding of the community they live in.

The Campus supplemented its third-stream income through its two business acquisitions, the Sasol filling station and the Quest Conference Estate. Although these business ventures made a relatively modest contribution to the 2009 income, the groundwork for growth has been successfully laid. The Campus intends to continue proactively identifying and pursuing new markets for growth, either through acquisitions or by leveraging existing capabilities.

### Student support services

It is clear that students entering tertiary education institutions across South Africa require more academic support. At the Vaal Triangle Campus, the main objective of the student support services is to improve the throughput rate. In 2009, the FTE pass rate increased by 2,47% to 79,26% and the FTE pass rate of first-time students increased by 1,15%.

Supplemental Instruction (SI) for students in at-risk modules is an important element of the strategy to improve throughput. The Campus continually identifies at-risk modules, which are modules with a pass rate of less than 50%. Other factors taken into account are the size of the class group, the difficulty of the subject content and the novelty of the content.

During the academic year, 107 SI leaders were employed in 96 modules, representing 18% of the modules presented on the Campus. On average, the success rate of the students who attend SI is 10% higher than the average of the whole group.

The School of Languages established a Writing Laboratory to develop students' writing skills. The laboratory helps undergraduate and post-graduate students to improve their academic writing and use language more effectively. The focus during consultations is on task analysis, summarising, argumentation and conceptual structure. In total, 60 consultation sessions were held.



The printed book collection in the library was increased to 73 680 items, working out at 23,8 books per student. More than 3 000 new titles have been added to the collection since 2007, of which 910 titles have been acquired from February 2009 onwards.

Since the installation of camera systems in the general computer rooms, these rooms have been open 24 hours per day, seven days a week. Of the 916 rooms in the student residences, 531 are equipped with cabling to enable students to access all the IT services from their rooms. A computer room was equipped in the off-campus Faranani residence. The current ratio of students to computers is 11,2:1.

The Career Centre is well established and 28 employers visited the Campus in 2009, compared to 19 in the previous year. Students visit the Career Centre for career guidance and for assistance in drawing up CVs and preparing for interviews. They also use the Career Centre to apply for positions advertised in the careers zone of the NWU website.

The Campus Clinic was fully functional after the appointment of a full-time nurse. The clinic offered primary health care services, presented lectures on healthy sexual behaviour and provided HIV counselling and testing services. It also provided free psychological counselling to assist students with emotional problems, study methods and time management, and to equip them with coping and interpersonal

skills. A wellness day was held in 2009 to do glucose, eye and blood pressure testing.

The absence of a Student Centre on the Vaal Triangle Campus is being addressed. Planning for the development of such a centre began during 2009 and it is anticipated that implementation of the project will start in the first semester of 2010.

### Student affairs

The Campus Student Representative Council (CSRC) was fully functional during the reporting period. The CSRC participated in all the management structures on which it was represented and maintained sound relationships and good communication with the Campus Management. Four of the members served on the Institutional Student Representative Council (ISRC) and Mr Siphwe Mbatha, the President of the CSRC, was also the President of the ISRC.

One of the CSRC members, Ms Busi Khaba, the serving residence officer, was elected as a member of the National Executive Committee of the South African Union of Students.

Student leader elections were held during August. The process was contracted to an outside service provider, under the supervision of the Director of Student Affairs. The student leaders underwent training during a training camp held over a long weekend, where they





did their planning for the year and formulated the strategic objectives for their term of office. They are also taking part in an ongoing development programme.

#### ❑ Sport

One of the strategic objectives of the Sports Department is to increase the Campus's involvement in sports linked to University Sport South Africa (USSA), as well as to increase the sporting codes and participation rate in the sports activities of residences. It is a pleasure to report that student participation in sport increased during 2009. The Campus entered teams in seven USSA sporting codes and eight sporting codes in the local leagues. New sporting codes that were introduced in the residence leagues were chess, volleyball and indigenous games.

##### • Cricket

A cricket club house was completed next to the new cricket field, further improving the cricket facilities available on the Campus.

During the 2008/9 season, four campus teams participated in three leagues. Two teams took part in the Gauteng Sunday league, which the first team won, and one team participated in the local Sunday league. The first team was also invited to participate in the North West Premier

league and four of its players were selected for the Gauteng Districts Provincial team.

A development coach was appointed from 1 June 2009 for the development group, which will have practices throughout the year and not only during the cricket season. The student team participated in the USSA tournament and won Group 2. In 2010 the team will participate in Group 1. Two of the players were selected for the Gauteng Rural Team and will participate in the National Rural Cricket Week.

##### • Soccer

The men's team was unbeaten in the local league and competed in the USSA competition. For the first time, the women's team also entered the USSA league. They won the ABSA league, qualified for the SASOL league and, in August 2009, won the Theta FM Women's Tournament.

A total of 17 teams from three men's residences participated in the soccer residence league.

##### • Netball

The netball team is presently competing in the Vaal Triangle Local League as well as the USSA League. During the 2009 season four of the players have received Vaal provincial colours.

It is clear that the Vaal Triangle Campus is delivering graduates that are able to pursue **successful careers**, contribute **constructively** to the community and live **balanced, purposeful lives**.

– PROF PIET PRINSLOO, CAMPUS RECTOR: VAAL TRIANGLE

- **Bodybuilding**

Bodybuilding continued to be one of the most successful sporting codes. The upgraded gymnasium on the Campus was well used by the students, especially those who had not previously had access to a gymnasium. As part of the upgrading of the Faranani residence, a fully-equipped gymnasium was installed at the residence.

The bodybuilding team participated in the USSA competition, winning one of the categories and coming second in two other categories. One of the students received Sedibeng colours and two of the students participated in the South African competition.

- **Rugby**

In less than two years since the merger with the local rugby club, the NWU Vaal Rugby Club has established itself as a strong competitor in the Falcons League. During the 2009 season, the under 19 team won the Falcons under 19 League and 12 players from the Club were chosen for the Falcons South League team.

During May 2009, a Skills Development Academy was established to improve rugby development in the Vaal Triangle. Players receive individual attention and coaching. This Academy is also used by the Falcons Rugby Union for the development of upcoming rugby players.

- **Culture and community service**

On 18 July 2009, the birthday of Nelson Mandela, students helped spread the 'Madiba Magic' by doing voluntary work at the Lebohang Centre in Sebokeng for physically and mentally disabled people, the Ikageng shelter for the Homeless and Matwala's Children in Vanderbijlpark.

Student life at the residences was very active, with many inter-residence competitions in sport, drama, singing, dance and debating.

## Conclusion

The philosophy of the NWU is to deliver graduates who are well prepared for the workplace and are versatile and well rounded. The well-

rounded student is not one who has merely acquired knowledge but is an educated individual who is able to use the ideas he or she has acquired from lectures, books and discussions for the benefit of the country and society at large, and who has clear thinking skills, a fruitful mind and an elevated spirit.

Looking back at the overall results achieved in 2009, it is clear that the Vaal Triangle Campus is succeeding in delivering graduates able to pursue successful careers, contribute constructively to the community and live balanced, purposeful lives.

While delivering a robust performance across its core business operations during the year, the Campus also looked ahead to the future. With the support of IBIS, a strategic planning group, the Campus made strategic and operational improvements to its business model, which included:

- Improving the strategic planning process so that resources are matched more effectively with growth opportunities.
- Redirecting the planning process to most efficiently target the right ventures with the right opportunities, such as growing the PQM in identified subjects.
- Becoming more results-driven by improving skills, processes and procedures for marketing, project execution and the management of performance agreements.
- Achieving significant growth in identified research niche areas through strategic acquisitions.
- By being proactive and focusing on important processes and system improvements, the Campus is staying ahead of the curve and positioning its core business for long-term growth and sustainability.



**PROF PJJ PRINSLOO**  
CAMPUS RECTOR: VAAL TRIANGLE



When one is given a privilege, one must exercise that privilege with the utmost respect for one's fellow human beings.

– KGOSI LERUO MOLOTLEGI, CHANCELLOR



# FINANCIAL OVERVIEW

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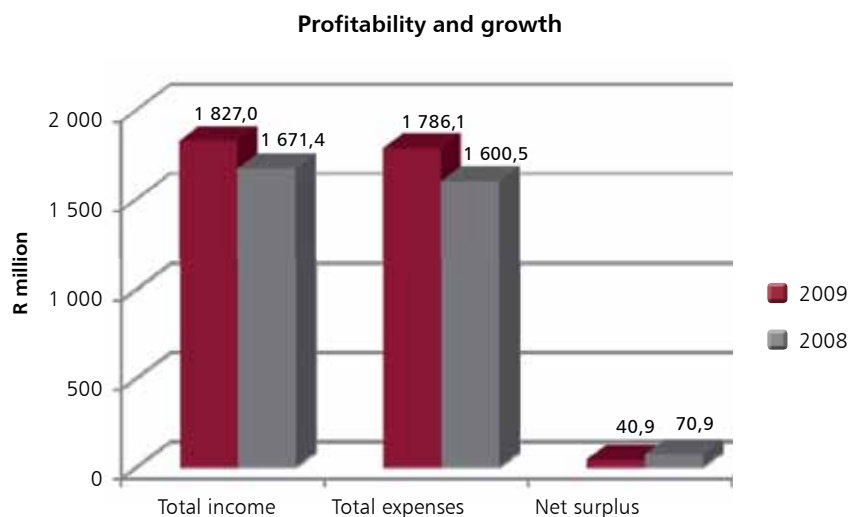




# Report of the Chairperson of the Finance Committee and Executive Director: Finance and Facilities

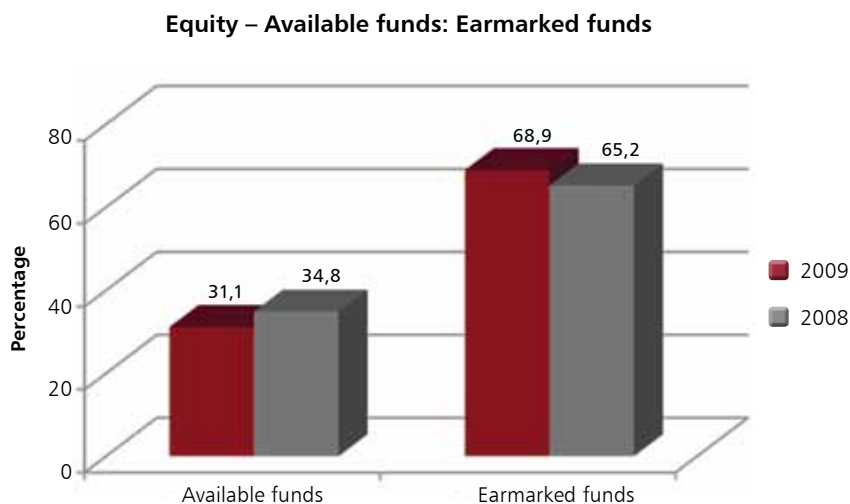
## Profitability and growth

The University's accumulated reserves improved in the 2009 financial year due to a net surplus of R40,9 million (2008: R70,9 million), which represents 2,2% (2008: 4,2%) of the total income. The total income of the University increased by 9,3% to a total of R1 827,0 million, while the total expenses increased by 11,6% to a total expenditure of R1 786,1 million for the 2009 financial year.



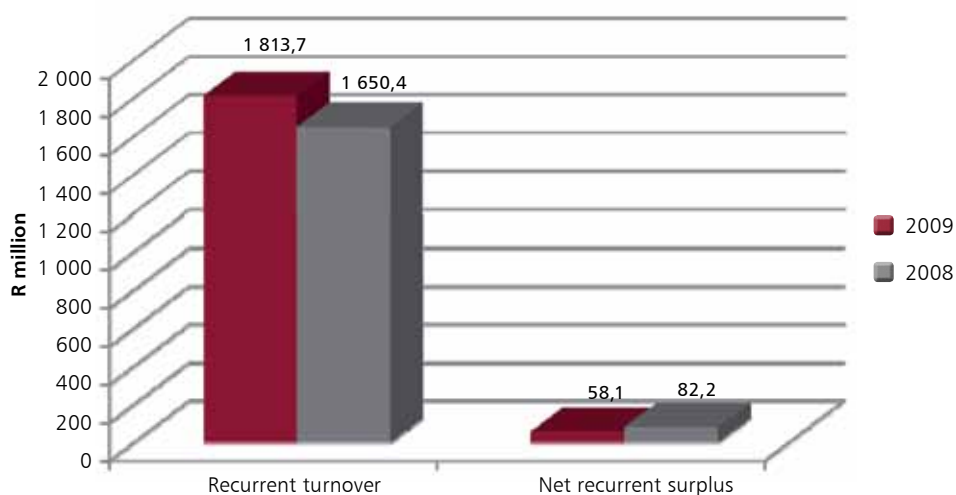
## Reserves

Although the University's accumulated reserves improved in the 2009 financial year, the available funds decreased to 31,1% (2008: 34,8%) of total equity.



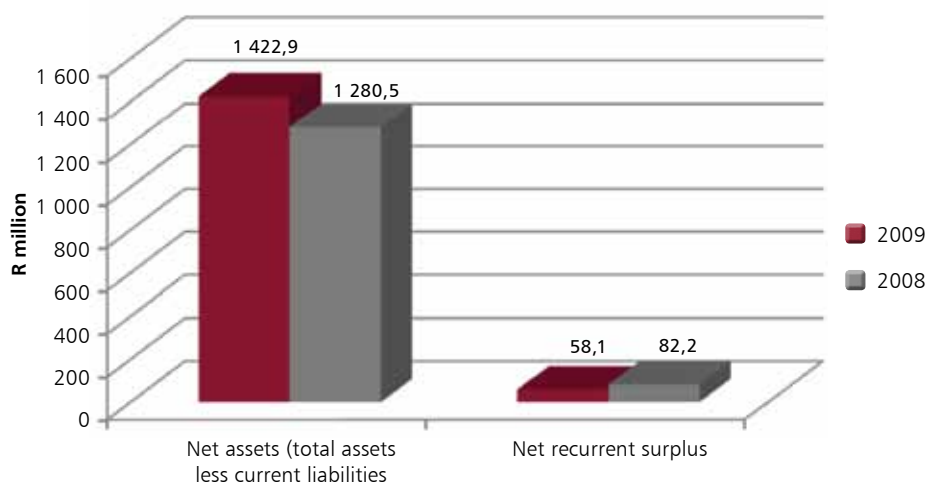
The total income of the University from recurrent activities (excluding disposal of PPE, disposal of investments, adjustment to provision for impairment and merger funds) increased by 9,9% to a total income of R1 813,7 million, while the total expenses from recurrent activities increased by 12,0% to a total expenditure of R1 755,6 million for the 2009 financial year. The surplus of the 2009 financial year from recurrent activities represents 3,2% (2008: 5,0%) of the total recurrent income, which is within the norm of the sector and an indication of sound financial stability.

### Surplus to turnover from recurrent activities



The University's return (from recurrent activities) on capital employed (total assets less current liabilities) decreased to 4,1% (2008: 6,4%), which is acceptable for a non-profit organisation.

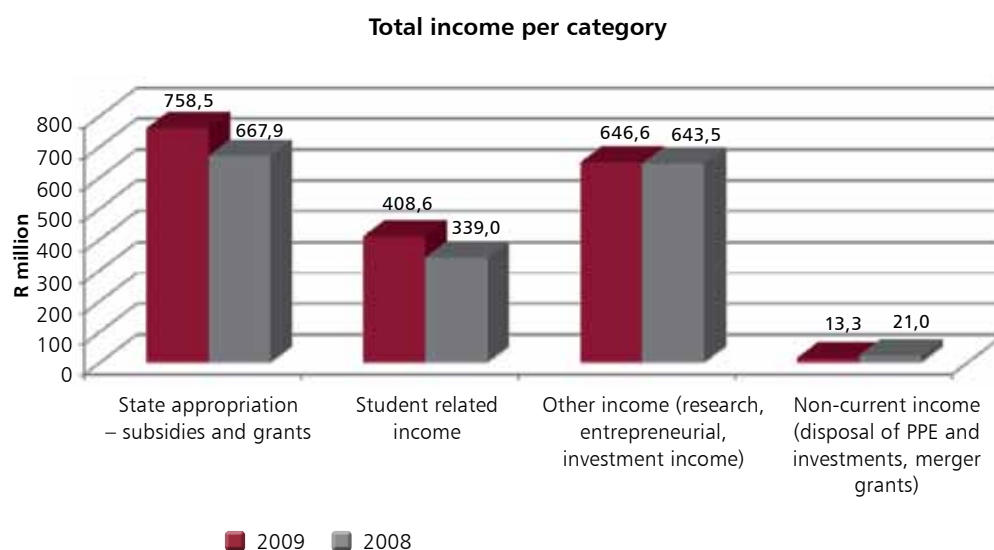
### Return on capital employed



The University's income from state subsidy represents 41,5% (2008: 40,0%) of the total income.

The student-related income increased by 20,5% for the 2009 year. This can be attributed to the annual increase in tuition fees, as well as the increase in student numbers of 7,6% in 2009. The total student-related income represents 22,4% (2008: 20,3%) of the total income.

For the 2009 year there was a 7,0% average increase in tuition fees for the Potchefstroom and Vaal Triangle campuses and a 9,0% average increase for the Mafikeng Campus, in order to harmonise the fees over a seven-year period without compromising affordability.

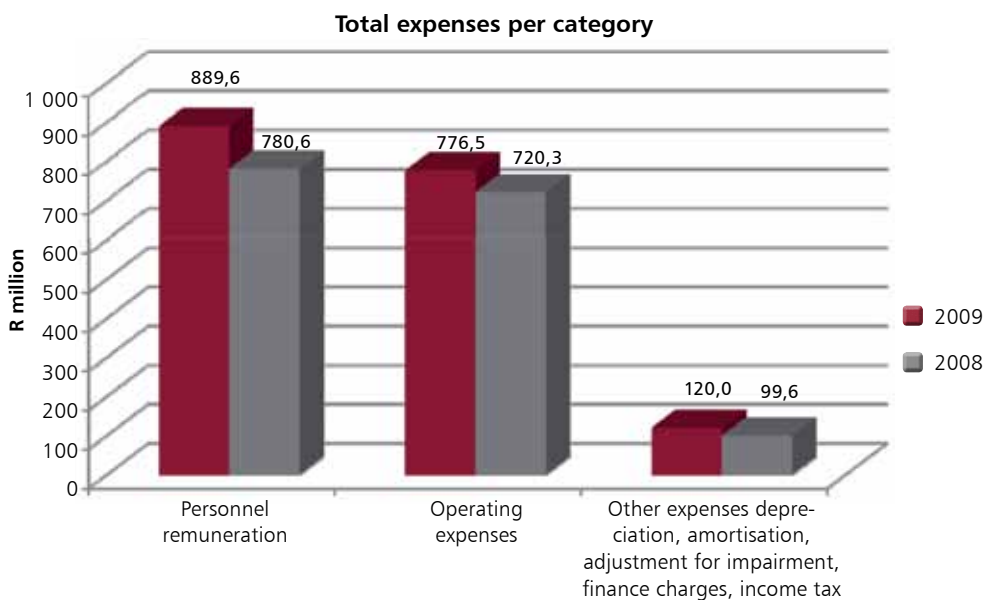


Total expenditure increased by 11,6%.

Personnel remuneration increased by 14,0% (2008: 15,5%). The total cost of personnel expenditure was 48,7% (2008: 46,7%) of total income.

Operating expenses increased by 7,8% (2008: 17,2%) and represents 42,5% (2008: 43,1%) of total income.

Other expenditure relating to depreciation, amortisation, finance charges and impairment losses increased by 20,5%. This is mainly due to provision for impairment losses that increased with 25,1% and depreciation that increased with 18,0%.



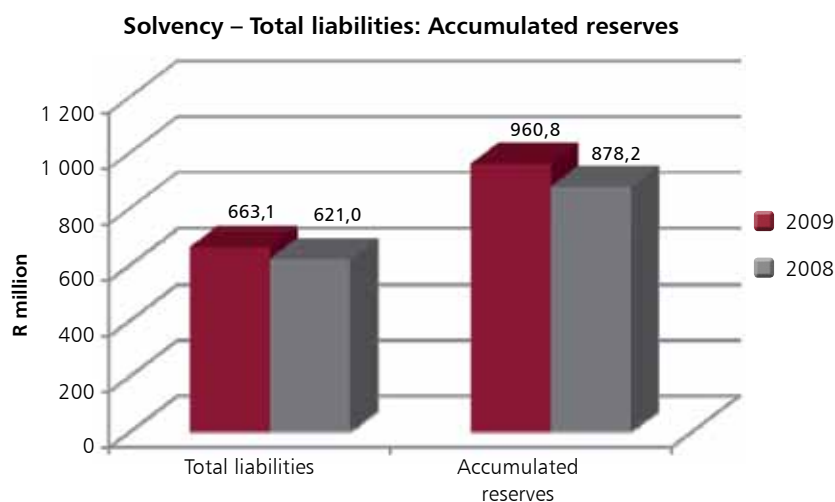
## Added value

As in the past, the University again added material value to the economy. 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 following can be highlighted:

- 13 445 (2008: 12 337) students received degrees and diplomas during 2009, which represents an increase of 9%.
- R79,7 million (2008: R69,5 million) was awarded as bursaries to students, which represents an increase of 15% (2008: increase of 18%).
- Funds allocated from income stream 1 to transformation as strategic imperative amounts to R138,4 million (2008: R163,0 million)

## Solvability

The total liabilities (R663,1 million) expressed over accumulated reserves (R960,8 million) indicate that the University's ratio of debt to funds available improved to 0,69 (2008: 0,71).

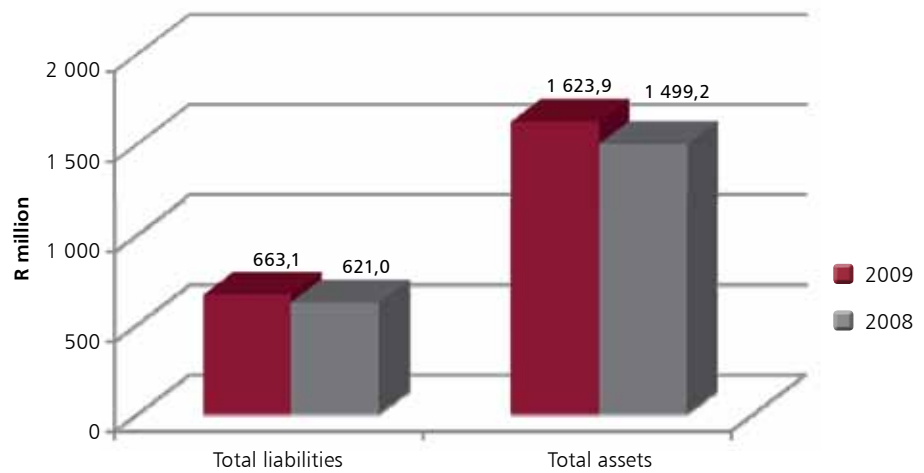




The total liabilities expressed over total assets was maintained for the 2009 financial year at 0,41 (2008: 0,41). The total liabilities are covered 2,45 times (2008: 2,41) by total assets.

Solvency ratios still clearly indicate that the University is solvent and able to meet its long-term and short-term obligations.

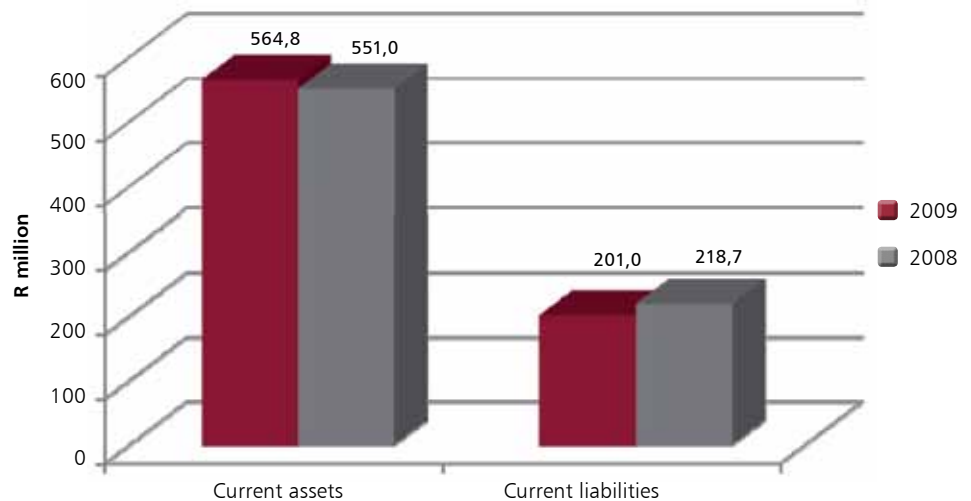
**Solvency – Total liabilities: Total assets**



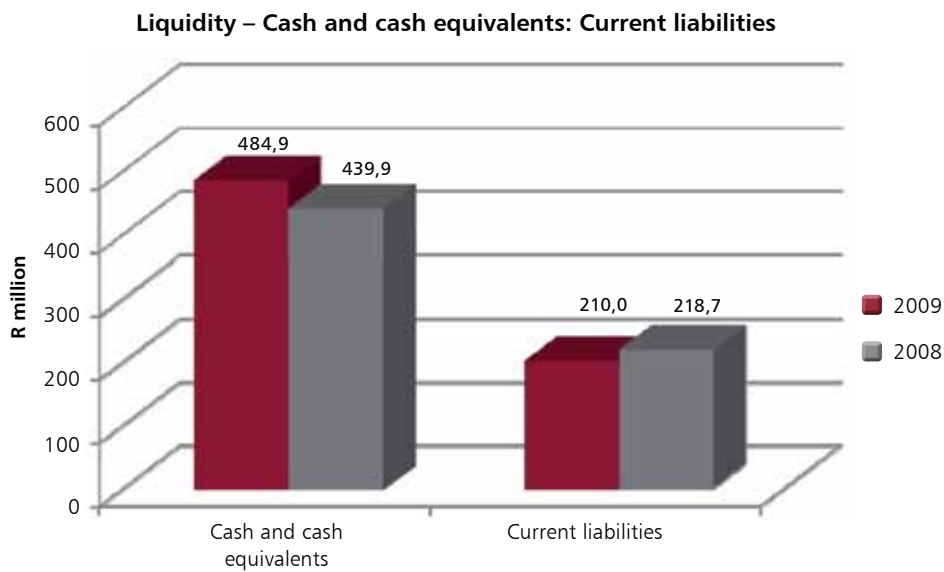
## Liquidity

The working capital ratio indicates that the current liabilities are covered 2,81 times (2008: 2,52 times) by the current assets. If the analysis is expressed in rand value, the current assets increased by R13,8 million for the 2009 financial year, whilst current liabilities for the same period decreased by R17,7 million.

**Liquidity – Current assets: Current liabilities**



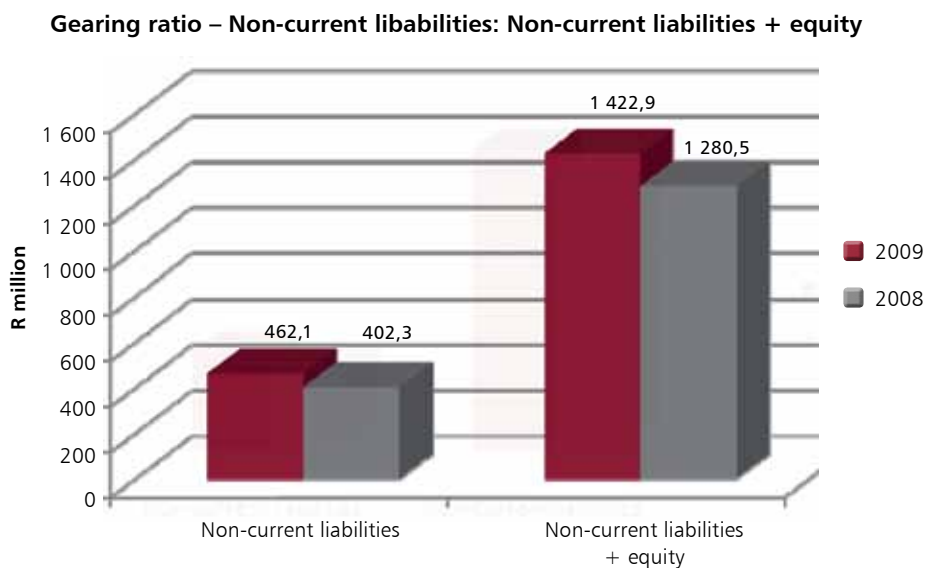
The University's ratio of cash and cash equivalents to current liabilities increased from 2,01 in 2008 to 2,41 during the 2009 financial year, which testifies to the well-managed cash flow of the NWU.



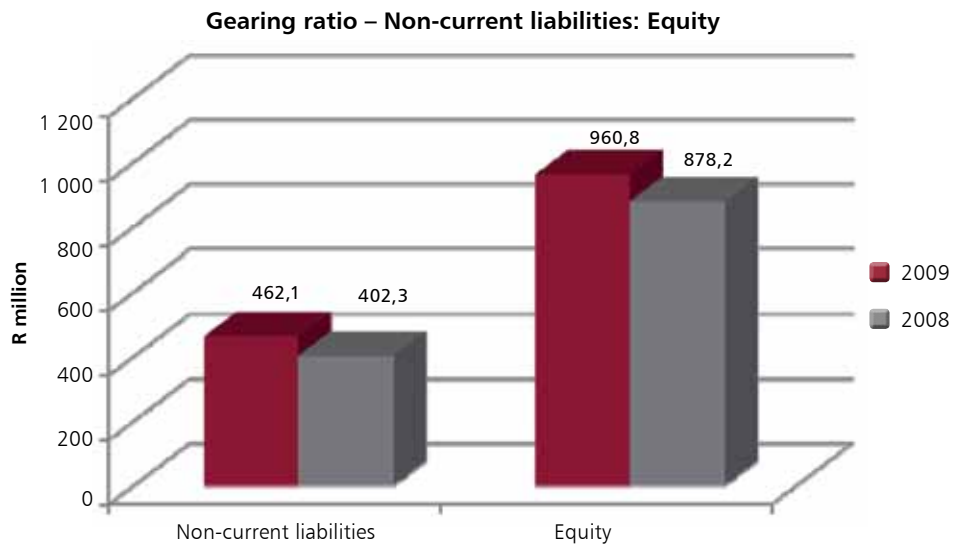
### Gearing ratios

Gearing ratios analyse the extent to which long-term finance is used as a source of financing. It is a longer-term indication of liquidity.

Non-current liabilities represent 32,5% (2008: 31,4%) of total funds employed.



The total non-current liabilities expressed over equity for the 2009 financial year increased to 48,1% (2008: 45,8%).

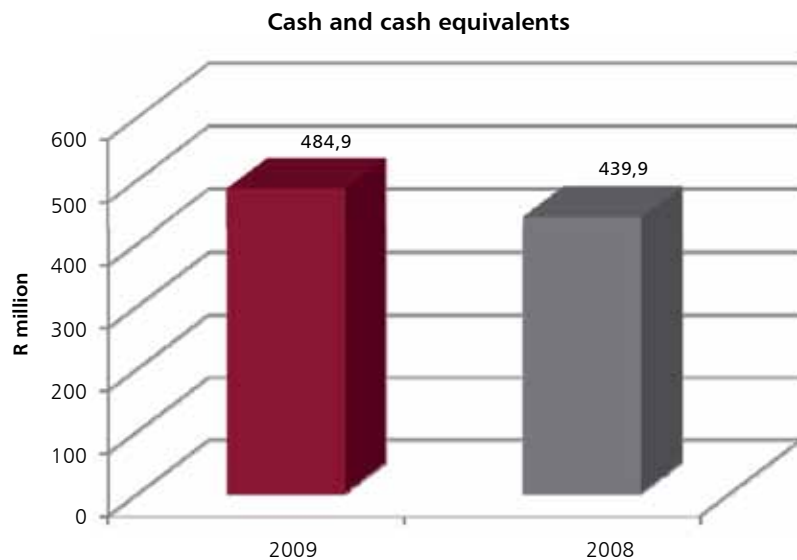


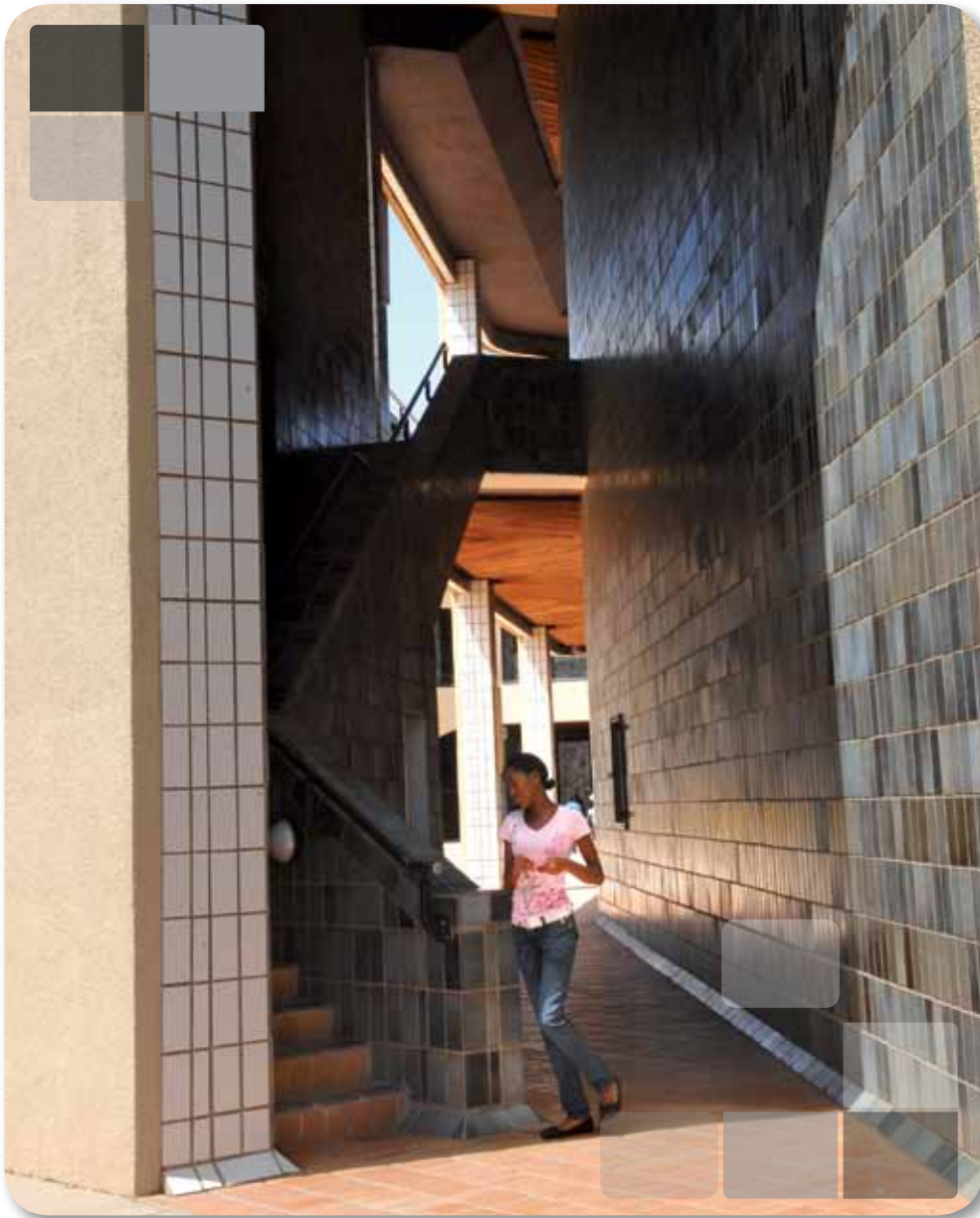
The increase in non-current liabilities is mainly due to an interest-bearing loan from FNB for additions to buildings and infrastructure.

### Cash flow

#### Surplus generated relating to cash flow

The University generated a surplus of R40,9 million for the 2009 financial year. The net cash flow increased by R45,1 million for the same financial year. For the 2008 financial year the net cash flow decreased by R54,0 million. The NWU is still in a very viable cash flow situation.





## Conclusion

The University was able to achieve the following financial goals during the 2009 financial year despite a worldwide economic downturn:

- ❑ To keep the net surplus from recurrent activities between 3% and 6% (2009: 3,2%).
- ❑ To ensure that the NWU is a going concern by maintaining its sound solvency position and increasing liquidity levels during the 2009 financial year.
- ❑ To increase bursaries awarded to students (bursaries increased by 15%).

Council and Management are jointly committed to managing the NWU in such a way that the sound financial position will be maintained in 2010.

**DR JJ VAN ZYL**  
CHAIRPERSON: FINANCE COMMITTEE

**PROF IJ ROST**  
EXECUTIVE DIRECTOR: FINANCE AND FACILITIES



# North-West University Consolidated Statement of Financial Position

as at 31 December 2009

	2009		(Restated) 2008	
	R'000	%	R'000	%
<b>ASSETS</b>				
<b>Non-current assets</b>	1 059 144	65,2	948 251	63,3
Property, Plant and Equipment	538 163	33,1	493 035	32,9
Investment properties	24 085	1,5	24 601	1,6
Intangible assets	17 559	1,1	30 814	2,1
Long-term investments	390 128	24,0	324 711	21,7
Defined benefit pension fund surplus	89 209	5,5	75 090	5,0
<b>Current assets</b>	564 754	34,8	550 964	36,7
Inventories	14 397	0,9	13 189	0,9
Trade and other receivables	65 414	4,0	97 913	6,5
Cash and cash equivalents	484 943	29,9	439 862	29,3
<b>Total assets</b>	<b>1 623 898</b>	<b>100,0</b>	<b>1 499 215</b>	<b>100,0</b>
<b>FUNDS AND LIABILITIES</b>				
<b>Funds available</b>				
Accumulated funds	960 814	59,2	878 203	58,6
<b>Total liabilities</b>	663 084	40,8	621 012	41,4
<b>Non-current liabilities</b>	462 067	28,4	402 266	26,8
Long-term loans	63 853	3,9	23 560	1,6
Post-employment benefits	268 750	16,5	255 543	17,0
Deferred income	129 464	8,0	123 163	8,2
<b>Current liabilities</b>	201 017	12,4	218 746	14,6
Trade and other creditors	134 837	8,3	152 662	10,2
Current income tax liability	190	0,0	159	0,0
Current portion: Long-term loans	6 515	0,4	3 293	0,2
Current portion: Post-employment benefits	13 279	0,8	11 634	0,8
Current portion: Deferred income	14 389	0,9	16 246	1,1
Student deposits and prepaid income	31 807	2,0	34 752	2,3
<b>Total funds and liabilities</b>	<b>1 623 898</b>	<b>100,0</b>	<b>1 499 215</b>	<b>100,0</b>

# North-West University Consolidated Statement of Comprehensive Income

for the year ended 31 December 2009

	2009 R'000	% of total income	(Restated) 2008 R'000	% of total income
<b>RECURRENT ITEMS</b>	58 118	3,2	82 204	4,9
<b>Income</b>	1 813 684	99,3	1 650 373	98,7
State appropriations - subsidies and grants	758 540	41,5	667 939	40,0
Tuition and other fees	408 581	22,4	338 970	20,2
Income from contracts (research and other)	131 140	7,2	100 798	6,0
Residence and catering services	143 886	7,9	135 008	8,1
Services - entrepreneurial activities	236 494	12,9	245 069	14,7
Private gifts and grants	37 033	2,0	44 353	2,7
Investment income	98 010	5,4	118 236	7,0
<b>Expenditure</b>	1 755 566	96,1	1 568 169	93,8
Personnel remuneration	889 576	48,7	780 612	46,7
Operating expenses	776 491	42,5	712 354	42,6
Depreciation and amortisation	74 834	4,1	63 021	3,8
Finance charges	14 665	0,8	12 182	0,7
<b>NON-RECURRENT ITEMS</b>	(17 200)	(1,0)	(11 344)	(0,7)
<b>Income</b>	13 316	0,7	20 978	1,3
Profit/(Loss) on disposal of PPE	(765)	(0,0)	(544)	(0,0)
Profit/(Loss) on investments	1 287	0,0	5 349	0,3
Other non-recurrent income	12 794	0,7	16 173	1,0
<b>Expenditure</b>	30 516	1,7	32 322	2,0
Operating expenses	0	0,0	7 932	0,5
Impairment loss (Assets - PPE)	30 516	1,7	24 390	1,5
<b>Net surplus before income tax</b>	40 918	2,2	70 860	4,2
Income tax expense	30	0,0	7	0,0
<b>Surplus for the year</b>	40 888	2,2	70 853	4,2
<b>OTHER COMPREHENSIVE INCOME</b>	41 723		(19 192)	
Defined benefit pension fund surplus	14 119		5 183	
Net value gain/(loss) on available-for-sale financial assets (net of tax)	27 604		(24 375)	
<b>Total comprehensive income for the year</b>	82 611		51 661	

# List of Abbreviations

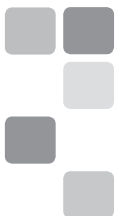
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@NWU	The daily notice for NWU staff.
ACU	Association of Commonwealth Universities
ADS	Academic Development and Support
AGLE	A module with the aim to increase the competence of first-year students in inter alia writing and reading skills, computer literacy and general study skills.
AIDS	Acquired Immune Deficiency Syndrome
AMOS	An extension to SPSS for structural equation modelling software.
ATKV	Afrikaanse Taal- en Kultuurvereniging
ATLAS.ti	A computer software programme used mostly, but not exclusively, in quantitative research or qualitative data analysis.
AUTHeR	Africa Unit for Transdisciplinary Health Research
B-BBEE	Broad-Based Black Economic Empowerment
BMX	Bicycle Motocross
CARST	Centre for Applied Radiation Science and Technology
CC	Career Centre
CDI	Craft and Design Industry
CEN	Centre of Excellence for Nutrition
CH@S	Connecting Helpers and Students
CHPC	Centre for High Performance Computing
CSI	Corporate Social Investment
CSRC	Campus Student Representative Council
CST	Core Steering Team
CTexT	Centre for Text Technology
CV	Curriculum Vitae
DeafSA	Deaf Federation of South Africa
DNA	The molecular chain which carries the genetic information that enables cells to reproduce.
DoE	Department of Education
DoHET	Department of Higher Education and Training
DST	Department of Science and Technology
eBio	A web-based personal development empowerment, growth and employment enhancement tool and a entrepreneurship coaching system.
ECD	Early Childhood Development
eFundi	The NWU's e-learning system
Eish!	The NWU's internal staff newsletter
EPE	External Programme Evaluation
FCCD	Forum for Continuous Collaboration in Development
FIFA	Fédération Internationale de Football Association
FLAGH	Farm Labour and General Health
FTE	Full-Time Equivalent



HART	Hypertension in Africa Research Team
HCEE	Human Capital and Employment Equity Committee
HCI	Hasken Consolidated Investment Foundation
HEAIDS	Higher Education HIV-Aids
HELTASA	Higher Education and Teaching Association of Southern Africa
HEQC	Higher Education Quality Committee
HESA	Higher Education South Africa
HIV	Human Immunodeficiency Virus
HRC	Human Rights Committee
HRMS	Human Resource Management System
HSRC	Human Sciences Research Council
IBSA	India-Brazil-South Africa
ICAS	Institutional Committee for Academic Standards
ICBID	Institutional Corporate and Branding Identity
ICNL	Institutional Course for New Lecturers
ICoSSS	Institutional Committee on Student Support Services
ICRI	Institutional Committee for Research and Innovation
ICT	Information and Communications Technology
ICURA	International Community-University Research Alliance
IEESDF	Institutional Employment Equity and Skills Development Forum
IFBB	International Federation of Body Building
IF	Institutional Forum
IM	Institutional Management
IMEC	A world-leading independent research centre in nanoelectronics and nanotechnology.
InfoEd	Software solution for research compliance and administration.
IO	Institutional Office
IOC	International Olympic Committee
IP	Institutional Plan
IPE	Internal Programme Evaluation
IPR	Intellectual Property Rights
IREA	Institutional Research Excellence Awards
ISI	Institute of Scientific Information
ISIS	A world-leading centre for research which provides consulting expertise and advice in technology transfer and innovation management around the world.
ISRC	Institutional Student Representative Council
ITC	Information Technology and Communication
ITEA	Institutional Teaching Excellence Award





KIDZ Alumni Management System	A management system for organising, storage and processing data of biographical information on alumni and convocation members.
LIASA	Library and Information Association of South Africa
M & E Framework	Monitoring and Evaluation Framework
Mindmanager	The ultimate tool for increasing personal productivity for individuals.
MIS	Management Information System
MOU	Memorandum of Understanding
MRC	Medical Research Council
MUSA	Medical Usage in South Africa
NADEOSA	National Association of Distance Education Organisations of South Africa
NGO	Non-Governmental Organisation
NRF	National Research Foundation
NSFAS	National Student Financial Aid Scheme
NWRCC	North West Coordinating Committee
NWSP	North-West Science Park
NWU	North-West University
OPTILIFE	A system that is able to generate reliable reports on HIV/Aids, Primary Health Care, HIV testing and Occupational Health Care.
Oracle-ERP	Oracle Enterprise Resource Planning
PBL	Problem-based Learning
PC	Personal computer
PhasRec	Physical Activity Sport and Recreation
PQM	Programme and Qualification Mix
PWC	PricewaterhouseCoopers
REds	Resilient Educators
Refworks	An online research management and collaboration tool.
RNA	Research Niche Area
SADC	Southern African Development Community
SAFA	South African Football Association
SAKAI	This is a community source project and hundreds of universities (including the NWU) take part in it. It is for the development of a learner management system.
SALDA	South African Law Deans Association
SANPAD	South Africa-Netherlands Research Programme on Alternatives in Development
SANReN	South African National Research Network
SARIMA	Southern African Research and Innovation Management Association
SAS	An integrated suite of software for enterprise-wide information delivery.
SAUS	South African Union of Students
SEACOM	An optical fibre submarine communications cable.



SET	Science, Engineering and Technology
SETA	Skills Education Training Authorities
SI	Supplemental Instruction
SIFE	Student in Free Enterprise is a global programme to empower students from tertiary institutions to teach others to create economic opportunities.
SPCA	Society for the Prevention of Cruelty to Animals
SPSS	A computer software programme used for statistical analysis.
SRC	Student Representative Council
Tektique	A collaboration of South Africa's leading universities and the MRC and their technology transfer offices.
TFT	Teacher Further Training
THRIP	Technology and Human Resources for Industry Programme
TLT	Teaching and Learning Technology
TOC	Transformation Oversight Committee
TUT	Tshwane University of Technology
UAPS	Union for African Population Studies
UCI	International Cycling Union
UCT	University of Cape Town
UJ	University of Johannesburg
UNFPA	United Nations Population Fund
UPSET	Understanding and Processing Language in Complex Settings
URL	The address for a web page on the world-wide web.
USSA	University Sport South Africa
VC	Vice-Chancellor
VDP	Video Data Projectors
VSS	Varsité Student System
VUMA	A higher education system intervention portal that is a one-stop "Varsity survival guide" – a place where students can find advice and support.
WTSA	Wheelchair Tennis South Africa
YTD	Year-to-date

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## Printing

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Tel: +27 (18) 299 4226  
Fax: +27 (18) 297 8212

The 2009 Annual Report is published by the Institutional Corporate Affairs and Relations Office. The Annual Report can be accessed on the NWU website at <http://www.nwu.ac.za/nwu/ar.html>. This publication is also available in Afrikaans.