

# Council Workshop

17-18 March  
2021





# Introduction



Prof Dan Kgwadi



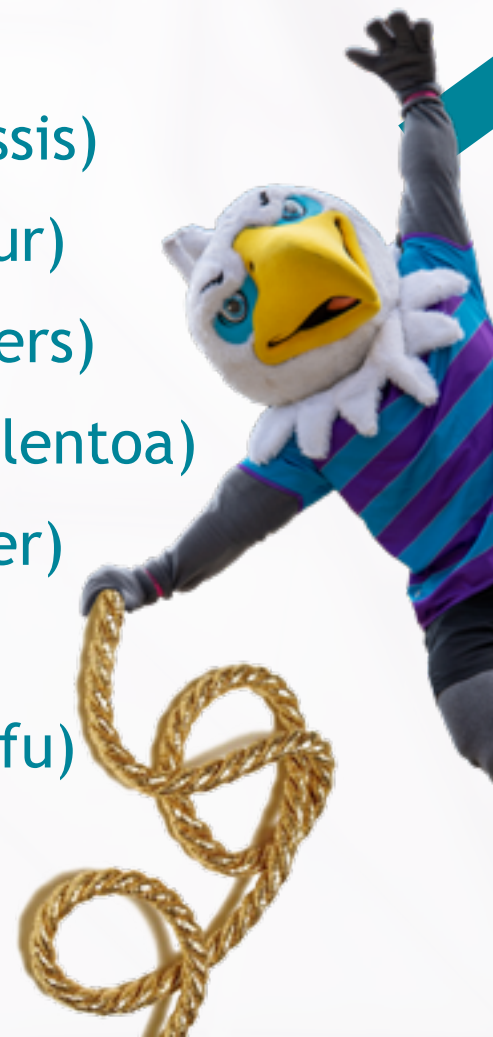
# Moving from a global crisis to a sustainable future





# University Management Presentation

- Introduction (Prof Dan Kgwadi)
- Environmental Perspective (Prof Linda du Plessis)
- Teaching and Learning (Prof Robert Balfour)
- Research and Innovation (Prof Frans Waanders)
- Community Engagement (Prof Marilyn Setlalentoa)
- Finances and Facilities (Ms Elmarie de Beer)
- People and Culture (Prof Mala Singh)
- Student Life (Dr. Sibusiso Chalufu)
- IT/DBS (Prof Daryl Balia)
- Conclusion (Prof Dan Kgwadi)



“

Those persons who are making an in-depth study on governance have understood that the future destiny of any country is dependent on the education of its youth - Aristotle

”



## INTRODUCTION VIDEO



**BECOME MORE**   
*EXPAND - EXPLORE - EVOLVE*





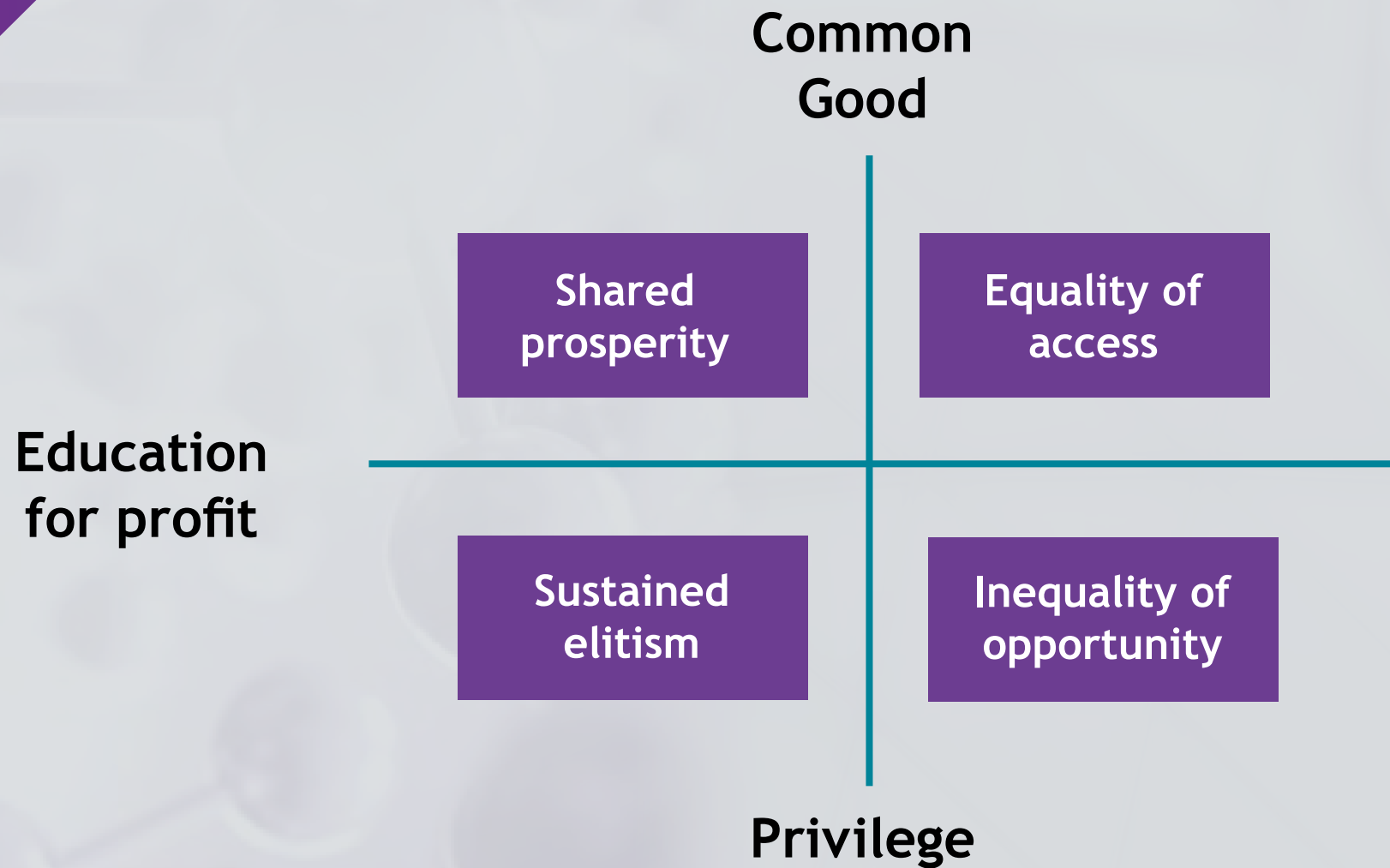
# Environmental Perspective



Prof Linda du Plessis











# HIGHER EDUCATION ENVIRONMENT





## WHAT HAVE WE LEARNED IN 2020?

-  Establish **clear roles** and responsibilities
-  Timely **communication** is critical
-  Apply **short term crisis management** - focus on **long-term sustainability** and **innovation**
-  **Scenario planning** greatly assisted with risk mitigation plans
-  **Agility** is likely to become the new normal
-  **Accelerate our digital business strategy** to embrace the 4th industrial revolution
-  **Academic alignment** was enhanced
-  Enhancement of **Inter-departmental collaboration**



## THE NWU OF THE FUTURE

- Remain a contact university with residential facilities and a vibrant student life
- Lifelong learning is becoming increasingly important. A fast-changing labour market drives the need for micro-credentials. Strategic expansion of our Unit for Open Distance Learning offerings.
- We must design learning experiences that support different types of lifelong learners
- The hybrid offering of classes must continue to evolve to fully engage and retain students, variation in assessment to maximise student retention and attainment
- Increasingly use learning analytics to provide the best support to students
- Plan a premium campus experience that blends elements of being physically present with rich, personalised online and contact learning.



## REIMANGINE EDUCATION

## HOW HAS THE NWU CHANGED IN 2020?

- Instead of learning to memorize facts and figures, students need to “**learn how to learn**” and how to **solve problems**.
- We have to infuse things like entrepreneurship into the curriculum because with the disruption that’s going on, many people are going to have to **create their own jobs**
- We have to produce **globally minded graduates**, whilst contributing to the communities in which we are embedded, for these communities will continue to need ‘local human skills.
- The future of post-graduate studies will be determined by: **transdisciplinary research, partnerships, collaboration, networks and lifelong learning needs**





## TOP 10 SKILLS in 2025



Analytical thinking and innovation



Active learning and learning strategies



Complex problem-solving



Critical thinking and analysis



Creativity, originality and initiative



Leadership and social influence



Technology use, monitoring and control



Technology design and programming



Resilience, stress tolerance and flexibility



Reasoning, problem-solving and ideation

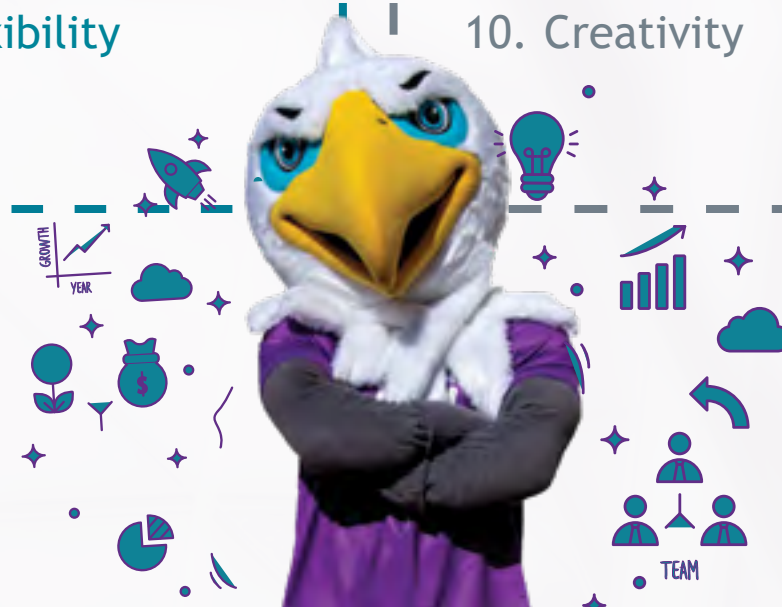
## HOW HAS THE NWU CHANGED IN 2020?

### in 2020

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

### in 2015

1. Complex Problem Solving
2. Coordinating with others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality control
7. Service Orientation
8. Judgment and Decision Making
9. Active listening
10. Creativity



World Economic Forum



2020 IN NUMBERS

# 2020 in numbers





TEACHING-LEARNING

# TEACHING & LEARNING



Prof  
Dan Kgwadi

Prof  
Linda du Plessis

Prof  
Robert Balfour

Prof  
Frans Waanders

Prof  
Marilyn Setlaltoea

Elmarie de Beer

Prof  
Mala Singh

Dr.  
Sibusiso Chalufu

Prof  
Daryl Balia



# Teaching and Learning



Prof Robert Balfour



## IMPACT OF COVID-19

## TEACHING AND LEARNING

- Successfully supporting the transition to online and remote teaching and learning.
- Continuous liaising
- Coordinating the efforts

Visit the CTL contingency support page

**KEEP ON TEACHING AND LEARNING**



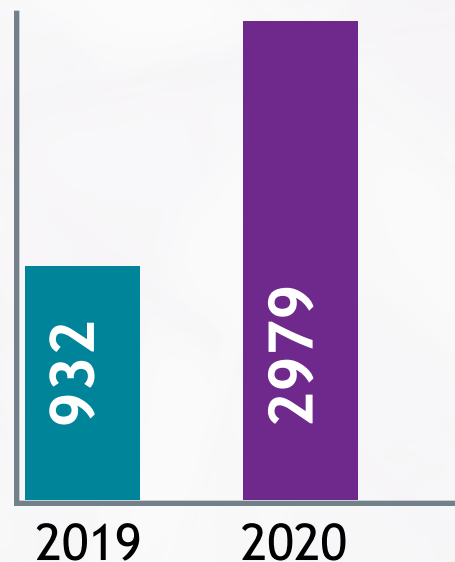


## HIGHLIGHTS

## TEACHING AND LEARNING

- Training of new Supplemental Instruction (SI) facilitators were conducted completely online for the first time and online SI sessions were provided in all faculties across the NWU until the end of November 2020.

	Sessions offered
April - 12 Aug 2020	85
Aug - December 2020	54
Total for 2020	139



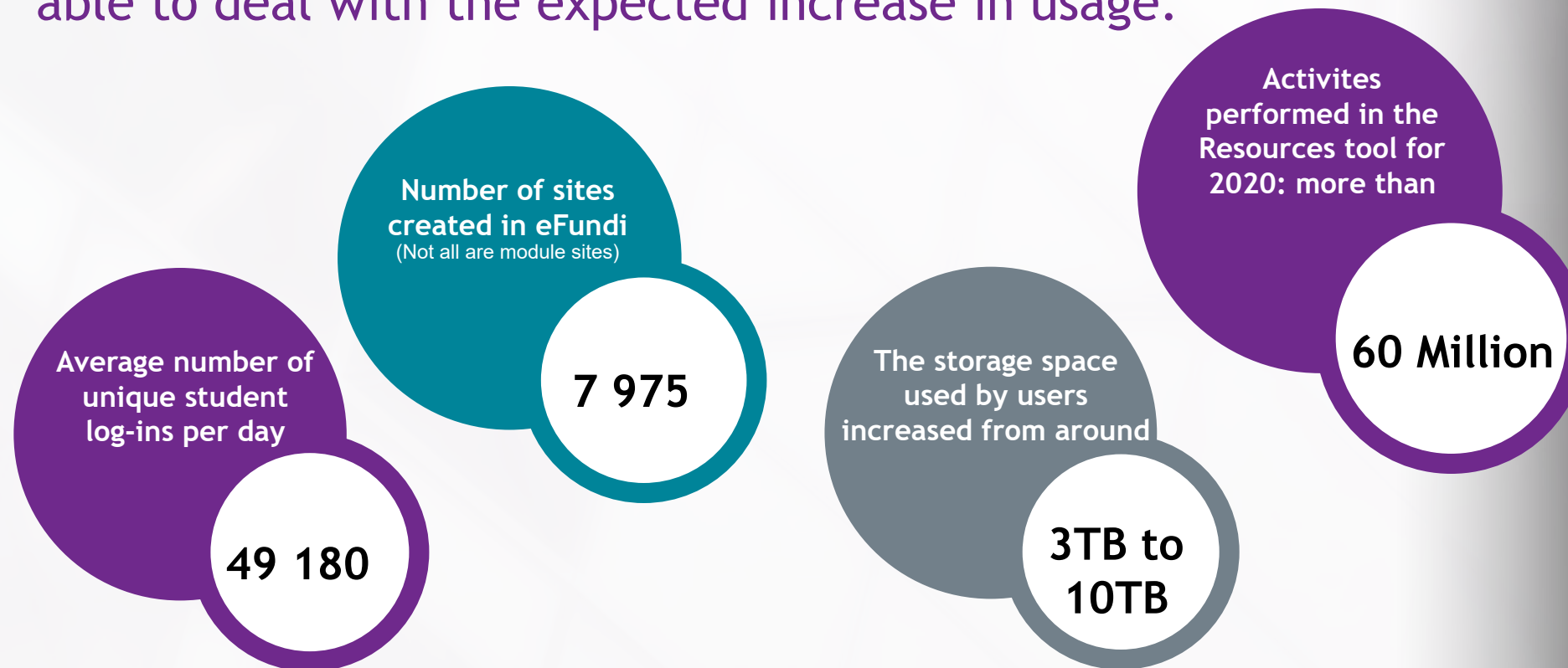
2020 - 135 Academic Professional Development (APD) opportunities  
Headcount attendance: 2019 vs 2020



## EFUNDI USAGE

## TEACHING AND LEARNING

Within the first weeks of the COVID-19 pandemic, IT expanded the eFundi infrastructure to ensure that the service would be able to deal with the expected increase in usage.



\*2020



## The Future

## TEACHING-LEARNING

- Convergence of all Modes of delivery (Face to Face (F2F) Contact-Distance-Online) beyond Blended Learning
- T&L Technology Strategy
  - Interactive Online Teaching & Learning Eco-system
  - Integrated digital, education technology solutions for technology enabled T, L & A
  - Bichronous delivery (synchronous F2F, synchronous broadcasting & simultaneous lecture capture for as asynchronous use)
  - Single Hy-flex module design and delivery for all modes of delivery
- New ITEA award format envisaged for 2021 - 6 awards
- The multilingual pedagogies
- Programme and Qualification Mix (PQM) audit will take the re-imagined NWU academic offering forward in a sustainable manner
- Digital library
- Micro-credentialing, growing online offering for short learning programmes, transition from LMS based approach to development (over time) of compelling and inclusive learning



## TEACHING-LEARNING



Prof  
Dan Kgwadi

Prof  
Linda du Plessis

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Frans Waanders

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Daryl Balia



# Research and Innovation



Prof Frans Waanders



## INTRODUCTION

## RESEARCH AND INNOVATION

- Due to COVID-19, 2020 has been a trying year for the Research and Innovation at the NWU
- **Primary objective** was to ensure that all obtained research data was to be utilised to ensure publication outputs
- International travel for conferences and research **interaction was down dramatically**
- Continued with the **PhD review** on an on-line mode - both Self Evaluation Report and Improvement Plan were **well received**
- Gradually re-introduced staff and students at lower lock-down levels to continue with research activities, labs opened but Face to Face (F2F) interviews and data collection at remote locations were still difficult
- 2021 - onwards - **adjusting and adapting to new innovative research actions**



## RESEARCH AND INNOVATION

### Research support office

new

National Research Foundation (NRF) - ratings, SARChI chairs, finances  
Research Innovation Support Committee (RISC) - training - integrity, ethics, supervision, writing skills ....  
Research Entity Evaluation Committee (REEC) - Entity evaluations, trajectory of entities guidance  
PhD-review - Feb/March - correctness report, Apr - report

### Global Engagement

- International student/staff admin
- Follow Department of Home Affairs (DHA) regulations
- signed 19 formal international research and innovation collaborations
  - expand global presence
  - 5 collaborations with top 500 institutions as rated by Quacquarelli Symonds

GE offices on all  
3 campuses

### TTIS

- Areas of research that played a big role: data modelling, epidemiology, public health, virology, immunology, drug discovery, etc
- NWU to grow expertise in any of these areas for future epidemics / pandemics.  
Re-evaluate which research areas are future-focussed (not only to attract funding but to better prepare future graduates for the future)



## TECHNOLOGY TRANSFER

## RESEARCH AND INNOVATION

- **4 new patent applications.** Amongst these disclosures were a number of digital solutions to fight the COVID-19 pandemic: 1) the TjopTjop<sup>TM</sup> health screening app, 2) a method for remote-monitoring of ventilators, and 3) a system to digitally process PCR-based diagnostic test results.
- Researchers also investigated the **re-engineering or appropriating of existing technologies** towards COVID-19 solutions
- Relationships with industry and communities remain one of the most **important enablers of innovation and industry-led research.**

Recover



VIDEO PLACEHOLDER

RESEARCH AND INNOVATION



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Dan Kgwadi

Prof  
Linda du Plessis

Prof  
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Prof  
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Prof  
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Dr.  
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Daryl Balia



# Community Engagement



Prof Marilyn Setlalto



## COMMUNITY ENGAGEMENT



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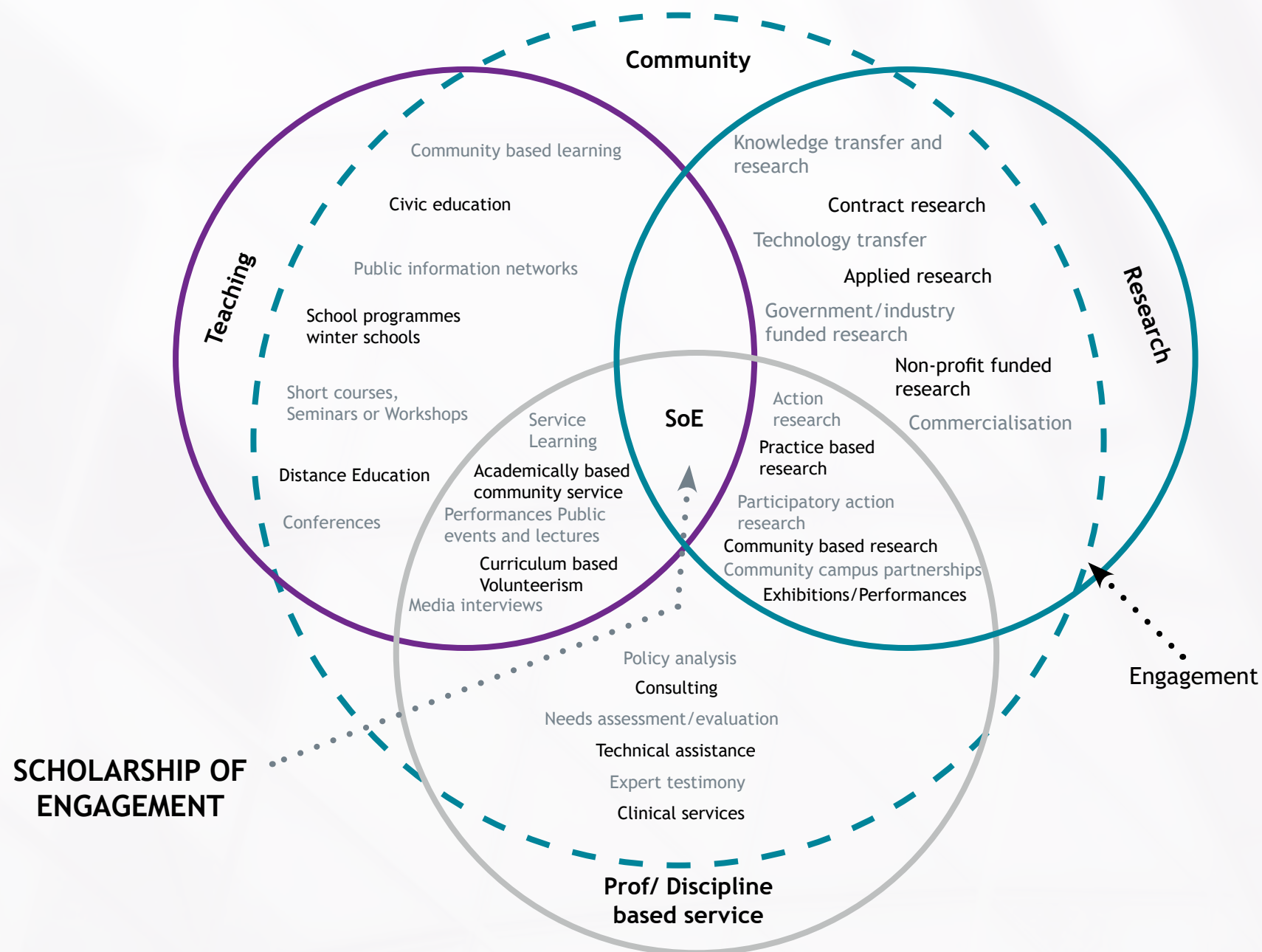
Dr.  
Sibusiso Chalufu

Prof  
Daryl Balia



# COMMUNITY ENGAGEMENT

# SCHOLARSHIP OF ENGAGEMENT



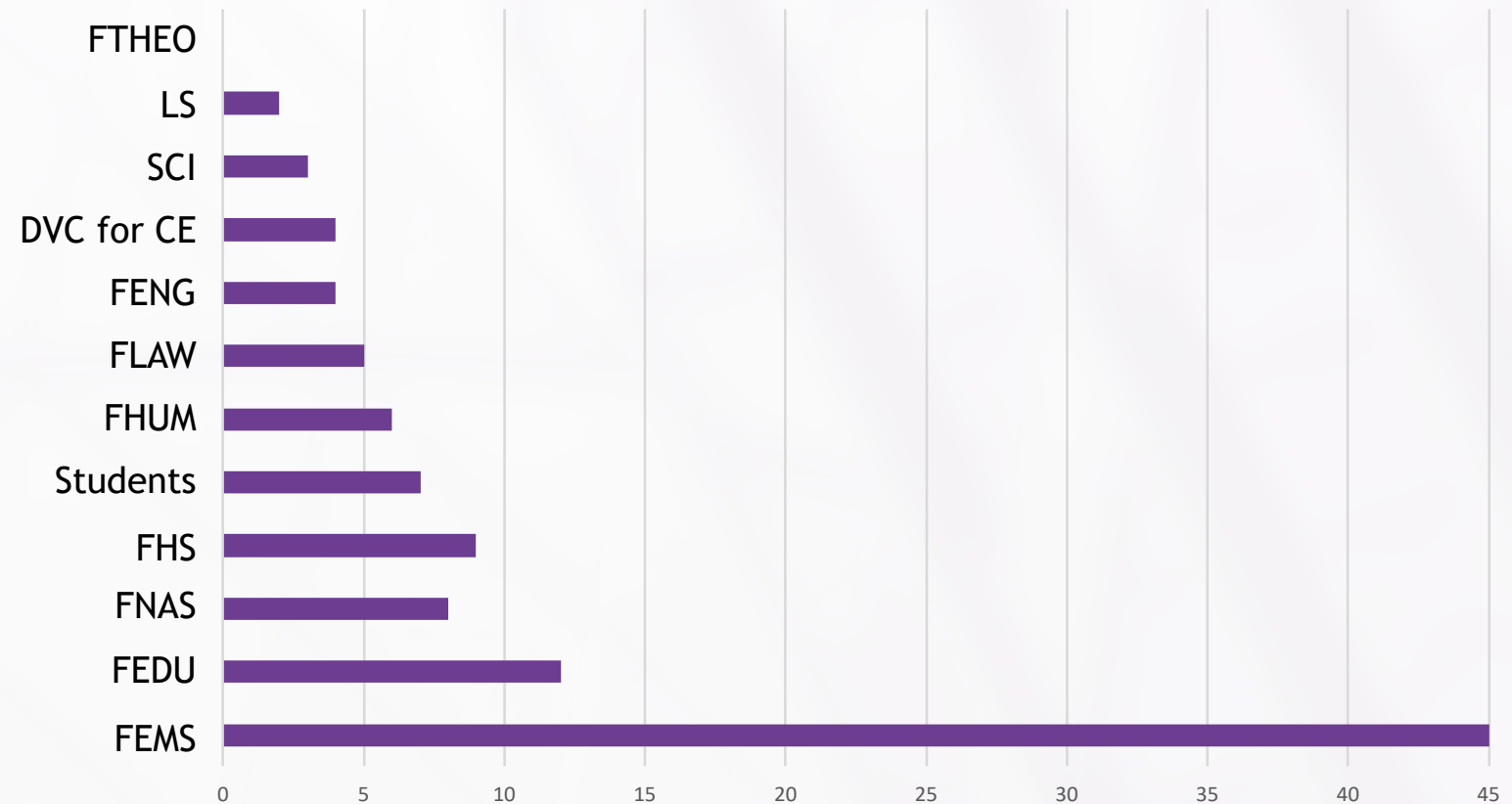
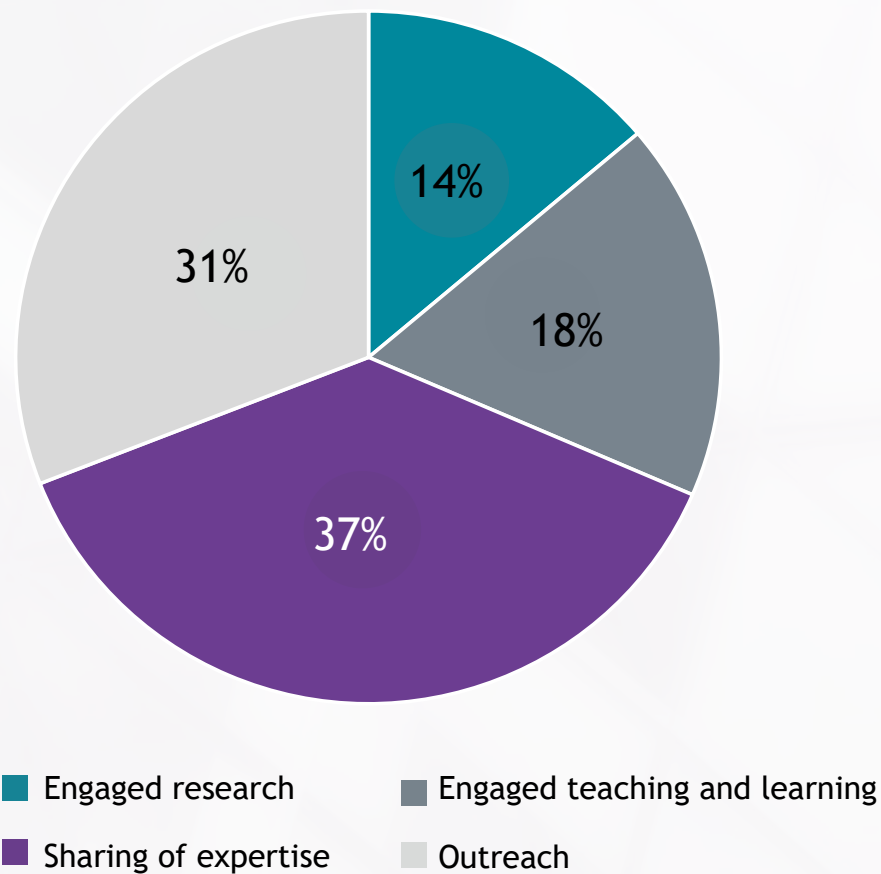
*Glass et al 2010*



# COMMUNITY ENGAGEMENT

## NWU CE PROFILE (2020)

Total number of engaged activities according to contributing entities





# COMMUNITY ENGAGEMENT

## Outreach

- Projects initiated during Covid-19
  - Food security
    - Donations to Homes of the elderly, Early Childhood Development (ECD), Students
  - Mobile Laboratory -FNAS
  - Donation of Sanitiser to Schools - Chemistry
  - Radio talks
  - Use of social media





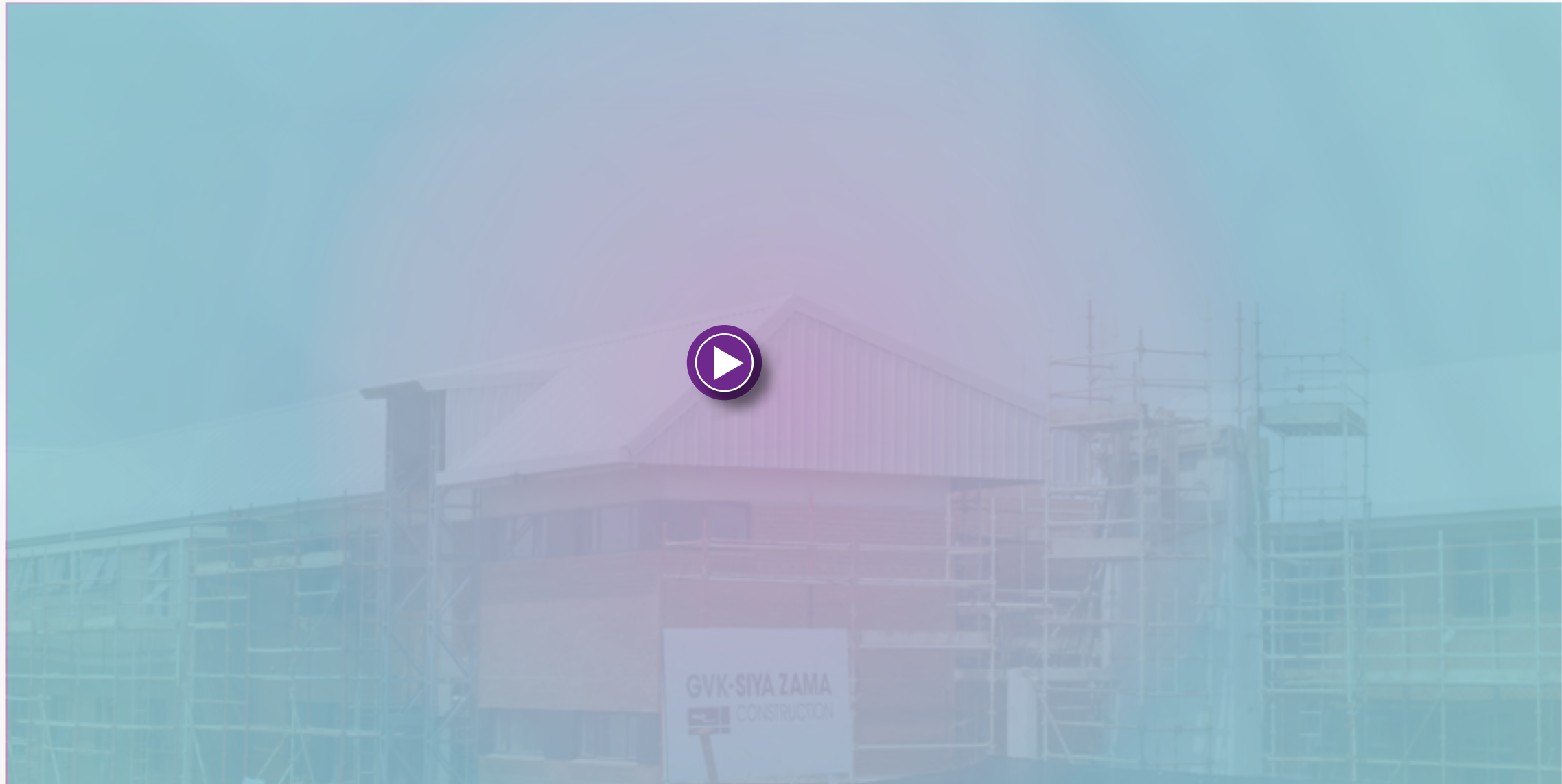
# Finances and Facilities



Ms Elmarie de Beer






## FINANCES AND FACILITIES

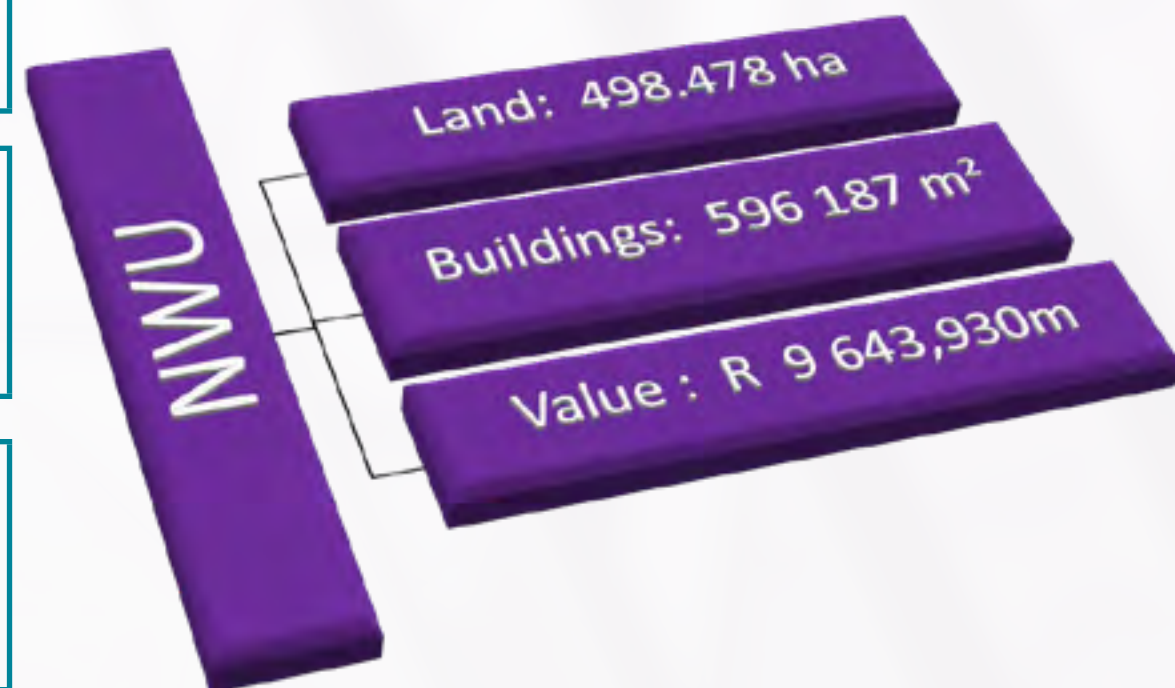




## INTRODUCTION

## FINANCES AND FACILITIES

	MAHIKENG CAMPUS	POTCHEFSTROOM CAMPUS	VAN DER BIJLPARK CAMPUS
	255.5ha	124ha	119ha
	394 buildings 139 245 m <sup>2</sup> with a value of R 2 375 255m	419 buildings 391 006 m <sup>2</sup> with a value of R 6 219 485m	143 buildings 72 880 m <sup>2</sup> with a value of R 1 049 188m
	7 948	17 476	3 886





## 1. Impact of Covid-19 on Facilities

## FINANCES AND FACILITIES

### Fine balancing act:

- Focus on integrated planning (in support of core business and strategy)
- providing Sustainable solutions, flexibility, agility and giving stability
  - while facilities is an Expensive and long term investment
- NWU remains a contact university (hybrid delivering)

### CHALLENGES

Project delays & priority changes - lost 111 days on site

Sustainability - Protection of Cash flow critical

New way of learning and working - what will our facilities look like in the future?

Venue capacity reduced due to physical distance regulations and ventilation compliance issues

### ACTIONS TAKEN

Process to **reprioritise** projects and time lines

Only focused on **Critical projects** for 2020 & Revisited with project owners

Revisited project scopes that could be **impacted by blended-learning and remote working**

1200 venue audits conducted to determine capacity and compliance and provide info to **Futures 21 Task Team for academic planning**



## 1. Impact of Covid-19 on Facilities (continue)

## FINANCES AND FACILITIES

### Integrated planning involving all stakeholders

#### CHALLENGES

Mitigating risks to reintegrate students, staff, service providers and contractors

Readying Facilities for use during Covid-19 pandemic

Reduced staff complement during lock-down levels

Increase in costs (PPE, sanitizing, increased cleaning frequency etc.)

Less maintenance requests

#### ACTIONS TAKEN

Developed **protocols and procedures** and implemented these

**Cross-functional facilities** reintegration team implementing changes based on NWU protocols

**Working from home** procedures, rotation of staff to reduce numbers as per staff integration guidelines

Partially set-off by savings in reactive maintenance requests and utility bills, reprioritising budget

Focused on planned maintenance activities, and **IWMS implementation**



## 2. Reduced Department of Higher Education Infrastructure and Efficiency Grant Funding

## FINANCES AND FACILITIES

### CHALLENGES

Department of Higher Education focus on digital transformation

Expected changes in norms and standards (Blended learning advocated)

Space Audits to confirm new building applications

Reduced funding available due to budget cuts

### ACTIONS

Prioritised phase 1 applications for IT Infrastructure in support of T-L strategy

Prioritise projects that will **promote blended learning** in our spaces for phase 2 applications

IWMS to **provide audit data** when implemented  
Apply norms and standards

**Focus on optimisation of current use of spaces, and impact of blended learning model, as well as remote working,**  
**While delivering on our promise for already funded projects**



### 3. Infrastructure Procurement

## FINANCES AND FACILITIES

#### CHALLENGES

Efficiency while achieving preferential procurement targets

#### ACTIONS

Preferential Procurement Strategy approved (bench mark in Higher Education Sector)  
Detailed implementation plan being developed

Detailed Supplier Development implementation plan

Appointment of CLO (Community Liaison Officers)

Committee System Implemented to improve governance and transparency

Developing tailor made reports



## 4. Integrated planning: how we will be meeting strategic teaching learning objectives AND changes brought about by Covid-19?

## FINANCES AND FACILITIES

### STRATEGIES

NWU Strategy

Digital Business Strategy

Teaching Learning Strategy

### STRUCTURES - Developing Facility & Equipment Standards and Specifications for Teaching-Learning venues with cross-functional teams

Sub-Committee: Teaching Learning Environment Enhancement

Cross-functional teams

- CTL
- Facilities
- IT
- Student Academic Life-cycle Administration (SALA)
- Faculty representation

### GOVERNANCE - Standards & specifications

Venue lay-outs

Equipment Standards

Support Requirements for Operations

Infrastructure Services Requirements

Audit - AS-IS

Planning

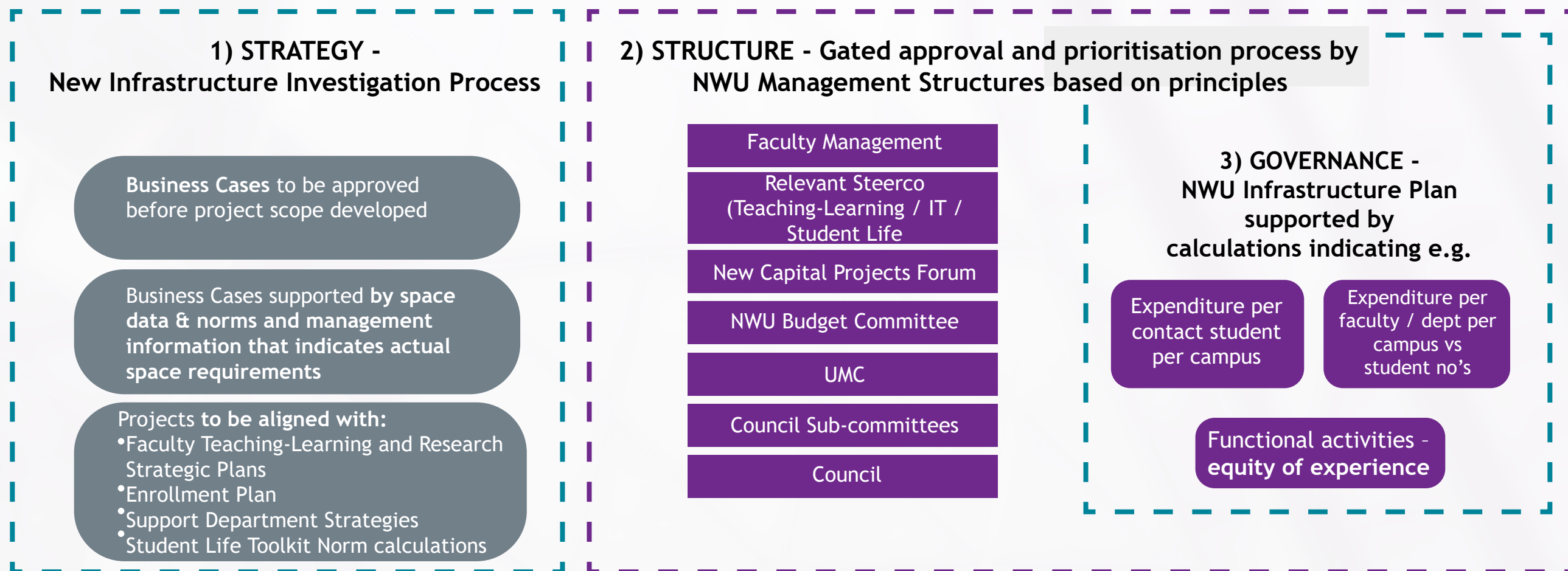
NWU 3-5 Yr Infrastructure Plan



## 5. Prioritising infrastructure projects to ensure equity of provision - 3 step process

## FINANCES AND FACILITIES

Based on underlined principles for approval 2020-2022





## 6. Integrating the digital world with our facilities

## FINANCES AND FACILITIES

### CHALLENGES

- Promoting sustainability without technology
- Lack of systems & integration

### ACTIONS

- Energy management strategic project
- Facilities Strategic Optimisation Project (FSOP)

The NWU never had a modern enterprise system in support its Facilities management environment!!!

We are on our way to implement just that!!!!

The Facility Strategic Optimisation Project will focus on creating and improving the **governance, delivery model, processes and procedures** linked to the Facilities functional area by taking into account the **DHET 17 Elements** of the Macro Infrastructure Framework in order to deliver a service in support of the NWU business and digital strategies



## Facilities Strategic Optimisation Project (FSOP)

## FINANCES AND FACILITIES

### The promise...

#### Strategic Drivers

Optimizing environment

Alignment processes and procedures in Facilities and related Departments

Confirmation of Roles and Responsibilities

Confirmation of Structural Arrangements

Aligning skill sets to future needs

Optimal integration and alignment of role players, systems and processes

Optimal integration and alignment of role players, systems and processes

Implement the DHET's 17 Elements

#### What will be gained

Real-time master data regarding facilities integrated into other systems

Improved business decisions based on data and management information

Enabling environment to digitally transform

Policy and process alignment

Role clarity to add value

Structural re-alignment to support new way of working

Upskilling staff

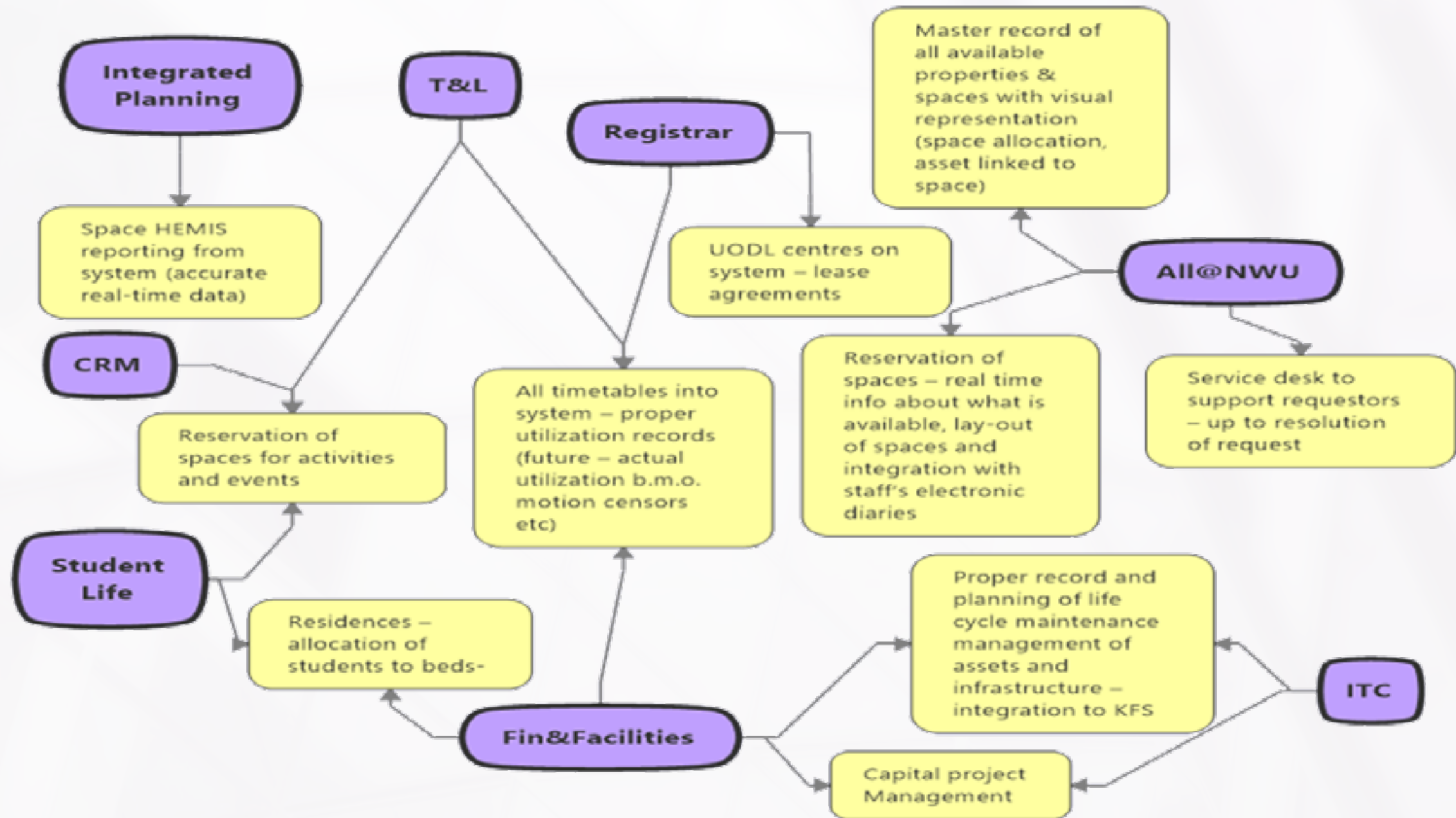
Automation of workflows and integration with other systems

Implemented MIF 17 Elements



## Integration + Practical examples of gains

## FINANCES AND FACILITIES

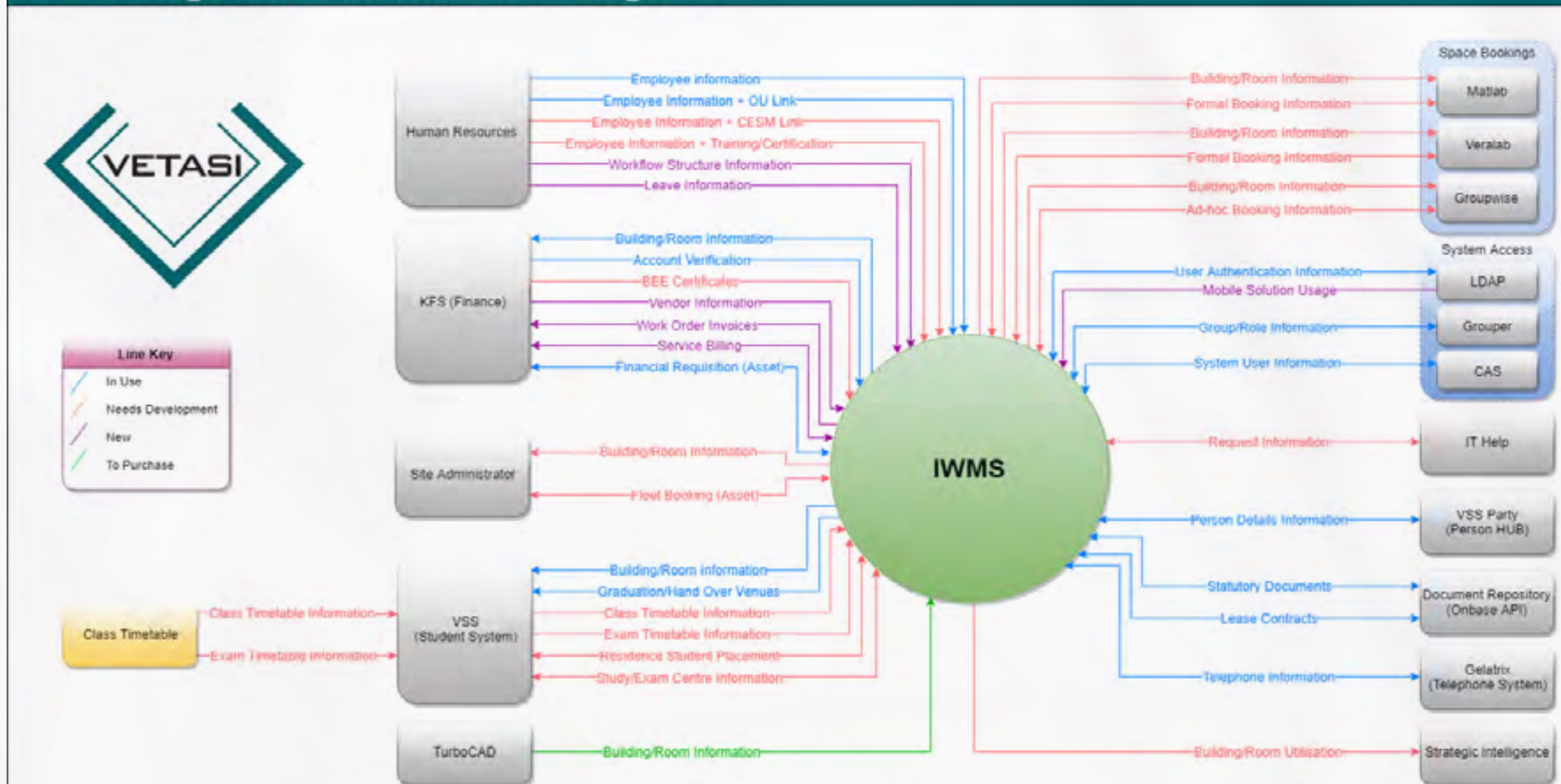




## Integration + Practical examples of gains

## FINANCES AND FACILITIES

### NWU Integration Context Flow Diagram





As can be seen in the 2 figures it is clear that

- the **FSOP** will have **wide spread influence** throughout the NWU
- a **holistic, integrated approach** has been followed in the project.
- therefore requiring **commitment** and involvement from all stakeholders, as well as
- a clear understanding of their roles and responsibilities.

Aligned with the NWU strategy to enhance its digital capability, the Facilities environment is implementing the IWMS  
(being the very first facilities management system for NWU)!!!



Business Release 2 will have three roll-out phases.

### Roll-out 1

- Space Management (Space Allocations, Reservations, Move Management, Space Requests)
- Student allocation to Beds in Residences

### Roll-out 2

- Planned Maintenance
- Asset Management
- SLA of Reactive Management
- Lease Management
- Capital Project Management

### Roll-out 3

- Health and Safety (Incident Management, Hazard Register)

Business Release 2 started on **15 Feb 2021** with a planned completion date of **01 July 2021**.





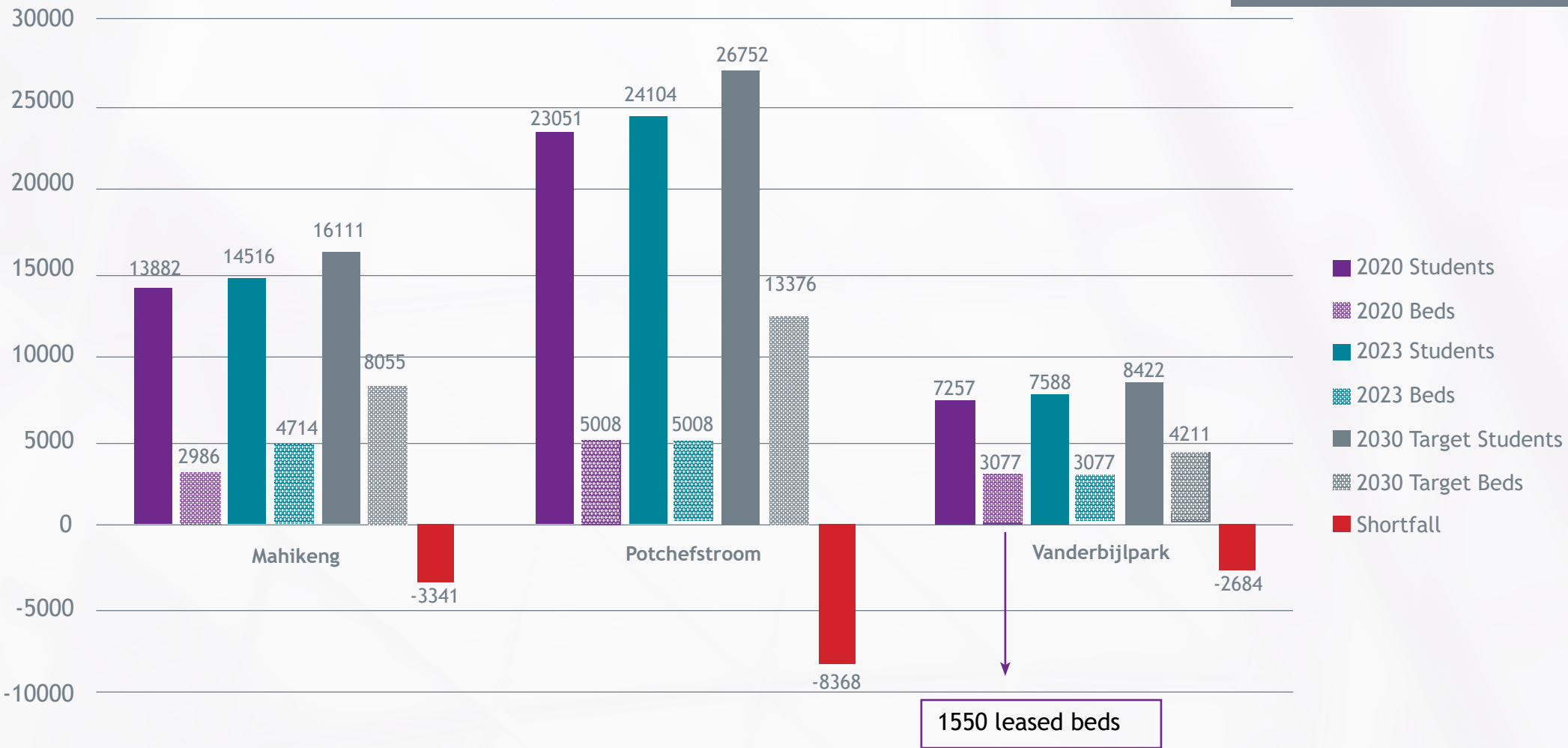
# STUDENT ACCOMODATION 2020 - 2030

# FINANCES AND FACILITIES

Students : Beds in residences  
(2020 vs 2023 vs 2030)

Students vs Beds : 2030 Target according to Strategy

Pre-Covid target  
75% of all First Years  
50% of Total Contact  
1.5% year on year growth





## Targets to be reviewed (Post-Covid 19)

## FINANCES AND FACILITIES

- Supply of residences will be a function of the **modality and strategy** in which the **academic programme** will be delivered, as well as the **need of students** (e.g. conducive living arrangement)
- Analyses of possible scenarios - **WE REMAIN A CONTACT UNIVERSITY:**
  - 1. Contact students on campus reduces by xx%
  - 2. Contact students on campus remain on the same growth path
- Need 2021 and 2022 **response to T-L modality post Covid-19** to analyse a trend for residence demands
- A blended academic presentation may require additional facilities in residences to **accommodate access to the online mode.**
- Optimise between owned and leased residence in order to have sufficient **flexibility to be able to adapt.**



## STRATEGIC PROJECTS Enhancing the Digital footprint

## FINANCES AND FACILITIES

The Finance and Facilities Departments are putting plans together to increase the use of Intelligent Automation (IA) in order to align with the Digital Business Strategy of the NWU

Initiatives that will be planned and worked on are:

- **Robotics Process Automation (RPA)** - Pilot implementation of RPA in the Fin Payroll Department
- Build a Business Case to transform our Safety and Security environment to a “**Smart Safety and Security**” environment by utilising Internet of Things (IoT), new generation access and security software along with Artificial Intelligence (AI).
- Build a Business Case to **optimise the Occupational Health and Health Services** at the NWU
- Investigate and do opportunity assessments to **implement AI** in the Fin environment



# People and Culture

“

No one would dispute that 2020 upended business models, priorities and plans as Organisations were forced to navigate a rapidly changing environment. HR was at the forefront of initiatives to respond to a wide range of internal and external transformative trends, from employee well-being to new workforce models and social justice.

- Gartner : Briam Kropp

”



Prof Mala Singh



## CHALLENGES ON THE HOME FRONT

## PEOPLE AND CULTURE

- Shrinking budget
- Managing employee expectations
- Maintaining productivity
- Nurturing staff
- Managing leave and absenteeism
- Identifying new and emerging roles and transitioning staff
- Qualitative and quantitative heart and mind commitment to transformation



CHALLENGES



## PEOPLE AND CULTURE

- Flexibility has shifted from location to time.
- Mental health support will expand.
- Many organisations have already adopted a hybrid workforce
- COVID-19 vaccine for employees.
- Employers will “rent” talent to fill the skills gap.





## PEOPLE AND CULTURE

- The disruption of coronavirus has shattered the paradigm of traditional 9-to-5 work at the office, but the question isn't just remote vs. on-site.
- A hybrid workforce model offers the kind of radical flexibility required to build organizational resilience, but does our organization have the leadership mindset and skills to capture the opportunity?





## PEOPLE AND CULTURE





# Student Life



Dr. Sibusiso Chalufu



## INTRODUCTION

## STUDENT LIFE

- Student Life (SL) Pre-COVID-19
- COVID-19 Impact on SL Services & Functions
- How SL Has Changed
- Mitigation Strategies To Ensure Business Continuity:
  - Registration and Orientation Programme
  - Student Leadership and Governance
  - Campus Arts
  - Campus Sports
  - Campus Radio Stations
  - Student Counselling and Development





## NWU STUDENT LIFE PRE-COVID-19 (C-19)

## STUDENT LIFE

- Largely **contact based**
- Little **flexibility** in presentation methods
- Limited dependency on **digital mechanism and platforms**
- Inadequate harnessing of **student information** and **data** in informing decision-making processes
- **Impact** of service and offering was limited to a specific time and date
- Focus predominantly on **physical presence** and not on students' technological accessibility





# IMPACT OF THE COVID-19 PANDEMIC ON STUDENT LIFE SERVICES AND FUNCTIONS

## STUDENT LIFE

- C-19 exposed critical shortfalls in the service delivery approach of Student Life.
- The dependency on contact engagements largely disabled the Student Life offering and experience during the first few months of the pandemic.
- This mandated a far-reaching overhaul of the methods, mechanism and platforms used by Student Life to engage and interact with students.
- C-19 exposed the technological divide which existed within the student community, both Nationally and at the NWU.
- C-19 made evident the urgent need to attend to technological competency and skills of both staff and students.
- This resulted in an overall steep learning curve demanded from both staff and student leaders in migrating the Student Life experience from a predominantly contact mode, to an integrated and agile hybrid mode of service delivery, and the creation of opportunities for a positive and enriching student experience.

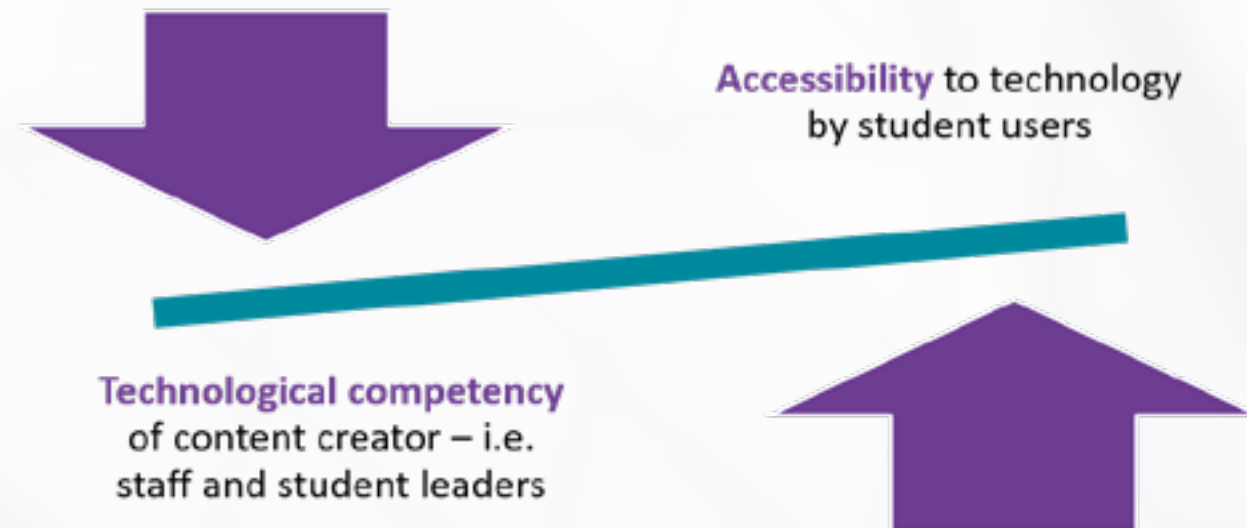




# TECHNOLOGY AS AN ENABLER

## A Tough Balancing Act

## STUDENT LIFE



- Technology as an enabler remains effective if it is accessible to the intended user.
- Technology will only enable students to participate in the virtual offerings if those creating the content are skilled and capacitated to create valuable and interactive content.
- Student Life remains committed to continuously refining the virtual offerings available to students, while maintaining the relevancy, currency and vibrancy of the previously contact-dominated offerings.
- Though aspects such data provision and zero-rated sites have to a large extent improved student accessibility to digital resources, the national crisis of student access to actual devices, still poses a great challenge.



## THE FUTURE

## STUDENT LIFE

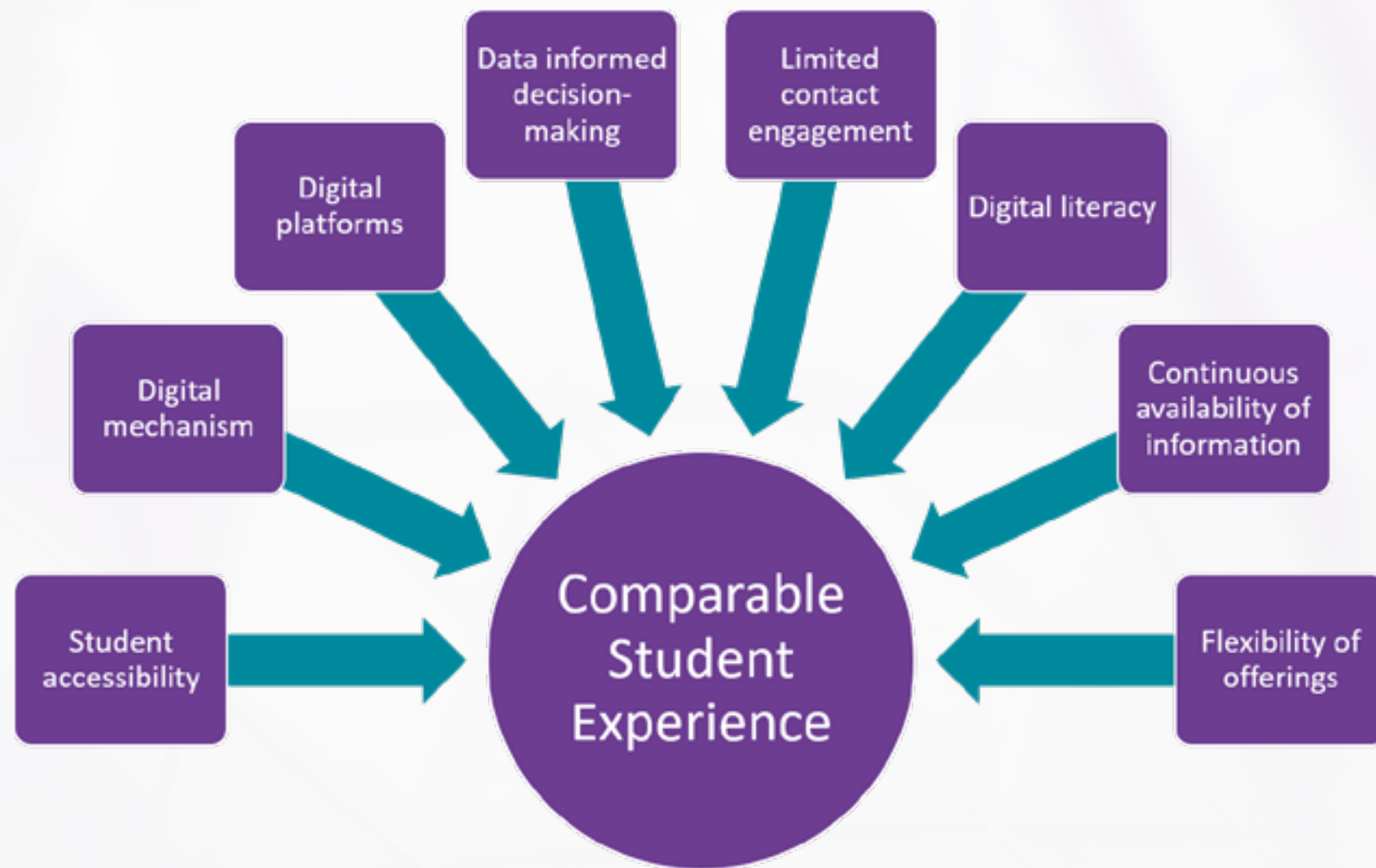
- The COVID-19 pandemic required Student Life to change its approach towards **service delivery, engagements and the creation of opportunities** for student by -
  - Harnessing the power of **student data and information** allowing the University to make informed decisions based on tangible data of student resources and competencies.
  - Focusing on increasing **student accessibility** to services and opportunities.
  - Ensuring **business continuity** through capitalizing on digital mechanism and platforms which aided in filling the void of engagement caused by the inability to present contact engagements.
  - **Digitalisation of core Student Life support services**, ensuring access to essential services and opportunities on a more continuous basis.
  - **Improved understanding** of students' technological competencies and skills.
  - Enlarging **the digital footprint and presence** of Student Life services and opportunities on various Social Media platforms, University platforms (such as eFundi), the NWU website and the NWU App.
  - **Migration of contact-based engagements** and events to virtual engagements and events were practically possible, creating some semblance of previous events to which students participate.



# HOW HAS STUDENT LIFE CHANGED...

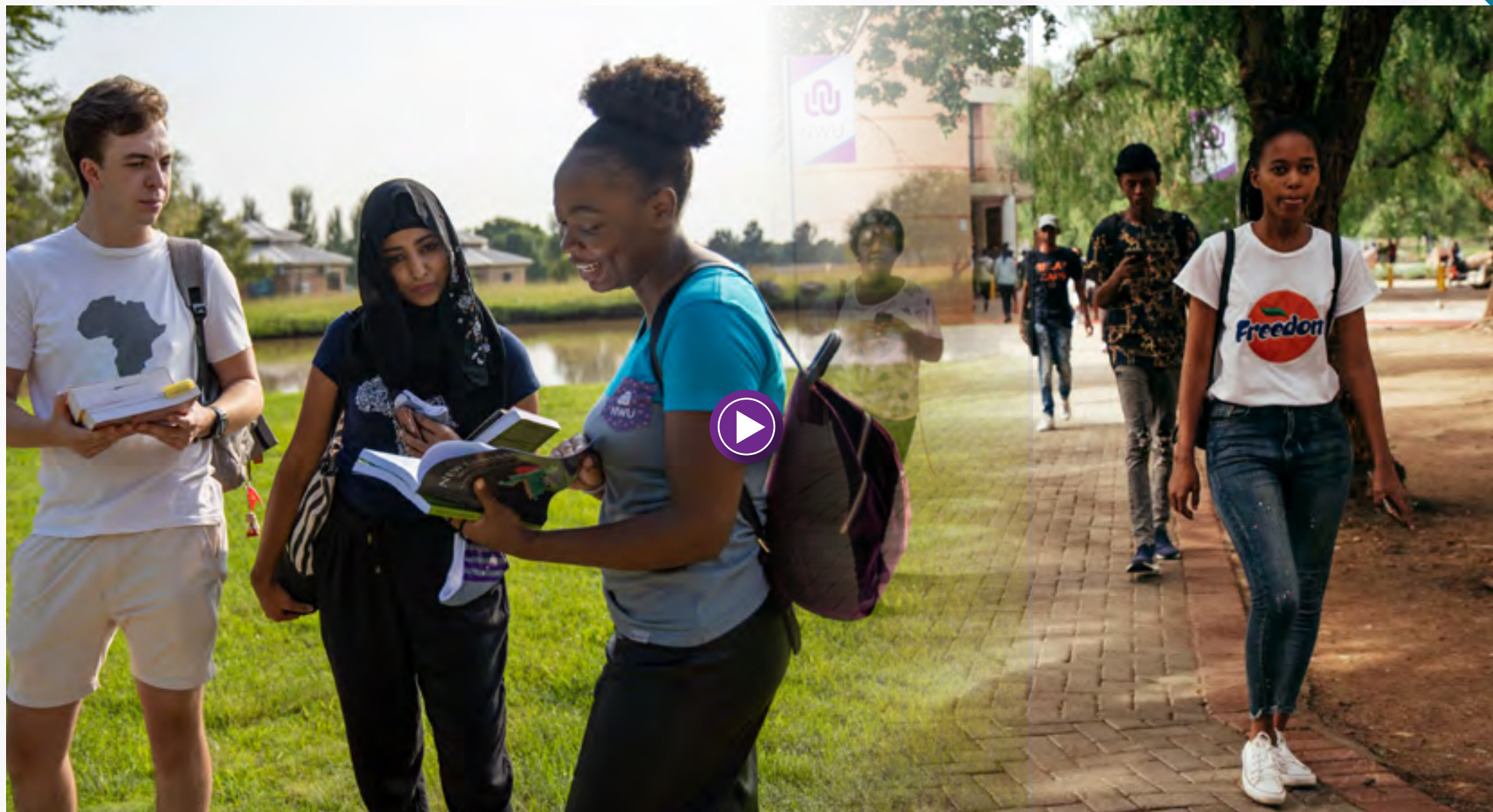
Student Life Offerings Informed by the Valuable Student Experience which Remains Highly Flexible

## STUDENT LIFE





## STUDENT LIFE



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# INFORMATION TECHNOLOGY / DIGITAL BUSINESS STRATEGY



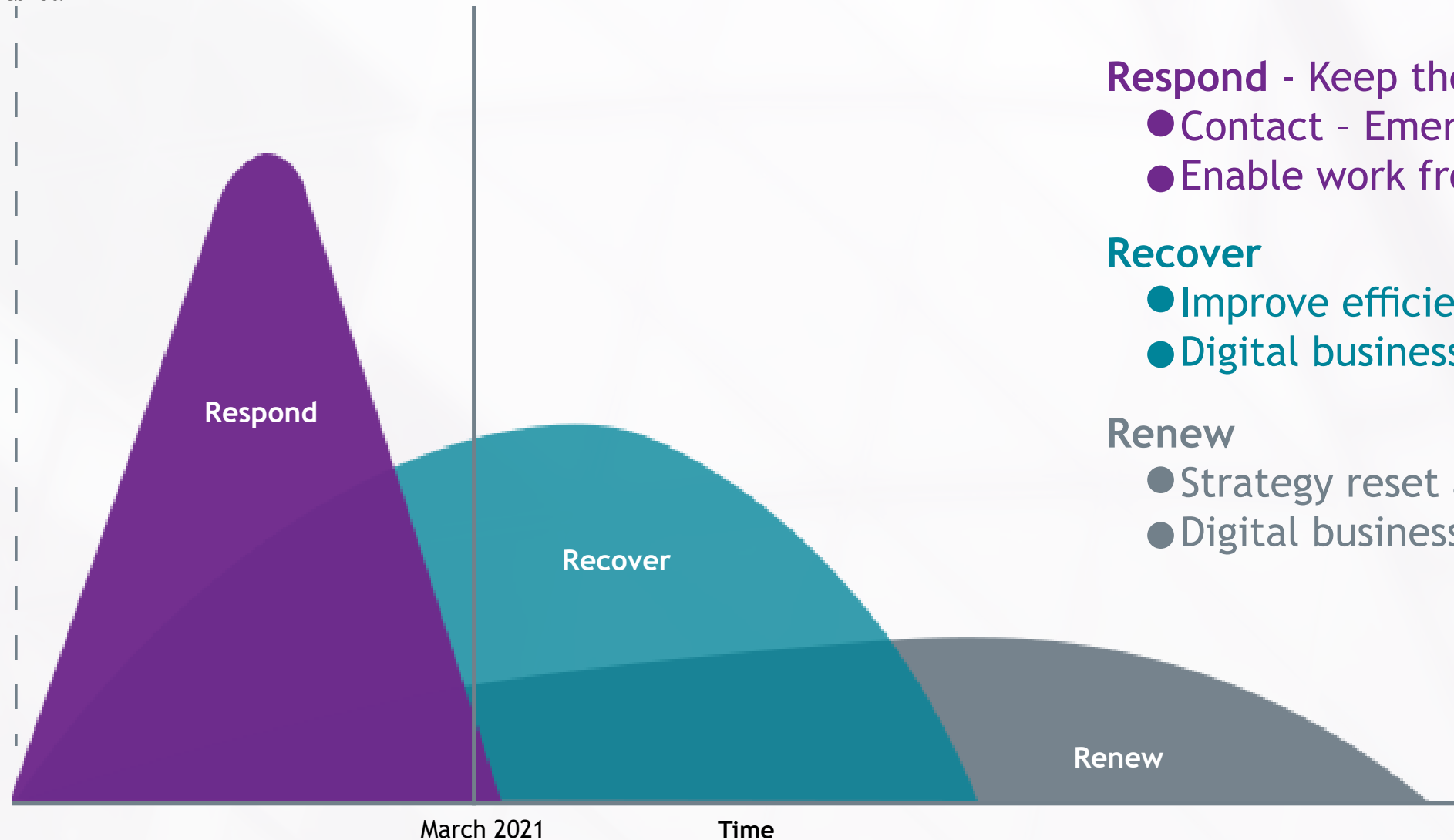
Prof Daryl Balia



# TECHNOLOGY AS THE ENABLER OF THE MODERN UNIVERSITY

IT

Outbreak



## Respond - Keep the lights on

- Contact - Emergency remote learning
- Enable work from anywhere

## Recover

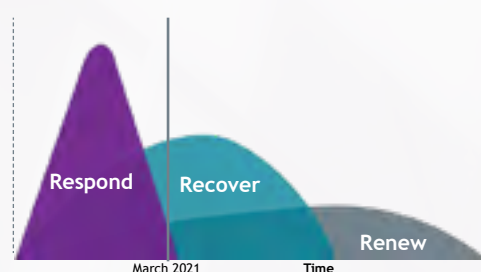
- Improve efficiency and productivity
- Digital business optimisation

## Renew

- Strategy reset and business model changes
- Digital business strategy



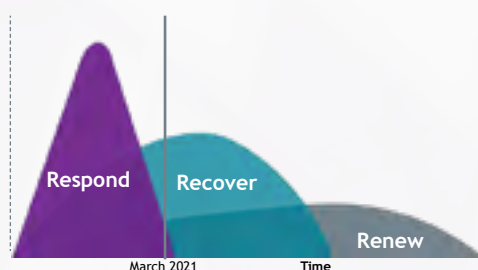
- Recover (Strategic projects focussing on a better student and staff experience by improving efficiency and productivity)
- Replacing the old Student Information System
- Implementing an Integrated Work Management System
- Transforming the current workplace to a Digital Workplace
- Piloting Robotic Process Automation
- Implementing new DIY services and optimising manual processes
- Implementing a new eAssessment platform in 2021
- Implementing responsive integration services (Next Generation Digital Environment)



Renew (Business model changes and digital business strategy)  
Renewal will be informed primarily by both the Digital Business Strategy and the NWU- and T/L Strategies.



It is now more than ever crucial to re-imagine ICT's strategic value, reflecting it in IT's positioning and structure at NWU.







# BECOME MORE

*EXPAND - EXPLORE - EVOLVE*





## RENEW THROUGH OUR DIGITAL BUSINESS STRATEGY

The digital business strategy overarching statement:

DBS

Implement a range of digital initiatives across the organisation to

- optimise and automate processes,
- create quality stakeholder experiences,
- enable new offerings
- and provide integrated reporting and analytics

to ultimately result in new competitive advantages for the NWU supporting the positioning of the NWU as an institution of superior academic excellence.

### Strategy execution through two processes:

#### Bootstrapping the strategy

- Rethinking business models
- **Gap analysis:** Current state to future state
- Drive a digital transformation plan to fill the gap through innovation

#### Enabling the environment

Establishing the foundational factors necessary to maintain the trajectory started by the bootstrapping initiatives.

Create an environment that promotes:

- Innovation
- Agility
- Digital thinking and leadership



## ENABLEMENT THROUGH AGILITY

DBS

Agility is one of the most critical environmental factors enabling the propagation of the digital business strategy.

A way to deal with the uncertainty is to gear the university to respond to the external environment with agility through digital means.



## 2021 Initiatives

### DBS Accelerator Fund

- Aimed to make strategic funds available for digital projects throughout the year and provide an advisory service to drive project success.
- Get promising projects to inception faster.

### DBS Agility Hub

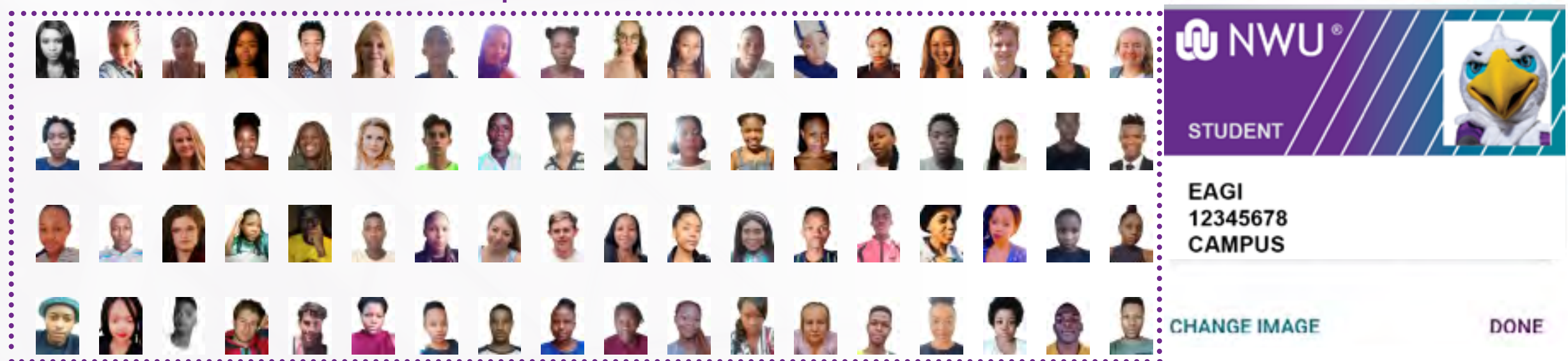
- Aimed to empower the NWU with rapid application development and minimum viable product (MVP) development capacity using its strengths.
- Short turnaround times.
- Opportunities for our students to form part of this initiative.



## Agility: Some current examples

### Student cards for new entrants

- Problem: New entrants need to be provided with student cards, but Covid-19 is creating a problem for taking pictures on campus.
- An AI-based solution (2 weeks):
  - New entrants take selfies
  - AI validates and removes background
  - Protection services prints student cards





# Agility: Some current examples

DBS

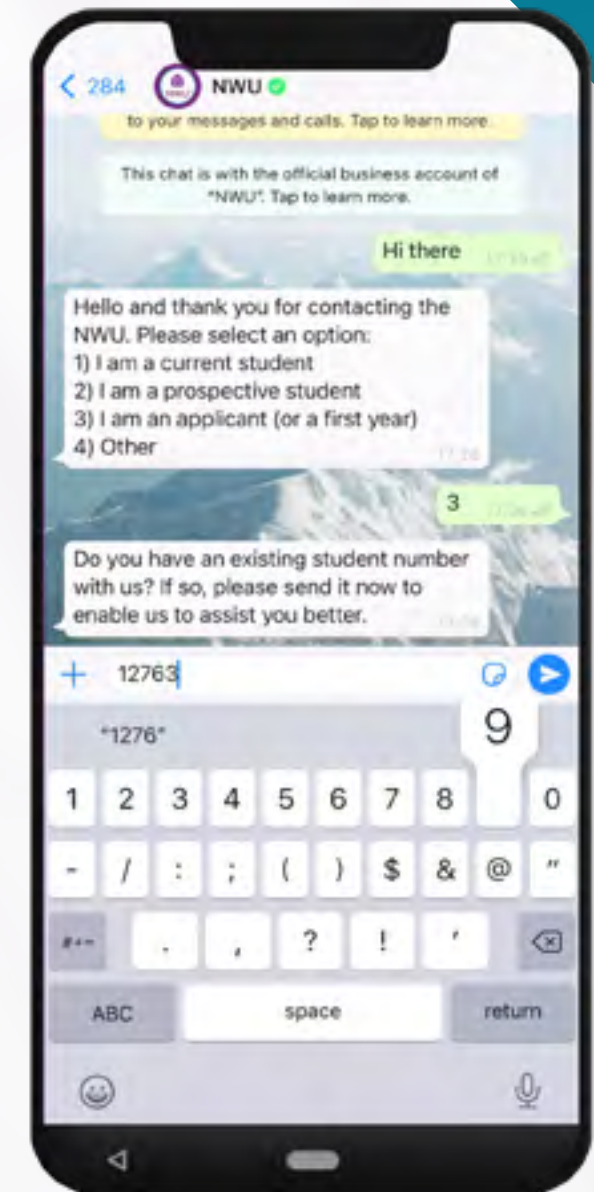


## R & O for new entrants

- Problem: Covid-19 issues with registration and orientation.
- Solution (1 month): R&O is presented in an app to new entrants.

## Bots to lighten customer service loads

- Data and laptop queries created a significant customer support burden.
- A WhatsApp bot was developed in 2 weeks to reduce 80% of the load.





## Looking ahead: Innovation opportunities for the DBS (highlights)

- Smart assistance: AI-based self-service tools (online and on-campus)
- Nudging: An analytics-informed student support bot
- Expanding the market by potentially merging contact, distance and online learning designs and systems.
- Online assessment proctoring
- Student rewards system
- A re-imagined, virtual graduation ceremony

Many more innovation concepts are in the making by 130 employees in 9 work teams

Recover







# Conclusion



Prof Dan Kgwadi



## CONCLUSION

- Integration of Digital Business Strategy
- Investment in technology to improve the staff and student value proposition
- Agile business strategy
- Key focus on servicing our students
- Empowering our staff
- Opportunities in partnerships and collaborations with our stakeholders



# Questions and Answers