

# NWU Strategy

Milestones  
2015-2021 



## Appointment of Prof Dan Kgwadi



The NWU entered a new era after the first decade since the merger with a commitment to:

**position the university to be ready to undertake the substantial challenges** which lie ahead. These challenges relate to the place of the NWU in the South African higher education landscape and the particular contribution we can make to the well-being of our country, the continent and, indeed, the world.



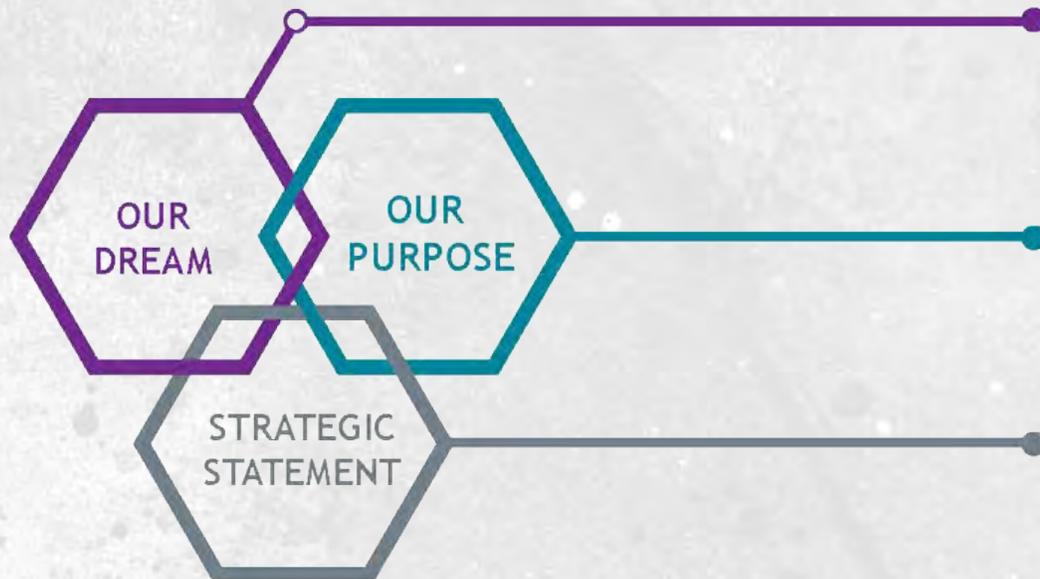
**strengthen unity** in the NWU. “We must create and nurture a single university culture and identity which leads to an integrated university with equity of provision across the campuses,





### Strategy statement:

To transform and position the NWU as a unitary institution of superior academic excellence, with a commitment to social justice. Strategy approved in November 2015



To be an internationally recognised university in Africa, distinguished for engaged scholarship, social responsiveness and an ethic of care.

To excel in innovative learning and teaching and cutting-edge research, thereby benefitting society through knowledge.

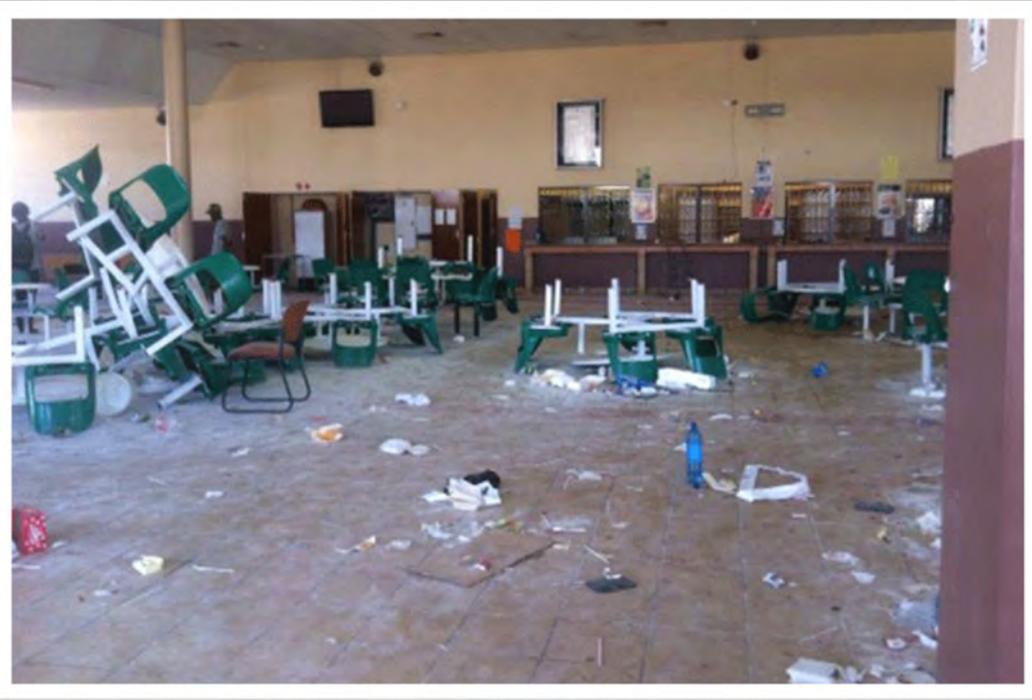
To transform and position the NWU as a unitary institution of superior academic excellence, with a commitment to social justice.



Revision of the Statute (Gazetted March 2017)



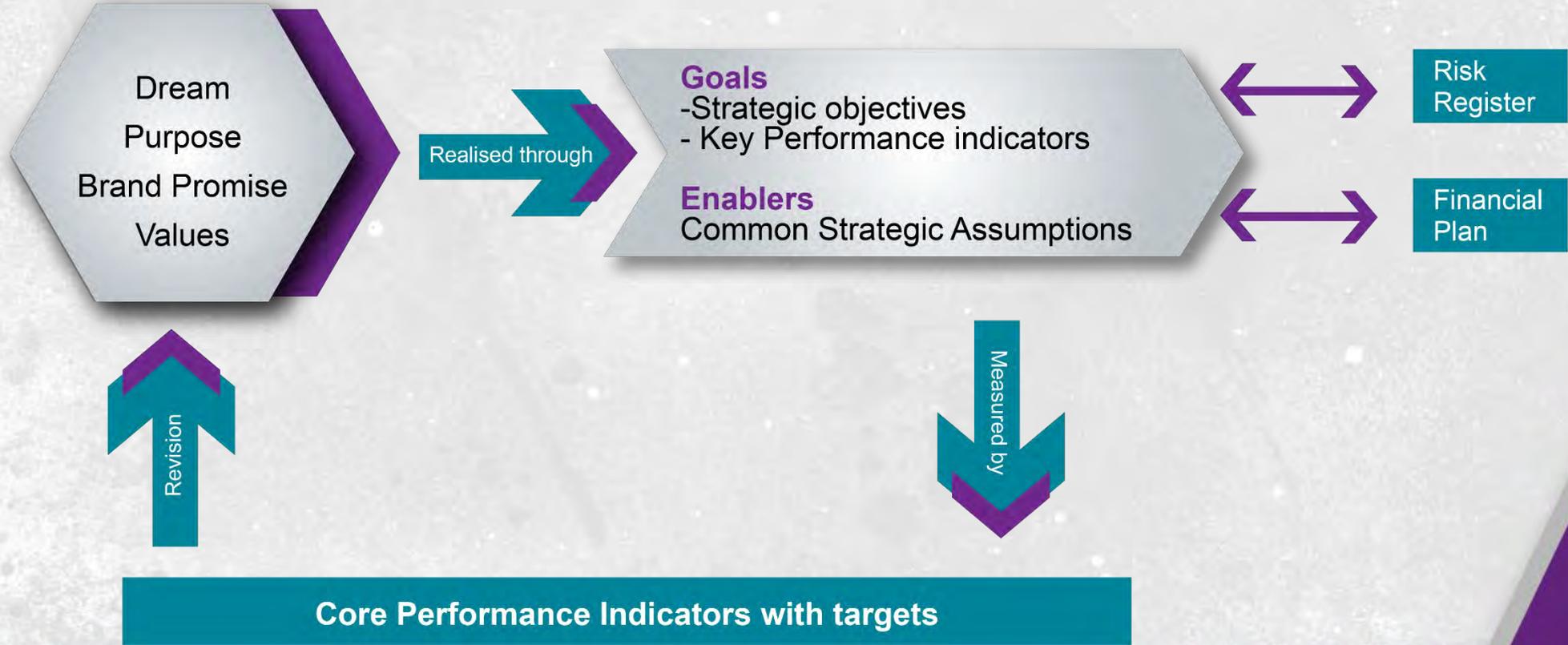
 National disruptive incident: #FeesMustFall



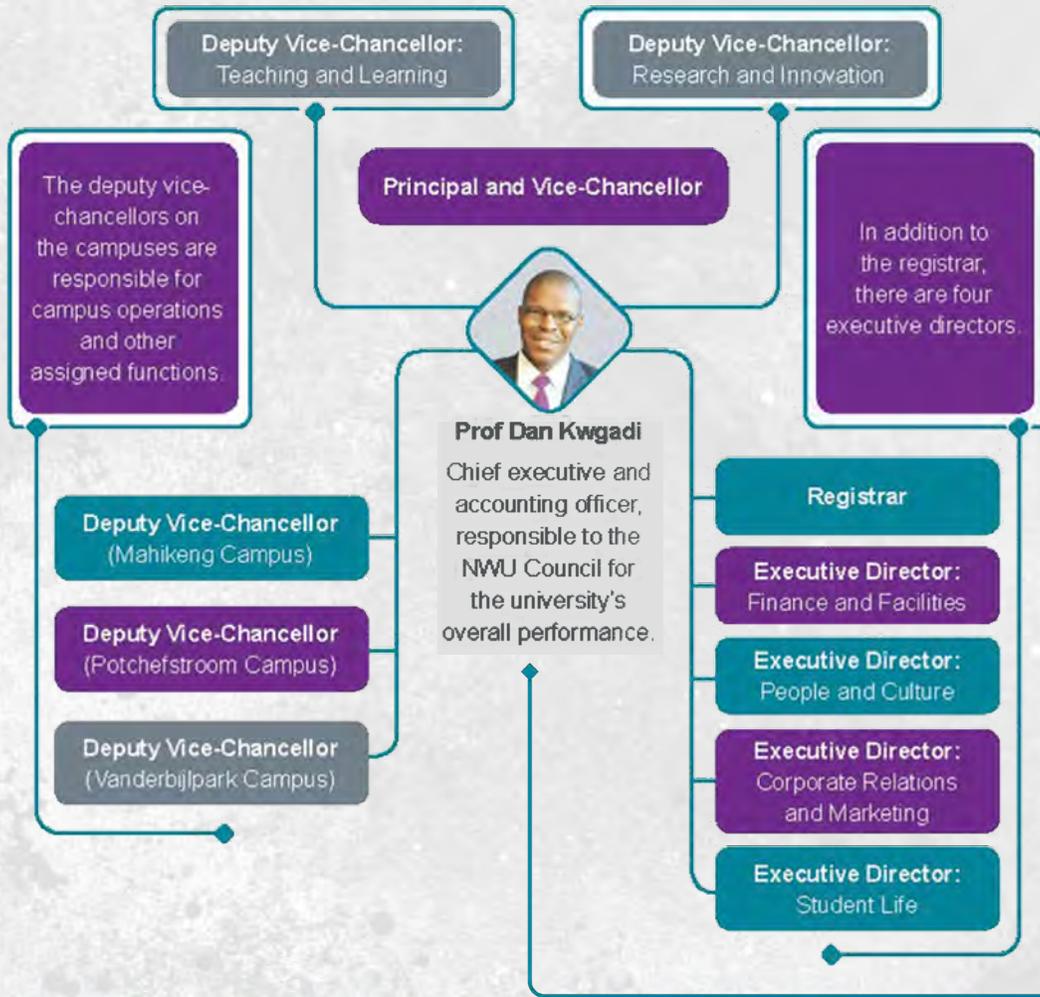
# Strategy and unitary structure implementation - 2017

- The schematic presentation below illustrates the integrated approach towards planning.

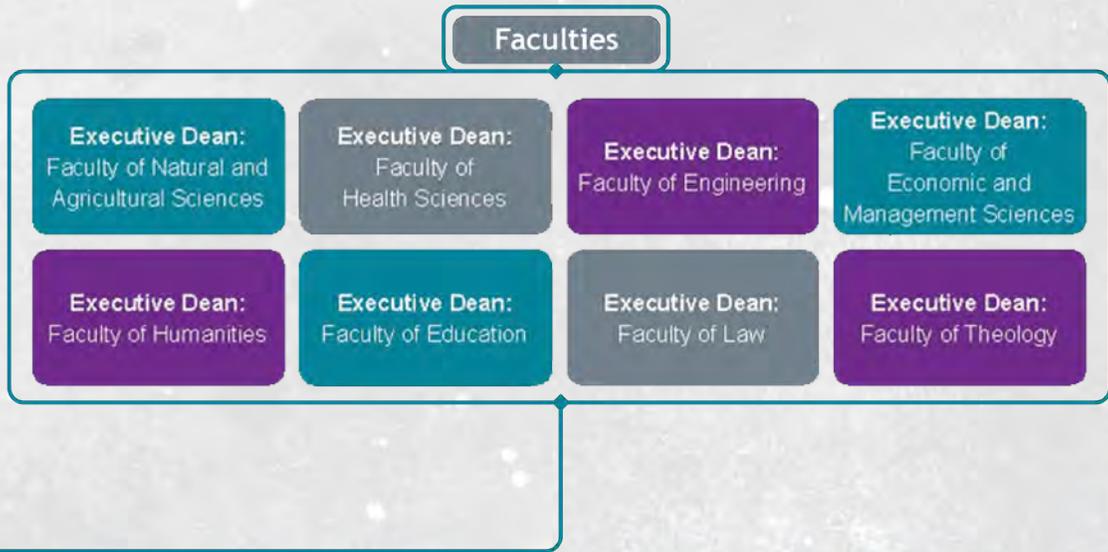
Transformation and position of the NWU as a unitary institution of superior academic excellence, with a commitment to social justice



# Implementation of the NWU unitary structure



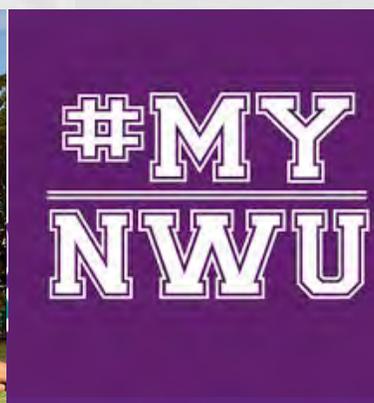
## WHO'S MAKING IT HAPPEN



## Re-Branding of the NWU



- New **integrated unitary** experience
- The **previous corporate identity** reflected a **campus-oriented university**. The three **campuses used a different look and feel**, which gave them **distinct identities contrary** to the promise and commitment of the **new strategy**.
- With regard to brand positioning and corporate identity = the transformation and **positioning** of the NWU as a **unitary institution** of superior academic excellence, with a commitment to social justice
- The identity relates to have an **inspiring purpose, dream and brand promise** as well as the **values** of the NWU.



- The NWU Language **policy** was approved in **November 2018 by Council**  
**Functional multilingualism** underlying our Language policy
- The NWU Language policy is **unique** in that its implementation is spelt out in **language plans** for various NWU domains:
  - **Faculties** (each of the eight faculties has a language plan tailored to its particular needs)
  - The **administrative environment**
  - **Student Life**
  - **Centre for Teaching and Learning** (currently in development)
- **Proactive development of Setswana and Sesotho as academic languages at NWU**  
The Senate Committee for Language Planning and Advisory Services (SCLPAS) was established

### ① The 2021 policy review process

11. The DHET in October 2020 promulgated the Language Policy Framework for Public Higher Education Institutions
12. From **1 January 2022 the language policies** of all Public Higher Education Institutions have to **comply with the Framework**
13. NWU's **2018 policy already complies with the Framework, and the 2021 audit will ensure** that this **continues** to be the case

## Infrastructure Investment

- A two-year construction project for a **1 728-bed facility** on **Mahikeng**
- It is **the biggest project** in the history of the university
- NWU in partnership with **the Department of Higher Education and Training (DHET)**, identified the need. ‘  
Minister of Higher Education, Science and Innovation, **Dr Blade Nzimande**, formally **approved the continuation of this R463 million** project on 30 June 2020

### Infrastructure Investment from 2015-2021

Pothefstroom	Mahikeng	Vanderbilpark	Across NWU	Total
R619 760 004	R768 669 808	R368 210 434	R176 289 100	R1 932 929 346



- NWU Way Culture Project **to understand our current culture and define the future culture** that we would like to create,
- Involved **conversations** where staff and students were asked **to share their experience** of our **current culture** and assist us to **determine the culture that we aspire** to at our university.
- Goal: to create a **shared organisational culture** that will support our strategy.
- Ultimately, we want every staff member and student **aligned behind a set of values, norms and everyday behaviours**
- Current success models focus on creating a **culture that is welcoming, inclusive and enabling.**

### Highlights

- NWU Climate Study in 2017
- Identification of the "As is" NWU Culture in 2019
- Update of the NWU values in 2021

### Recent Projects

- The NWU Way website: <http://services.nwu.ac.za/nwuway/nwuway>
- Organizational Citizenship Behavior Project (OCBP) 2020 website: <http://services.nwu.ac.za/organisational-citizenship>

## Digital Business Strategy – our digital transformation

- We are developing a digital business strategy, focusing on digital transformation for the future and embracing the Fourth Industrial Revolution. This is all about harnessing emerging technology in meaningful ways to add value to the learning experience and academic success of the NWU student of the future.



### Operational efficiency

Systems that optimize processes to reduce employee efforts and turnaround-times.



### International experience

Using technology to create brilliant stakeholder experiences. Creating value.



### Business model transformation

Rethinking the way we conduct university business, generate income support



### Enablement

The required digital infrastructure that enables the other pillars to flourish.



- For our **ethical behaviour**, we scored **94 out of a total of 100**, which indicates a **moderate risk**.
- For **ethical culture** at the university, the results are less favourable – we **scored 38 out of 100**, which indicates that our ethical culture is **underdeveloped**.
- The **only exception** is our **non-managerial employee commitment to ethics**, which shows that our ethical culture in this regard is in a **developing stage**.
- It seems as if there is a **gap between observing unethical acts** on the one hand, and **feelings about** the university's **unspoken values** on the other hand.

### So, what happens next?

- Build a **mature ethical culture**. The first step is to **design an ethics strategy and management plan (overseen by Social, Ethics and Risk Committee )**

**Interventions** will then be designed to **improve our ethical culture**.

### External review of Council

- Council adopted the final report by the external review panel.
- Council is pleased that the review process was done in accordance with the Department of Higher Education and Training scorecard
- Results will play a key role towards ensuring compliance with the department's future assessment requirements.
- Council will adopt a pragmatic approach towards the implementation of the recommendations of the external review panel.
- Council regards the evaluation process as a crucial element for quality enhancement.

## Transformation

- The NWU context confirms that transformation is **inextricably connected** to issues of **justice, culture, performance indicators, communal wellbeing, excellence, relevance**, etc., as well as to the wider concept of being responsive to environmental and political changes, and being relevant to the current needs of the communities we serve.
- We have identified **ten transformation goals**, which we judge as the most relevant to pursue, monitor and achieve, namely,
  - Diversity,
  - Access,
  - Alignment,
  - Redress,
  - Equity,
  - Resource Allocation,
  - Increased Unity,
  - Student Experience,
  - Success and
  - Quality.

### Black employees as % of workforce

2015	→	2021
3700		3 985
35,12%		47,5% (12,4%)

### NRF Rated researchers

2015	→	2021
182		248 (36%)

### Post Doctoral Fellows

2015	→	2021
164		231 (40%)

### Publications

2015	→	2021
1127		1541 (37%)



## Total Contact student enrolment

2015 → 2021  
37 943 → 43 452  
51% → 64% (14,5%)

## Black students as % of students (contact)

2015 → 2021  
51% → 65% (14%)



## NSFAS Students

2015 → 2021  
5 500 → 23 897 (334%)

## Residence Diversity

	2015	2021
African	52,3%	62,5%
Coloured	4,4%	5,6%
Indian/Asian	0,2%	0,2%
White	41,6%	31,7%

## Areas of Improvement

### Masters and Doctoral Enrolments

	2015	→	2021	
Masters	3 023		2 766	<b>(-8.5%)</b>
Doctoral	1 448		1 524	<b>(5%)</b>

### International Student Profile

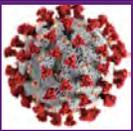
	2015	→	2021	
	3 774		1 603	<b>(-57%)</b>

### % Of staff with PhD as highest qualification

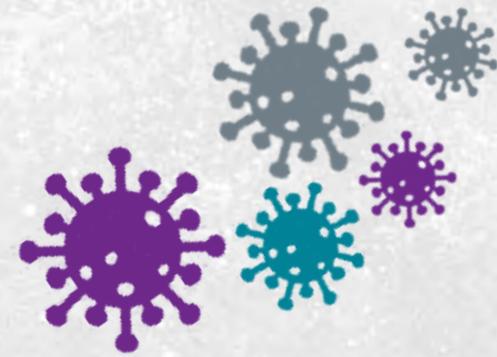
	2015	→	2021	
	50,5%		52%	<b>(1,5%)</b>

### Market Direction

	2015	2021
<b>Contact</b>	<b>70%</b>	<b>82%</b>
Business & Management	16%	18%
SET	22%	<b>22%</b>
Education	7%	14%
Humanities & Social Sc	25%	28%
<b>Distance</b>	<b>30%</b>	<b>18%</b>
Business & Management	0%	1%
SET	3%	0%
Education	22%	16%
Humanities & Social Sc	4%	1%



## Covid-19 Response



- **Experts from various faculties** joined the fight against the Covid-19 pandemic.
- Their contributions ranged from developing an **award-winning pre-screening app for schools**
- **Validating** a new Covid-19 test;
- and **predicting the course of the virus** in the North West Province.
- Determined to **continue the academic year** while keeping our staff and students safe,
- We embarked on **remote learning**, which includes online and distance learning.
- We were able to **fast track our business digital strategy**.
- Our students and academics were **able to convert** in terms of remote learning.
- We were able to introduce mechanisms that were able to help us cope.
- **Procure laptops** for our students, **buy them data** and get into **partnerships with telecoms companies**.
- We need to **continue introducing digital platforms** for teaching and learning.
- **Data - R18 363 502**



# Covid-19 Response



Establish Covid-19 response team

Determine Immediate needs

Develop principles and risk mitigation

Implement our communication plan

Scenario development

Monitor and adapt & longer-term needs

## Top marks for UJ, North-West University remote learning



By **STAFF WRITER**, ITWeb  
Johannesburg, 15 Sep 2021

Read time 2min 30sec



# Rankings

## North-West University ranked the safest in SA by world survey



North-West University gets top marks for safety. / NWU

### Local varsities rank higher than Belgium

By Somaya Stockenstrom

The North-West University has been ranked the safest university in South Africa in a worldwide survey conducted by education and technology platform StuDocu.

South African universities, which were included for the first time in the StuDocu World University Ranking, fared much better in terms of safety than those in the Netherlands and Belgium.

The StuDocu World University Ranking shows how students perceive and experience their university's efforts and performance on a number of topics.

If a university ranks high on safety this means students feel their university takes the right safety measures to ensure they feel safe on campus.

StuDocu CEO and co-founder Marnix Broer said there were currently about 15 million students from 2 000 universities across 60 countries who were using StuDocu to access high-quality materials every month.

He said that the world ranking was based on the opinion and experience of 100 000 students and recent graduates from nearly 1 800 universities from 30 countries collected from July 21 to August 10.

"Each university is ranked by current or recently graduated students on a variety of categories, utilising a scale of one to 10, as well as their likelihood to recommend their school to family and friends," said Broer.

A total of 24 South African universities were ranked based on 16 categories that directly impact students and how they experience life on campus.

"On safety, the question was: 'Does your university take the right safety measures to ensure you feel safe on campus?'"

"Perhaps it can differ per person as to what makes them feel safe, but we measure if what they need to feel safe has been taken care of by the university. The answers were anonymised, but in general the gender distribution on our platform is almost 50/50."

The North-West University came tops with a safety ranking of 9.4.

The University of Pretoria, University of Johannesburg, Durban University of Technology and Varsity College were a close second, all notching up a

safety ranking of 9.2.

University of Zululand received the lowest score of 7.

"These positive rankings are a breath of fresh air, especially when compared to the country's latest crime statistics, which revealed that during the first three months of 2021 murder and attempted murder recorded an increase of 8.4% and 5.7%, respectively.

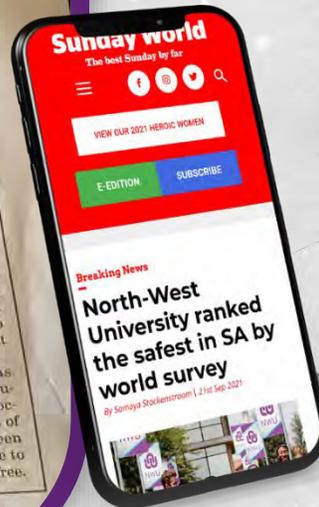
"We are very excited to have been able to include South Africa in our StuDocu World University Ranking this year," said Broer.

He said South Africa's safety ratings compare very favourably and are even higher than some countries.

Broer added that the StuDocu World University Ranking 2021 was one of the only rankings that highlighted the student experience from the inside, with rankings that showcase current student sentiment.

He said they would look into the idea of adding content and emergency contact details of various organisations to the platform that could assist should a student feel unsafe.

He said the platform was founded in 2013 by four students to exchange study documents and that millions of study documents have been shared and are accessible to everyone in the world for free.



# Rankings

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### Top 9 universities in South Africa - and the best subjects to study at each

Staff Writer 19 August 2021

World Rank	Institution
201-300	 University of Cape Town
301-400	 University of the Witwatersrand
401-500	 Stellenbosch University
401-500	 University of Pretoria
601-700	 North-West University
601-700	 University of Johannesburg
601-700	 University of KwaZulu-Natal



**Times Higher Education (THE)**  
= 6th position for 2022



**ARWU /Shanghai**  
= 5th



**CWUR = 7th Position**



## Best subjects

The ARWU also tracks how each university ranks in various subjects and fields of study

North-West University	Rank
Public Health	101- 150
Clinical Medicine	151 - 200
Hospitality & Tourism Management	151 - 200
Atmospheric Science	201 - 300
Law	201 - 300
Mathematics	301 - 400
Econology	401 - 500
Education	401 - 500



## Honorary Doctorate

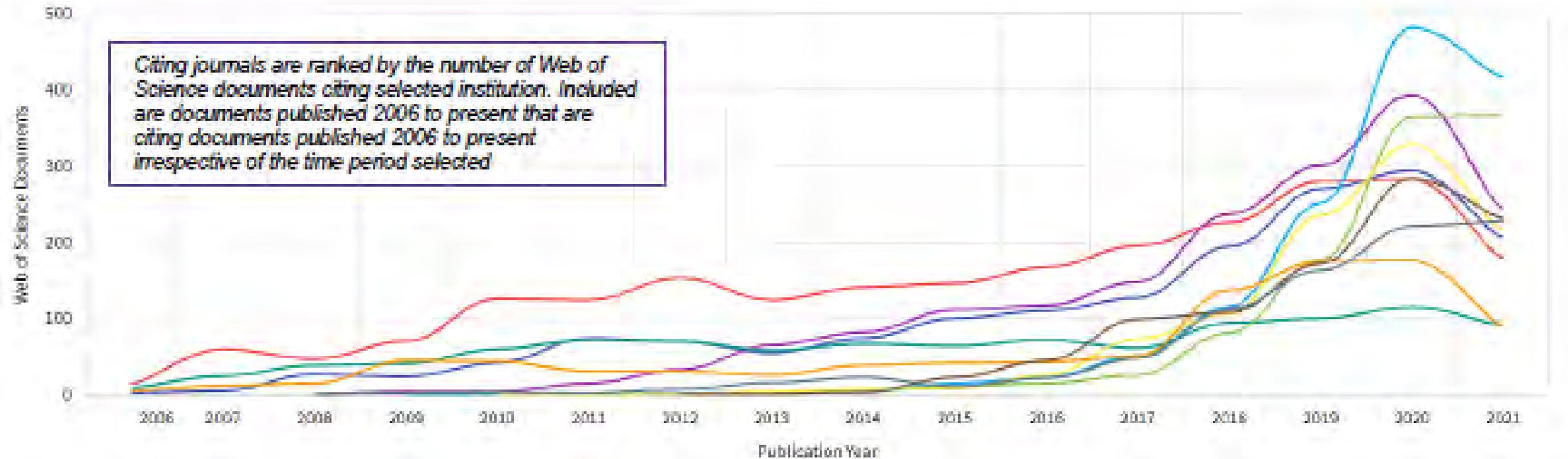
Recipient	Date	Faculty
Weiss Manfred	2015	Law
Joubert Alewyn Petrus	2017	Law
Ludo Juul Cuyvers	2017	Economic and Management Sciences
Ena Jansen	2017	Humanities
Kubedi Patrick Mokhobo	2017	Health Sciences
Imtiaz Ismail Sooliman	2019	Economic and Management Sciences
Monica Ferreira	2019	Humanities
Thulisile Nomkhosi Madonsela	2019	Law
Keith Bothongo	2019	Economic and Management Sciences
Baaitse Elizabeth Nkabinde	2021	Law
Geraldine Joslyn Fraser-Moleketi	2021.11.19	Humanities



## International Collaboration

Subject Area	SOUTH AFRICA	USA	UNITED KINGDOM	ENGLAND	GERMANY (FED REP GER)	NETHERLANDS	AUSTRALIA	FRANCE	BELGIUM	CHINA MAINLAND
ASTRONOMY & ASTROPHYSICS	207	98	76	72	115	58	58	65	8	17
ENVIRONMENTAL SCIENCES	259	32	19	17	20	10	8	12	22	20
PHARMACOLOGY & PHARMACY	86	23	6	4	9	5	6	3	3	3
PUBLIC, ENVIRONMENTAL & OCCUPATIONAL HEALTH	132	33	28	21	10	18	21	12	17	14
CHEMISTRY, PHYSICAL	115	3	5	2	7	2	2	3	0	11
ZOOLOGY	83	13	8	6	6	1	13	4	11	0
NUTRITION & DIETETICS	79	14	20	15	10	9	15	9	3	5
CHEMISTRY, MULTIDISCIPLINARY	86	8	4	3	1	1	0	1	0	5
EDUCATION & EDUCATIONAL RESEARCH	102	10	21	21	9	6	7	0	3	1
BIOCHEMISTRY & MOLECULAR BIOLOGY	78	13	17	13	13	6	5	6	4	5

## Citation of NWU researchers



- ASTROPHYSICAL JOURNAL
- INTERNATIONAL JOURNAL OF ENVIRONMENTAL RESEARCH AND PUBLIC HEALTH
- NUTRIENTS
- SCIENCE OF THE TOTAL ENVIRONMENT
- PLO'S ONE
- PHYSICAL REVIEW D
- ASTRONOMY & ASTROPHYSICS
- SUSTAINABILITY
- MONTHLY NOTICES OF THE ROYAL ASTRONOMICAL SOCIETY
- SCIENTIFIC REPORTS



## Shaping Executive Minds in Africa

AMBA has been the impartial authority on postgraduate management education. It is the global standard for all MBA, DBA and Master's degrees, currently accrediting programmes from the top 2% of Business Schools in more than 75 countries.

The only professional membership association that connects MBA students and graduates, accredited Business Schools and MBA employers throughout the world.



- SWOT-analysis
- Updated situation analysis
- Performance environment
- Legislative mandates
- Strategic Success Factors
- Annual Performance Plan with goals and enablers with targets
- Ministerial agreements (Enrolment targets and Funding envelopes)
- Performance implementation plan
- Combined Risk Register - Top 20 residual risks
- Common Strategic Assumptions

## 2022 APP - Goals

- Goal 1:** Promote excellent learning and teaching and reposition the NWU to attain the size and shape required by the market direction decisions
- Goal 2:** Strengthen research and innovation with a strategic focus on impactful globalisation
- Goal 3:** Integrate and align community engagement with teaching-learning and research to develop a culture of active citizenship
- Goal 4:** Develop a clearly differentiated student value proposition with a focus on creating an inclusive environment aimed at developing students holistically through structured and unstructured co-curricular programmes which are relevant, desirable and meet students' needs
- Goal 5:** Attract, develop and retain excellent staff and create an equitable staff profile
- Goal 6:** The development and implementation of a digital business strategy to create a competitive advantage for the university and ultimately unlock alternative revenue streams

## 2022 APP - Enablers

**Enablers:** The following enablers support our goals:

Enabler 1: Govern, lead and manage in an agile, collaborative and integrated way towards an optimally digitised university environment

Enabler 2: Establish a holistic and integrated university technology platform to provide a solid foundation for a digital future

Enabler 3: Cultivate and deliver stakeholder-focused platforms to create and grow intentional experiences and brand equity.

Enabler 4: Ensure financial sustainability and optimal performance with due consideration of macro-economic conditions and a drive towards digital transformation

**Ke a leboha**

**Thank You**

**Dankie**

**Ke a le boga**

**#MyNWU | #GreaterThan**

