

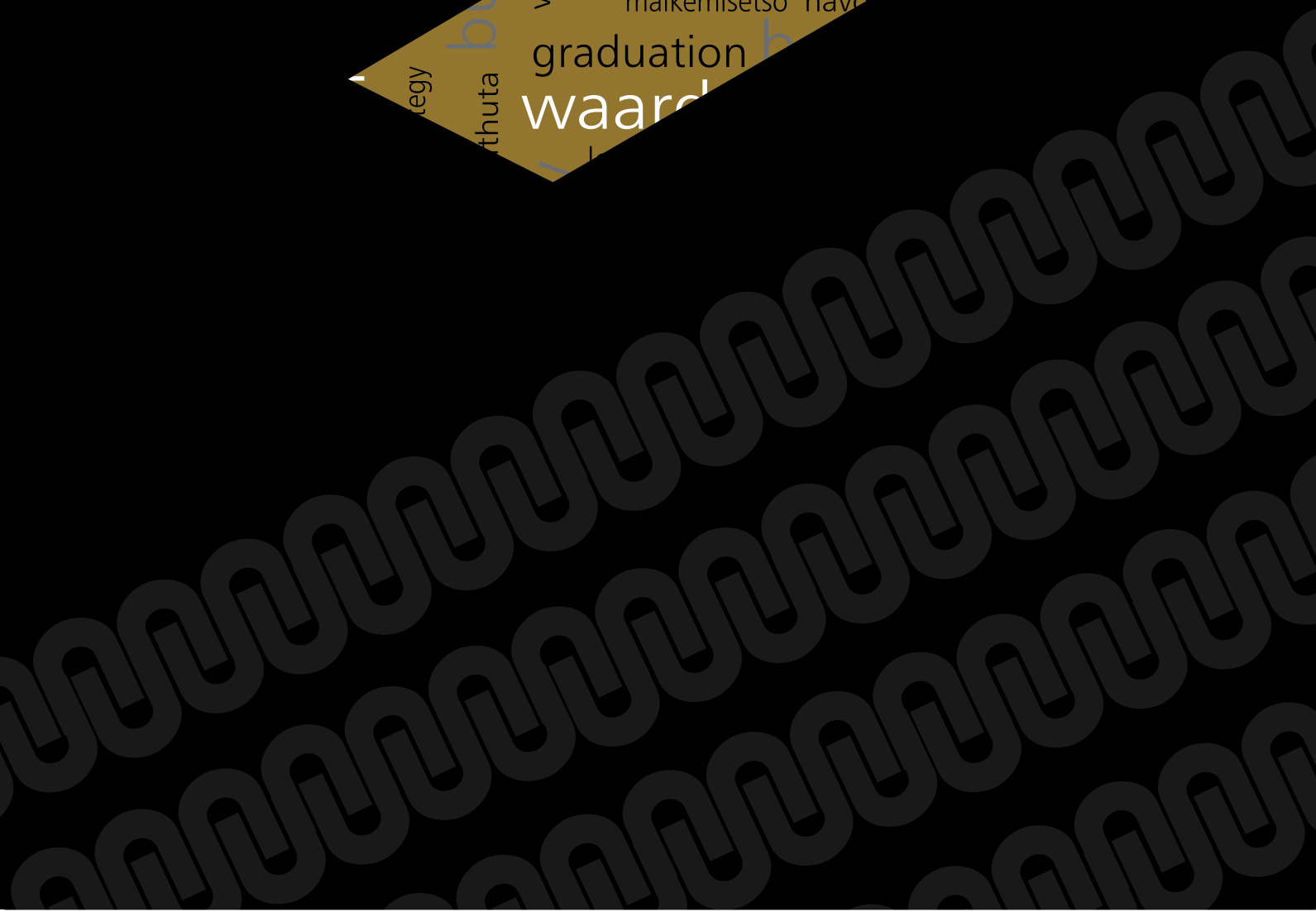


NORTH-WEST UNIVERSITY
YUNIBESITI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT

®

It all starts here®

ANNUAL REPORT 2015





15 597
graduates

83,9%
overall pass rate

15
faculties



64 070
students



3
campuses



7 833
staff
members

34
research entities



2 146 units
total research output

10
members in institutional
management

30
council members

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> about this report

This is the NWU's **annual report**, which was approved by the NWU Council on 23 June 2016 and submitted to the Department of Higher Education and Training (DHET) at the end of June 2016. It is available on the NWU website at <http://www.nwu.ac.za/content/nwu-annual-reports>.

reporting period

January to December 2015, including comparisons with figures from previous years, and looking forward where applicable

reporting period of most recent report

January to December 2014

reporting cycle

annual

contact point

for questions about this report
nelia.engelbrecht@nwu.ac.za

fundamental concept and structure of our report

In the past, we had two separate annual reports:

- The full annual report, compiled according to the DHET's Regulations for Annual Reporting by Higher Education Institutions, (published in June 2014 and incorporating principles from the King III Report)
- A more concise, reader-friendly stakeholder version, based on the above full report and the structure of the International <IR> Framework of the International Integrated Reporting Council (IIRC)

This year, however, we have combined these two versions into one report, using both frameworks to tell the NWU's unique value creation story.

In this report you, our stakeholders, will see how we use and affect our resources and relationships (referred to as our "capitals") to add value for ourselves and our stakeholders over the short to long term.

our stakeholders

We identify our stakeholders as those groups or individuals who are affected by the university's activities and services, and whose actions can affect the ability of the university to successfully implement its strategies and achieve its objectives.

Our main stakeholders are set out in the table below:

Level 1 stakeholders	Level 4 stakeholders
Students (current, postgraduate)	South Africa, general public (including Africa)
Staff (academic, support, contract)	Libraries, Library Information Association of SA, Library Advisory Board
Employers, business, industry	Faculties (NWU)
Peers, academic and research organisations	Churches
Level 2 stakeholders	Provincial government
Parents, families (of registered students)	Trade unions with NWU members
Department of Higher Education and Training, Higher Education Quality Committee, Universities South Africa, South African Qualifications Authority	International development bodies
Schools (grade 11 and 12 learners)	Eduloan, National Student Financial Aid Scheme
Donors, sponsors, patrons	Service providers
Media	Level 5 stakeholders
Level 3 stakeholders	Politicians, political parties
Government, government departments	Farmers
Alumni, Convocation	Traditional leaders, chiefs
Council, Senate	NGOs
Management	FET colleges
Professional boards, accreditation bodies	Statutory bodies
Community, local economy, business	Parents of prospective students
Local government, municipalities, civic organisations	
Afrikaans community	

our six capitals

The NWU depends on these six capitals for our success.

Intellectual capital	Human capital	Social and relationship capital	Manufactured/manufacturing capital	Natural capital	Financial capital
<p>Processes, procedures and policies that support good governance and management</p> <p>Our approach to ethics, our values, vision, mission, strategy, and Annual Performance Plan</p> <p>Intellectual property or other knowledge-based intangibles emanating from our teaching-learning activities</p> <p>Similar knowledge-based intangibles emanating from our research, innovation and technology transfer activities (ranging from publications, testing services, expert opinions, patents, prototypes and software to the management of networks).</p>	<p>Our staff and students (our internal stakeholders)</p> <p>(This is about their willingness to support the NWU's values and strategic goals, about their loyalty, skills, knowledge and experience, and their motivation to innovate and add value to our other capitals, especially our intellectual capital.)</p>	<p>Our relationship with our external stakeholders</p> <p>(This is about their loyalty, skills, knowledge, experience and motivation to add value to the NWU and its capitals. It is also about reciprocal trust and benefit.)</p>	<p>Our tangible infrastructure that supports our core business activities and contributes to service provision (In other words, we use tangibles to add value to our other capitals.)</p>	<p>Our environmental resources that provide the environment for the other capitals</p> <p>(This includes natural resources or environmental assets that we use to add value to our other capitals.)</p>	<p>Funds obtained by and available to the NWU</p> <p>(This is about how the financial capital releases its value through conversion into other forms of capital.)</p>

These capitals are all interrelated

For instance:

Information technology may be seen as intellectual property, but also as manufactured capital.

(The intangible, knowledge-based part of our information technology can resort under intellectual property, and the tangible part, for instance the infrastructure, systems and hardware, under manufactured capital.)

We realise that reporting on this interrelatedness is of particular importance to integrated reporting and in line with the guiding principle of interconnected information.

For instance:

Manufactured capital decreasing the value of financial capital

(money from the budget spent for building and maintaining infrastructure)

OR:

Human capital adding value to financial capital

(skills or stature of our researchers attract research funding)

From the above it is clear that there is continuous **interaction between these capitals** – if the value of one capital is diminished or enhanced, it can lead to an overall decrease/increase of some of the other capitals.

defining report content/materiality

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

In compiling this report, we took the following into account:

- The DHET's Regulations for Annual Reporting by Higher Education Institutions, published in June 2014 and incorporating principles from the King III Report
- Guidelines from the International <IR> Framework of the International Integrated Reporting Council (IIRC) and feedback from Ernst & Young, following a gap analysis of our 2014 annual report

However, we had to adapt this framework somewhat because:

- our circumstances in the higher education sector differ from those of a JSE-listed, for-profit company
 - the NWU is a service-oriented institution producing knowledge and ideas, rather than manufacturing tangible goods
 - we are obliged by law to supply certain information required by the DHET
- The Annual Performance Plan (APP), which is our guiding strategy document, as set out on p65

We accept that matters referred to in the APP's mission elements and goals are material and should be covered in this report. (In other words, we include information about how we affect the value of our six capitals through our core business activities, namely teaching-learning and research, with community engagement and innovation intertwined in these activities.)

- The input derived from our interaction with our stakeholders as part of our regular activities

our journey towards integrated reporting

Since embarking on a journey towards integrated reporting three years ago, the NWU has made great strides and our final destiny – a fully integrated report – is now within our reach.

With this destiny in mind, we have tried to promote a sense of integrated thinking among the NWU community. For example, we have asked the various role players at the university for information in a way that takes into account the principles of integrated reporting, such as strategic focus and future orientation, risks and opportunities, value creation, materiality and stakeholder relationships.

follow our footprints

As the NWU, we acknowledge our responsibility towards all stakeholders to pursue our goals with integrity, keeping in mind that all our actions impact upon people and the environment.

We realise that we must act in such a way that the institution, our activities and the benefits these produce can continue into the future. In other words, we should strive towards sustainable development.

For the purposes of this annual report, sustainable development is seen as development that meets the needs of people today, without compromising the ability of future generations to meet their own needs.

For us, this goes beyond reducing our carbon footprint and focusing on the environment. It also means paying attention to matters such as human rights, labour practices, community engagement, product liability and finances.

We invite you, the reader, to follow our “footprints” as you page through this publication.

These footprints show how we are striving to act responsibly in managing the impact of our activities on our own sustainability, as well as that of our stakeholders and the environment.



executive summary

The year 2015 stands out for the success achieved in finalising a strategy and proposed management model that will prepare the NWU for the challenges and opportunities to come in the next 10 years.

In November 2015, after an intensive, 16-month period of planning and consultation with stakeholders, the Council of the university approved the revised strategy: to transform and position the NWU as a unitary institution of superior academic excellence, with a commitment to social justice.

The strategy that was adopted requires some structural changes, such as establishing academic faculties that span all three NWU campuses – thus promoting greater unity, social coherence and inclusivity – in the place of the former campus-specific faculty model.

The new structure will be finalised in 2016. The timing is opportune as the university's core business of teaching-learning and research and innovation is solid, providing a firm basis on which to build for the future.

Indeed, the core operations continued to perform well during 2015. The graduation rate among students enrolled for general three-year degrees rose from 20% to 21%, and from 18% to 20% for professional four-year degrees. Similarly, the doctoral graduation rate climbed from 13% to 15%. In other categories, graduation rates held steady compared to 2014.

As anticipated, there was a slight dip in overall research output, with total article equivalents published for 2014 standing at 1 127,48 against the previous year's 1 169,44. On the other hand, there were increases in the number of NRF-rated researchers, postdoctoral fellows and doctoral degrees conferred.

Total enrolments grew to 64 070, up 1,5% on the previous year. This was below the overall target of 67 435, however. On the other hand, the NWU enjoyed better-than-expected growth in doctoral enrolments, which were 8% higher than in 2014.

One area of concern is the university's financial sustainability. It is well known that the Fees Must Fall campaign, which led to government's announcement in October 2015 that tuition fees at public universities would not be increased in 2016, has resulted in budgetary shortfalls for the coming year.

While the Department of Higher Education and Training will provide 75% of the NWU's shortfall, the university finds itself in the position of having to come up with over R44 million from its own resources. This means there will be less money available for infrastructure projects, staff appointments and staff cost-of-living adjustments.

The NWU has a highly competent team of financial experts and is doing its best to manage the situation. That said, government will have to come up with a viable new funding model to ensure that higher education in South Africa continues to be effectively delivered.

Tshobokanyo ya Khuduthamaga

Ngwaga ya 2015 e itlhaotse mo dingwageng ka ntlha ya katlego e e bonweng ka go tswela go fetsa motlele o mošwa o o tshishingwang wa mosolatogamaano o o tla baakanyang YBB go tshwara dikgwetlho le ditšhono tse di lebaneng le rona mo dingwageng di le 10 tse di tlang.

Ka kgwedi ya Ngwanaitseele 2015, morago ga paka ya go loga maano dikgwedi di le 16 le go tshwara ditherisano le batsayakarolo, Khansela ya yunibesiti e dumeletse mosolatogamaano o o boeleditsweng; go fetola le go baya ka maemo YBB go nna setheo se se ikemetseng ka nosi ka boitseanape jwa maemo a a gaisang gotlhe a akatemi, mme se ineetse go baakanya le go siamisa loago.

Mosolatogamaano o o ilweng wa amogela o tlhoka diphetogo tse di rileng tsa popego, jaaka go bopa magoro a akatemi a a tshwanang mo dikhamphaseng tsa YBB ka boraro, mme go bopiwe setheo se se senngwe mme go nne le kopano ya loago mme go tseentswe botlhe - mme se se tsema mo popegong ya pele ya motlele ya dikhamphase tse tharo tse di sa tshwaneng.

Popego e e ntšha e tla fetswa ka mo ngwageng ya 2016. Nako ya phetogo ke nako e e siameng ka gore kgwebokgolo ya yunibesiti ya go ruta le go ithuta, go batlisisa le go bopa sešwa e itsetsepitse mme se ke motheo o o siameng thata o mo go one bokamoso bo ka agiwang mo go bone.

Mme ka nnete, kgwebokgolo ya setheo e tswelletse go dira ka maatla le ka katlego ka ngwaga wa 2015. Palo ya baalosi ba baithuti ba ba ikwadiseditseng dikerii ya kakaretso ya dingwaga tse tharo e tlatlogile go tswa go 20% go ya go 21% mme mo didikerieng tsa boithutelo tsa dilemo di le 4 palo e ile go tsa go 18% go ya go 20%. Fela jalo le palo ya didikerii tsa di-PhD e ile kwa godimo go tswa go 13% go ya go 15%. Mo dikarolong tse dingwe palo ya dikaloso e ne e eme sentle fa e bapisiwa le ngwaga ya 2014.

Jaaka go ne go solofetswe palo ya dikumo tsa patlisiso ya botlhe e ile kwa tlase gannye, ka palo ya diathikele tse di gatisitsweng ka 2014 mo go 1 127,48 fa e bapisiwa le palo ya 1 169,44 ya ngwaga e e fetileng. Le fa go le jalo, go ne go na le koketso ya palo ya babatlisisi ba ba athotsweng ke NRF le palo ya barutegi morago ga di-PhD le palo ya didikerii tse di filweng baalosi ba di-PhD.

Palo ya baithuti botlhe ba ba ikwadiseditseng e goletse kwa godimo go ya go 64 070 mme se ke palo ya 1,5% go feta ngwaga e e fetileng. Palo, le fa go le jalo, e e ne e le kwa tlase ga palo ya maikaelelo ya 67 435. Mo karolong e nngwe, baikwadisi ba didikerii tsa di-PhD mo YBB e ne e feta tsholofelo kgakala ka palo mme palo e ne e le kwa godimo 8% go feta palo ya 2014.

Karolo e nngwe e e tshwenyang ke kemo ya go ka tswela pele ya tsa ditšhelete. Go itsiwa ke botlhe gore letsholo la #Fees Must Fall e e tlisitseng kitsiso ya mmuso ya kgwedi ya Diphaleane 2015 gore madi a dithuto tsa diyunibesiti tsa batho ga e ketla e tlatlosiwa ka 2016. Se se dirile gore go nne le ditlhokego mo ditkanyetsong tsa ngwaga e e tlang.

Le fa go le jalo gore Lefapha la Thuto-Godimo le Katiso e thusitse ka 75% ya tlhokego ya YBB, yunibesiti e sa le mo maemong a gore e tshwanele go ipatlela palo e e fetang R44 milione go tswa mo metsweding ya yone. Se se raya gore go tlele go na le madi a mannye a diporojeke tsa mafaratlatlha, thapo ya badiramogo le koketso ya ngwaga le ngwaga ya badiramogo.

YBB e na le setlhopha se se kgonang thata sa baitseanape ba tsa ditšhelete mme ba dira ka maatla go laola kemo e. Fa go buiwa ka kgang e go botlhokwa thata gore mmuso o tle ka motlele e mošwa wa ditšhelete go tlhomamisa gore thuto-godimo mo Aforikaborwa mme e tswela go ka direla batho botlhe ba setšhaba.

Bestuursopsomming

Die jaar 2015 staan uit vir die sukses wat behaal is met die finalisering van 'n strategie en voorgestelde bestuursmodel wat die NWU sal voorberei vir die uitdagings en geleenthede wat in die volgende 10 jaar voorlê.

In November 2015, na 'n tydperk van 16 maande se intensiewe beplanning en oorlegpleging met belanghebbers, het die Raad van die universiteit die hersiene strategie goedgekeur: om die NWU te transformeer en as unitêre instelling van voortreflike akademiese uitnemendheid met 'n verbintenis tot maatskaplike geregtigheid te posisioneer.

Die strategie wat aanvaar is, vereis sekere strukturele veranderinge, soos die daarstel van akademiese fakulteite wat oor al drie NWU-kampusse strek – om sodoende groter eenheid, maatskaplike samehorigheid en inklusiwiteit te bevorder – in die plek van die voormalige model van kampusspesifieke fakulteite.

Die nuwe struktuur sal in 2016 gefinaliseer word. Die tyd is ryp daarvoor, aangesien die universiteit se kernbesigheid van onderrig-leer, navorsing en innovasie goed gevestig is, wat 'n stewige grondslag voorsien waarop daar vir die toekoms gebou kan word.

Trouens, die kernbedrywighede het in 2015 voortgegaan om goed te presteer. Die graueringsyfer van studente wat ingeskryf was vir algemene driejarige grade het van 20% tot 21% gestyg, en van 18% tot 20% vir professionele vierjarige grade. Net so het die doktrale graueringsyfer van 13% tot 15% gestyg. In die ander kategorieë het graueringsyfers konstant gebly vergeleke met 2014.

Soos verwag, was daar 'n effense daling in algehele navorsingsuitset, met die totale artikelekwivalente gepubliseer vir 2014 wat op 1 127,48 te staan gekom het, teenoor die vorige jaar se 1 169,44. Andersyds was daar toenames in die getal NRF-gegradeerde navorsers, postdoktrale genote en doktrale grade wat toegeken is.

Totale inskrywings het gegroei tot 64 070 – 1,5% hoër as die vorige jaar. Dit was egter minder as die algehele doelwit van 67 435. Andersyds het die NWU beter as verwagte groei in doktrale inskrywings ervaar, wat 8% hoër was as in 2014.

Een aspek waaroor daar kommer bestaan, is die universiteit se finansiële volhoubaarheid. Die Fees Must Fall-veldtog, wat in Oktober 2015 gelei het tot die regering se aankondiging dat klasgelde by openbare universiteite nie in 2016 verhoog sal word nie, het begrotingstekorte vir die komende jaar tot gevolg gehad.

Hoewel die Departement van Hoër Onderwys en Opleiding 75% van die NWU se tekort voorsien het, moet die universiteit self meer as R44 miljoen uit eie bronne voorsien. Dit beteken dat daar minder geld beskikbaar sal wees vir infrastruktuurprojekte, personeelaanstellings en lewenskoste-aanpassings vir personeel.

Die NWU het 'n hoogs bekwame span finansiële kundiges en doen hul bes om die situasie te bestuur. Die regering sal egter met 'n lewensvatbare nuwe befondsingsmodel vorendag moet kom om te verseker dat hoër onderwys in Suid-Afrika steeds effektief gelewer word.

Kakaretso ya Lekgotla la Phethahatso

Selemo sa 2015 se supa katleho e fihletsweng phethahatsong ya setshwantsho sa leano la bolaodi bo sisingwang bo tla hlophisa Unibesithi ya Leboya Bophirima (NWU) diphephetso le menyetla e lebeletsweng nakong ya dilemo tse leshome (10) tse tlang.

Kgweding ya Pudungwana selemong sa 2015, kamora dikgwedi tse leshome le metso e tsheletseng (16), tsa dihlophiso tse matlafaditsweng le boeletsu ba beng-ba-diabo, lekgotla la tsamaiso ya unibesithi le ananetse molao o lekotsweng botjha bakeng sa ho fetola boemo ba Unibesithi ya Leboya Bophirima ho ba karolo e ikemetseng boemong bo hlwahlwa ho tsa thuto mmoho le boikitlaetso tsamaisong ya toka hara setjhaba.

Leano la moralo le ileng la amohelwa le hloka diphephetso tsa hlophiso ya sebopeho tse kang ho thehwa ha makala a thuto a kahara dikhampase kaofela tse tharo tsa NWU – mme ka tsela e jwalo ho kgothaletswe tlamahano, katamelano ya setjhaba le kenyeletso sebakeng sa mokgwa wa kgale wa dikhampase tse neng di fana ka dithuto tse ikgethang.

Sebopeho se setjha sa hlophiso se tla phethelwa selemong sa 2016. Nako a beilweng e fana ka monyetla jwale kaha morero o ka sehlohong wa unibesithi eleng thupello le ho ithuta, diphephetso le kutullo ya tsebo o tsitsitse, mme e le mohlodi wa motheo bakeng sa kaho ya bokamoso.

Nnete ke hore tshebetso e ka sehlohong e ile ya tswella ho ntshetswapele hantle selemong sa 2015. Sekgahla sa dikapeso tsa baithuti ba ingodiseditseng degri e akaretsang ya dilemo tse tharo se nyolohile ho tloha ho 20% ho isa ho 21%, le ho tloha ho 18% ho isa ho 20% tsa lengolo la profeshene la dithuto tse nkgang dilemo tse nne. Ka mokgwa o tshwanang sekgahla sa dikapeso tsa mangolo a doktrate se nyolohile ho tloha ho 13% ho isa ho 15%. Haele mekgahlelong e meng ho bonahala botsitso ba sekgahla sa dikapeso ha ho bapiswa le selemong sa 2014.

Jwale kaha ho ne ho lebeletswe, ho bile le phokolo lehlakoreng la diphephetso ka kakaretso, ka palo e lekanang ya phatlalatso ya dingolwa tse 1 127,48 selemong sa 2014 papisong le 1 169,44 tsa selemo se fetileng. Ka lehlakoreng le leng palo ya bafuputsi ba boemong ba NRF, baithuti ba kahodimo ho dithuto tsa doktrate le dikgau tsa doktrate tse ileng tsa ajwa e ile ya nyoloha.

Palo e akaretsang ya boingodiso e nyolohetse ho 64 070 ho fihla ho 1,5% selemong se fetileng. Leha ho le jwalo palo ena e ka tlase ho e neng e lebeletswe ka kakaretso eleng ya 67 435. Ka lehlakoreng le leng NWU e ipabola ka kgolo e ntlafatseng boingodisong ba dithuto tsa doktrate e phahameng ha ho bapiswa le 8% eleng ya selemo sa 2014.

Karolo e nngwe ya bohlokwa ke boemo bo tsitsitseng ba ditjhelete tsa unibesithi. Ke taba e tsebahalang hore khampeine ya Fees Must Fall e bakile hore puso e etse phatlalatso ka kgwedi ya Mphalane 2015 mabapi le ho se nyollwe ha ditsefelo tsa dithuto tsa unibesithi selemong sa 2016, eleng se bakileng kgaello bakeng sa selemo se tlang.

Leha Lefapha la Thuto e Phahameng le fanne ka 75% ho ntlafatsa kgaello ya NWU, unibesithi e sa ntse e lokela ho fumana diranta tse kahodimo ho dimilione tse 44 (R44 million) ho tswa mehloding ya yona. Sena se bolela hore ho tla fokotswa tjhelete e tla sebedisetswa diprojeke tsa kaho, khiri ya basebetsi le nyollo ya meputso ya basebetsi.

Unibesithi ya Leboya Bophirima e ipabola ka sehlopha sa ditsebi tsa tsebediso ya matlole se iketlaetsang ka hohle botsamaisang ba maemo a ditjhelete. Ba boletse hore puso e lokela ho hlahisa tsela e ntjha ya kabo ya ditjhelete e tla netefatsa hore ditsha tsa thuto e phahameng Afrika Borwa di ntshetsapele tsebetso e phethahetseng.

our organisational overview

The North-West University is a unitary multi-campus institution with a single set of policies, systems and standards, and is driven by a set of constitutionally based values, in particular human dignity, equality and freedom.

Our vision and mission aim at promoting unity in diversity by inculcating tolerance and respect for different perspectives and belief systems, ensuring a suitable environment for teaching-learning, research and the commercialisation of expertise.

what we do

Our core business is teaching-learning and research, with community engagement and innovation intertwined in these activities.

Ultimately, though, our role is about creating value, which refers to our output, as well as our obligation to address the social capital deficit in communities.

It also closely links our long-term strategies to the goals of the South African government's National Development Plan, which has 2030 as its end date.

our vision, mission and strategy

Although the NWU Council approved a new strategy for the NWU at the end of 2015, the following vision, mission and strategy guided the university throughout 2015:

vision

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

mission

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

strategy

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

At their meeting on 20 November 2015, the NWU Council approved a new strategy for the NWU for the next 10 years.

our strategy

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

our dream

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

our purpose

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

our brand promise

To be dynamic, values-driven and excellent.

our values

We will foster engaged and caring staff and students and embed the following foundational values, based on the constitutional values of human dignity, equality and freedom:

- ethics in all our endeavours
- academic integrity
- academic freedom and freedom of scientific research
- responsibility, accountability, fairness and transparency
- embracing diversity

name of the organisation

North-West
University

scale of the organisation

64 070

students were enrolled and

7 833

staff members employed in 2015.

primary brands, products and services

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

markets served

Although our main clients are our students, we also engage with several other stakeholder groups.
(see table on p5)

nature of ownership and legal form

The NWU is governed in terms of the Higher Education Act of 1997 and is a public university accountable to Parliament through the Minister of Higher Education and Training.

countries where the organisation operates

We operate mainly in South Africa, but through our daily activities we collaborate extensively with institutions and people all over the world. In 2015, the NWU had some 823 active agreements and memoranda of understanding.

net revenues

The total income of the university was R3 527,0 million for the 2015 financial year. Our total expenses (excluding the IAS 19 evaluation) amounted to R3 339,2 million.

location

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

- * Potchefstroom
- * Mahikeng
- * Vanderbijlpark

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



competitive landscape

South Africa has 26 public higher education institutions. The following figures were taken from the Department of Higher Education and Training's document: "Statistics on Post-School Education and Training in South Africa: 2014" published in March 2016.

2nd highest number of distance students

University of South Africa	327 412
North-West University	24 328
University of Pretoria	7 924
University of the Free State	5 452
University of KwaZulu-Natal	2 294

2nd highest number of graduates

University of South Africa	37 898
North-West University	15 254
University of Pretoria	12 722
University of Johannesburg	12 334
Tshwane University of Technology	11 504

our external environment

Several factors in the NWU’s external environment affect our ability to increase the value of our different capitals.

our legal environment

The following figure illustrates the legislative and regulatory environment in which the NWU operates, starting with the laws and regulations affecting us the most (1) and ending with general legislation (3) that the university must adhere to.

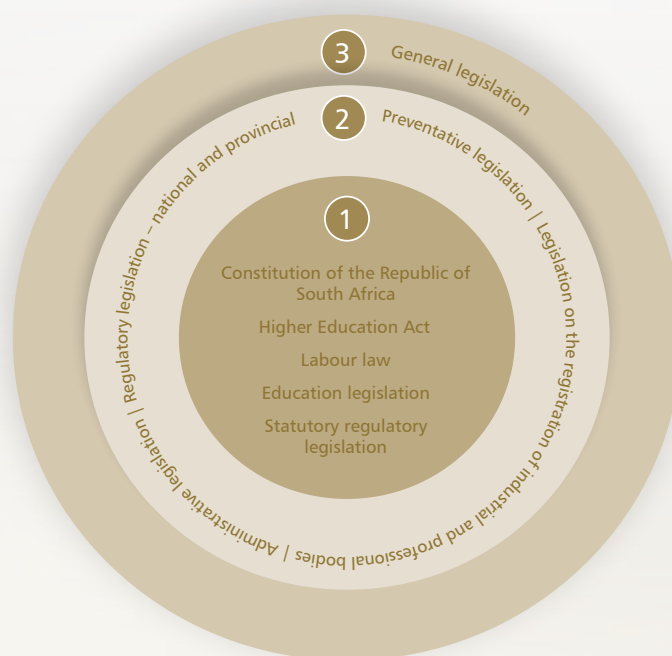
To summarise:

After the South African Constitution, which is the highest law of the land, the NWU is governed in terms of the Higher Education Act of 1997, as well as the regulations and policies stemming from the Act, the NWU Statute and the Rules.

In addition, we adhere to the other applicable laws and regulations governing our activities, and are also guided by corporate governance codes such as those found in the King III Report.

Council’s Audit, Risk and Compliance Committee oversees the extent to which the NWU has measures in place to ensure compliance with applicable laws, codes, rules and standards.

Example of how this environment influences our strategy and business activities and affects our capitals:



Legal environment	Strategy (Annual Performance Plan) and business activities	Capital
National legislation about transformation, for instance the Employment Equity Act.	Mission element 1 – Drive transformation Goal: Equity	Add value to our human capital by appointing staff to improve employment equity.
Black employees as % of total workforce in 2015: 36,96% (2014: 35,12%)		

our political environment

We take cognisance of the South African political environment where certain factors such as social justice and the eradication of past inequalities are very important. Our strategies and goals are also linked to those of the South African government’s National Development Plan. Example of how this environment affects our capitals and influences our strategy and business activities:

Political environment	Strategy (Annual Performance Plan) and business activities	Capital
Need for/focus on addressing inequalities of the past.	Mission Element 1 – Drive Transformation. Goal: Redress Address systemic and organisational imbalances and inequalities, rectifying historically entrenched practices.	Add value to our manufactured capital by providing equal infrastructure and facilities on all three campuses.
We exceeded our 2015 diversity target for African students by 579. (The target was 40 193, while the actual figure was 40 772.)		

our economic environment

The biggest obstacle is likely to be the financial challenges resulting from the abrupt changes to the funding model for universities in South Africa.

Coupled with this is the deteriorating economic outlook for South Africa which suggests that funding will remain a constant challenge in the short to medium term.

Thus, there is an opportunity to seek innovative funding solutions to ensure that the NWU can grow and prosper and continue to deliver quality educational offerings.

Example of how this environment influences our strategy and business activities and affects our capitals:

Economic environment	Strategy (Annual Performance Plan) and business activities	Capital
More and more young people in South Africa want to study, but due to tough economic circumstances not all of them have the means.	Mission element 5 – Position the NWU as an accountable, effective, well-managed, financially viable institution. Mission element 1 - Drive transformation Goal: Access	Decrease the value of our financial capital to support deserving students.
R170,1 million awarded as bursaries from our own funds in 2015 (2014: R165,5 million)		

our technological environment

Technological challenges include the rapid acceleration of the provision of technology-enabled education utilising massive open online courses (MOOCs) and other delivery technologies.

While the full effect of these developments is not clear, the NWU will need to execute that part of the strategy which requires the repositioning of our open and distance offerings to achieve a competitive advantage in this area.

Example of how this environment influences our strategy and business activities and affects our capitals:

Technological environment	Strategy (Annual Performance Plan) and business activities	Capital
Keep abreast of and utilise the latest teaching technology available.	Mission element 2: Develop, educate and empower through innovative and high-quality teaching-learning, well-rounded graduates. Goal: Continue to improve the quality of teaching-learning.	Add value to our intellectual capital by using modern technology to deliver programmes, for instance through our Unit for Open Distance Learning.
More than 749 710 students used the eFundi learning management system in 2015 (2014: 656 635). (Figures based on average number of single logins per day.)		

market forces

We compete with the other 25 higher education institutions in South Africa for students and staff.

Example of how this environment influences our strategy and business activities and affects our capitals:

Market forces	Strategy (Annual Performance Plan) and business activities	Capital
Other universities compete with regard to student and staff recruitment.	Mission element 5: position the NWU in the sector Goal: Continue to build an aligned NWU brand	Add value to our intellectual capital by establishing and building the NWU brand through integrated marketing and communication.
Total advertising equivalent value of media articles in 2015: R197 090 792 (2014: R96,8 million).		

our natural environment

We live in a country where natural resources, especially water, are scarce. Another challenge is to deal with the load shedding introduced by Eskom. Example of how this environment influences our strategy and business activities and affects our capitals:

Environmental forces	Strategy (Annual Performance Plan) and business activities	Capital
Scarce natural resources in South Africa.	Mission element 4: Implement our expertise for the benefit of all. Goal: Integrate sustainability into strategy, standard operating procedures and business activities.	Add value to our natural capital by saving electricity.
60 200 921 kWh electricity used in 2015 (2014: 59 985 873 kWh)		

our stakeholders' expectations

Stakeholder expectations will remain challenging. There are many compelling but contradictory expectations of the university and what it should deliver to the various stakeholder groups. The challenge will be to find a method of reconciling these contradictions to develop a unique value proposition that all stakeholder groups find attractive.

Stakeholders	Expectation	Our reaction (implementing our strategy/Annual Performance Plan through our business activities)	Affecting our capitals
Parents, students, the Department of Higher Education and Training (DHET), donors, industry and business	They expect a high return on their investments: high-quality academic and research programmes, well-trained academics, high pass and graduation rates, high-quality qualifications and employable graduates.	We constantly improve the quality of our teaching-learning (p76, p94) and research (p78, p104). We develop high-quality academic (p94) and research programmes (p104). We ensure the quality of all our core business activities (p114). We continue to train and develop our staff members (p59, p139).	Through these activities we add value to our intellectual capital (by developing new academic and research programmes, strategies, etc), and decrease the value of our financial capital (by paying salaries) and our environmental capital* (by using natural resources and creating waste). At the same time we also increase our financial capital, for instance by rendering expert services to industry (earning third-stream income).
DHET	The department expects: <ul style="list-style-type: none"> transformation student access redress, diversity and equity 	We drive transformation (p66). We make sure that all qualifying students have access to the NWU (p72). We strive to reach our diversity and equity targets (p74).	Through these activities we add value to our human, and our social and relationship capitals. We decrease the value of our financial capital** (for instance paying for interpreting services to allow access).
All stakeholders	They all expect good, transparent governance.	Council governs the NWU in terms of the Statute (p42).	Ethical and transparent activities add value to all our capitals.
Community	They expect us to address their needs and help solve their problems, thereby improving their quality of life.	We enable and promote research and innovation that improve the lives of people (p78, p104, p126). To accomplish the above, we constantly develop and train our staff members (p59, p78). We implement our academics' expertise and commercialise their research results (p38, p126). We undertake sustainable community engagement activities and align these with our core business activities (p80, p126). We involve students in our community engagement activities, thereby optimising learner participation and work integrated and service learning (p80, p126).	These activities add value to our social and relationship capital in particular, but also to our intellectual, human and financial capitals.

* In all our activities we use natural and other resources such as water, electricity, paper and chemicals, and in the process we create waste and pollute the environment.

** Money is needed for almost all our activities, thereby decreasing the value of the financial capital. On the other hand, many of our activities aim to increase our income and therefore add value to the financial capital (for instance receiving tuition fees in exchange for offering academic programmes, and earning third-stream income from the commercialisation emanating from research activities and intellectual property).

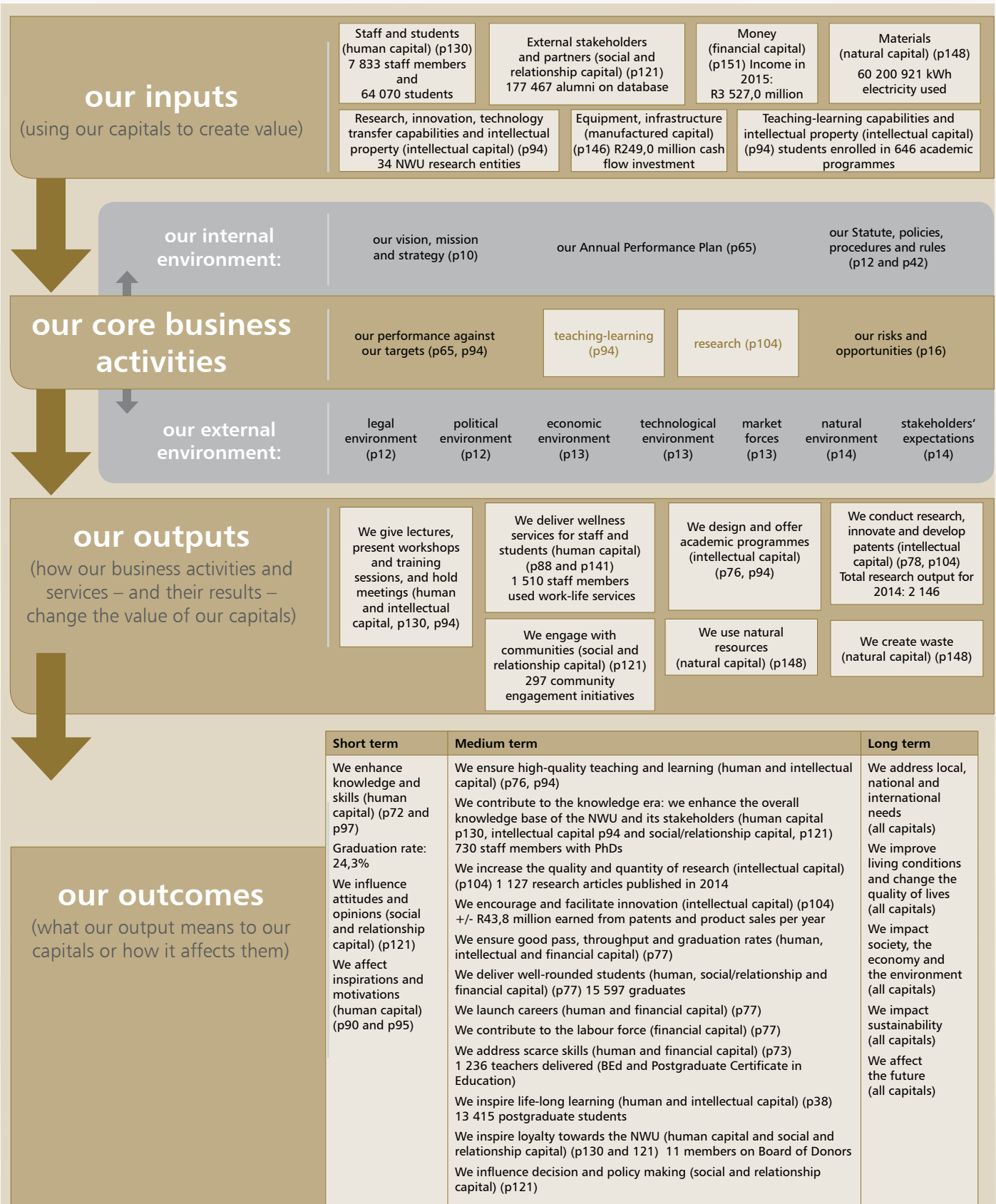
our core business activities

teaching-learning and research

... with community engagement as an integral part of these activities

our value creation process

The NWU uses the various capitals as inputs and, through our interactions and core business activities (teaching-learning and research), transforms them into outputs that in turn lead to outcomes in the form of effects on the capitals. (The effects imply value that is created, changed or diminished.)



mitigating our risks

our top strategic risks and opportunities

Risk management at the NWU is both a top-down and a bottom-up process for which the institutional management takes the primary responsibility. The current risk register was compiled in 2014 through a comprehensive process of broad consultation, where staff at various levels, including senior managers, were asked for input.



This forms the framework for the integrated, iterative and ongoing management of risk at the NWU. In addition, we have a parallel process at the various business process levels for identifying, managing and mitigating operational risks.

The university views strategy, risk, performance and sustainability as inseparable concepts inherent to integrated risk management. In light of this, we have established a risk management system and process that enable ongoing effectiveness and efficiency.

In 2014, in order to set a baseline, we followed an evidence-based approach towards establishing the NWU risk register. This contains 18 strategic risks, categorised in eight categories according to the ownership of relevant business processes at the NWU. In addition, we identified relevant IT risks in 2015.

The focus of the ongoing, iterative and integrated 2015 risk management process was largely to continue creating greater awareness, understanding and ownership of the general risk management process at the NWU, as well as to provide an indication of the links between these risks and the strategy development process at the university.

A start was also made with the reporting of risks to the appropriate governance structure. The process will be further refined in 2016.

While it became evident in 2015 that it was too soon to start removing any risks from the risk register, management resolved to continue focusing on control effectiveness. In this way, the NWU can continue gauging the acceptability of the risk levels as measures for decreasing the likelihood of incidences of risk or to limit the impact of risks.

The following table shows that the unacceptable levels of risk acceptance are in the low control-effectiveness category. This, together with other factors, compelled management to pay close attention in 2015 to enhancing the control effectiveness of the risks concerned. Management put effective measures in place and also used the strategy review process to address and enhance the control effectiveness of these risks.

our key strategic risks

This is an overview of the key strategic risks at the NWU, showing the levels of acceptability based on a scale related to control effectiveness:

Minor improvements needed	Safety, health and environment (R1.6)											
Corrective action needed	Student experience (R1.17)	Student throughput (R1.18)	Academic programmes – non-formal programmes (R1.7)	Academic programmes – accreditation process (R1.8)	Academic offerings – alignment (R1.9)	Funding model (R1.4)	Policies, procedures, guidelines and rules (R1.16)	IT – ageing SMP system	IT – SANREN capacity			
Prompt corrective action needed	Leadership transition (R1.12)	NWU management model (R1.13)	Transformation (R1.15)	Communication and marketing (R1.1)	Staff recruitment and retention (R1.11)	Teaching-learning delivery channels (R1.10)	Business continuity (R1.5)	Risk management (R1.14)	Compliance with legislation and regulations (R1.2)	Information governance and management (R1.3)	IT – non-IT experts in IT roles	Unsustainable IT staffing levels

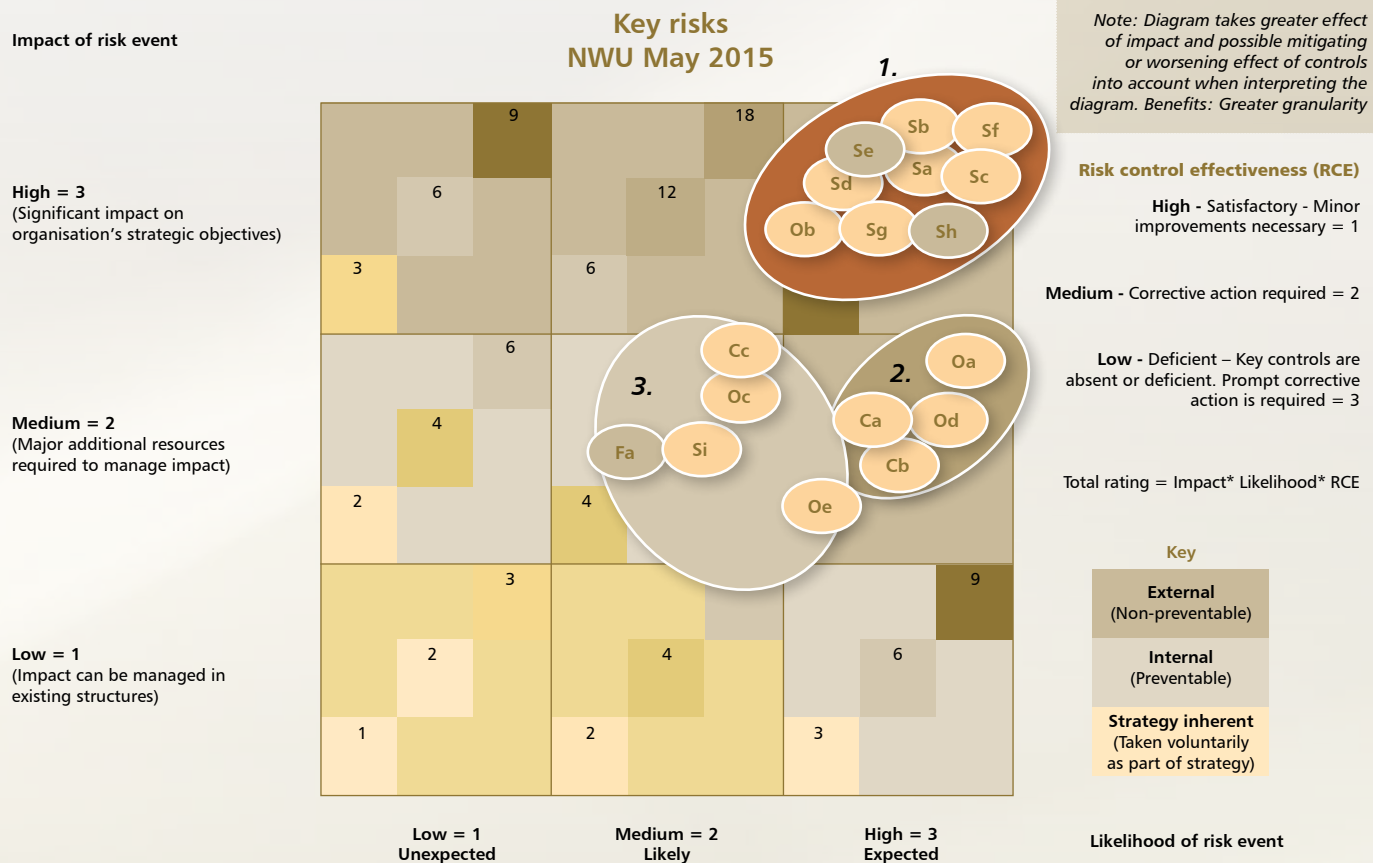
risk heat map

The risk heat map to follow makes it clear that the majority of the risks identified in 2014 (eight of 18) were regarded as **strategic** in nature. In other words, these were viewed as preventing the university from achieving its purpose in support of its overall vision.

Two of these risks – teaching-learning delivery channels and student throughput – were regarded as non-preventable risks as they were considered external risks beyond the university’s control. All the others – transformation, leadership, marketing and communication, risk management and student experience – were regarded as internal risks, and therefore preventable.

Risks regarded as **operational** in nature are all internal and preventable risks. These are information governance, staff recruitment and retention, business continuity and policies, procedures and guidelines. The same could be said of the risks related to **legal compliance** matters – academic programmes (accreditation), academic programmes (non-formal) and legal compliance.

The only **financial** risk – the funding model – is regarded as an external, non-preventable risk.











Ca	Academic programmes - accreditation
Cb	Academic programmes – non-formal programmes
Cc	Legal Compliance
Fa	Funding model
Oa	Information governance and management
Ob	Staff recruitment and retention
Oc	Business continuity
Od	Policies, procedures, guidelines
Oe	Safety, health, environment

Sa	Communication and marketing
Sb	Leadership
Sc	Management model
Sd	Risk management
Se	TL delivery channels
Sf	Transformation
Sg	Student experience
Sh	Student throughput
Si	Academic programmes – one institution

our six highest risks and mitigating actions

The highest risks that we need to actively mitigate are those strategic risks that have the potential to prevent the university from achieving its purpose in support of its overall vision. Of these risks, the ones we focus on the most are those within our locus of control, the internal, preventable risks. The following table provides an overview of the mitigating actions used to continually manage high-risk areas:

Risk area	Mitigating actions
Management model 	As mentioned in the 2014 NWU Annual Report, the outcomes of the international review commissioned in 2013 prompted a review of the NWU management model used since 2004. The comprehensive strategy review process resulted in the NWU Council adopting a new strategy in November 2015 that is intended to mitigate this risk.
Leadership transition 	It is to be assumed that, two years after the change in leadership at the NWU, as well as the change management processes around leadership style, the leadership of the institution has stabilised. The appointment of a strategic communication officer in the office of the vice-chancellor, aimed at ensuring consistency of communication and media relations, also had a stabilising effect.
Transformation 	<p>Transformation is a process and not a product. The following measures remain in place as a way to manage the effects of this residual risk as effectively as possible: the mainstreaming of transformation by including it as a standing item on all NWU oversight and management agendas, and the inclusion of transformation as part of performance management.</p> <p>The NWU continues to contribute effectively to the national transformation debate in the higher education sector through our representation on the transformation managers' forum of Universities South Africa. The NWU has also been fortunate to have participated in the national nGAP initiative and has been awarded four appointments.</p> <p>The approval of the NWU employment equity plan is a major milestone and will pave the way for measurable and ongoing gains.</p>
Marketing and communication  	<ul style="list-style-type: none"> • A process has been put in place to align all internal and external communication and to use available channels optimally. As a result, a decision has been made to actively and aggressively market good news stories on all three campuses to minimise the impact of negative news. • During 2015, we launched a campaign focusing on the impact of the NWU's community engagement. A constant effort is also being made to publicise research news on as many platforms as possible. The services of the <i>Mail & Guardian</i> press office was acquired to ensure the wider distribution of research news in Africa. • A joint process to align student recruitment across the campuses was put in place to ensure equity of experience for first entrants to the university. • A new web theme was developed and has been implemented. • Council's approval of a newly developed NWU Media Policy will pave the way for optimising the management of this important matter.
Risk management  	<p>The approach to risk management at the NWU has changed considerably since 2014 when we initiated risk identification. Risk management has been mainstreamed by making institutional management responsible for managing strategic and IT risks, and the Institutional Office and campus managements for operational risks.</p> <p>Reports are tabled twice per year at the different management levels and at Audit, Risk and Compliance Committee meetings. It is envisaged that the deliberate focus on risk control effectiveness will continue, ensuring that the internal processes are continuously assessed for their fitness for purpose.</p>
Student experience 	<p>The establishment of a Student Oversight Committee as a standing committee of the NWU Council has contributed significantly to the alignment of the student experience and student activities at the NWU.</p> <p>Management is aware that the NWU remains vulnerable in regard to the establishment of an environment conducive to optimising the student experience, especially as stability has not been reached at the student-governance level. Thus, Council has requested the vice-chancellor to manage this matter as a focused project from his office.</p>

how our six highest risks link to our mission elements

The Transformation Charter that Council adopted and Senate ratified in May 2012 states that:

“Transformation is inextricably connected to issues of justice, culture, performance indicators, communal wellbeing, excellence, relevance, 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”.

Ten transformation goals were adopted and form mission element one of the NWU’s Annual Performance Plan. The following elements have been actively managed and measured:

Access	Alignment	Diversity	Equity	Increased unity	Quality	Redress	Resource allocation	Student experience	Success
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During the strategy review process, the NWU emphasised the importance of embedding transformation into all aspects of the newly planned university business.

The following commitment to transformation was then adopted to steer the new transformation trajectory of the NWU in the immediate to medium-term future:



“The NWU success model proclaims that the university commits to employ strategies and transformational practices and processes that will be aiming to achieve sustainable competitive change, responsible and risk-embracing in design and implementation, intelligence-informed, credible, optimally participative, leadership-driven and collectively owned.”

report on assessment of risk exposure and risk management

Effective assessment of risk exposure and risk management is of primary importance to the North-West University, especially for as far as cognisance needs to be given to the operational, managerial and governance levels where risks are controlled.

Council remains confident that the risk-management measures at the North-West University are efficient.

Risk at the North-West University is managed by the institutional management committee that, in accordance with the Statute (Paragraph 69) assists the vice-chancellor in the planning and execution of the management, administration and supervision of the university, in accordance with existing policies and rules. Risk reports serve bi-annually at the formal meetings of the institutional management committee, and minutes are kept.



The role of the institutional management committee is to remain responsible for the maintenance of the risk-management process at the university, and to see to the establishment of sound internal controls to support the achievement of policies, aims and objectives, while safeguarding public and other funds and assets for which it assumes responsibility in accordance with relevant legislation and the university statute.



The members of institutional management include the vice-chancellor, two deputy-vice chancellors, three campus rectors (respectively for the Mafikeng, Potchefstroom and Vaal Triangle campuses of the university), three executive

directors (for finances and facilities, human capital and institutional advancement), and the institutional registrar. In addition, academic and support managers are responsible for the implementation of risk-management strategies in their respective areas of responsibility, and to see to active mitigation of risks by means of the ongoing improvement of internal controls.



The institutional registrar is assigned the line function with the remit of identifying and interpreting/assessing risks, as well as intervention measures and all aspects of the management of risks affecting the university. In addition, the institutional registrar assumes the responsibility for driving the process at institutional management level, and maintains the NWU risk register.

With regard to the oversight responsibility of the Audit, Risk and Compliance Committee, the mandate of the committee is to oversee the role of management not only with regard to creating and maintaining a proper risk-management process, but also to ensure an effective control environment at the university. The committee is responsible for assisting management with the assessment of the most significant risks that would need to be included in the university’s risk register.




In accordance with the NWU Framework for Risk Management, the role of the Audit, Risk and Compliance Committee is to advise the Council on the effectiveness of the university’s risk-management process. To this end, the scope of the duties of risk management within the university is clearly defined in the Audit, Risk and Compliance Committee’s Charter.




The Audit, Risk and Compliance Committee regularly submits a report on key significant risks facing the university to Council.


Apart from the active management of risks for which the institutional management committee remains responsible and the oversight role of the Audit, Risk and Compliance


Committee, two more committee structures operate as governance structures with regard to assessing risk exposure and risk management at the university. These are the NWU Compliance Committee and the NWU Combined Assurance Forum.


These structures act under the approval of the institutional management committee and the Audit, Risk and Compliance Committee and comprise internal staff members to assist with the assessment of most significant risks that are continuously to be included in the risk register of the university. 

Compliance Committee: The primary role of the Compliance Committee is to assist management in fulfilling its responsibility to comply with applicable regulatory requirements through the provision of strategic legislative compliance risk-management best practices.

The Compliance Committee thus monitors and reports on the compliance risks regarding all strategic legislation within the university. The committee is represented by internal members from Legal Services, Internal Audit, Finance, Occupational Health and Safety, and the institutional registrar and involves members from different disciplines on invitation. Three meetings are scheduled annually on the official calendar of the university, and minutes are kept and are available for all these meetings. 

Combined Assurance Forum: The purpose of the Combined Assurance Forum is to assist the Audit, Risk and Compliance Committee to fulfil its responsibility of giving assurance to council that the university's operations with regard to risk-management, -control and -governance processes are adequately addressed. Its role is also to optimise the assurance coverage obtained from management and internal assurance providers on all risks affecting the university. 

The forum comprises specifically identified internal operational managers/personnel, the institutional registrar (as representative of the institutional management), representatives from the three campuses, the director for internal audit; and representatives from external audit. 

The task of the forum is to assist with the promotion of risk management activities within the university environment and with the identification and monitoring of risks in the respective areas of forum members. 



A main function of the forum is to see to establishing a framework within which assurance is to be given to both management and council on the efficiency of risk-management processes that guide the management of business-critical risks. Three meetings per annum are scheduled and included on the official calendar of the university. Minutes are kept and are available for all these meetings.

Finally, all reports on matters related to risk management are scrutinised by the Combined Assurance Forum and the institutional registrar. Strategic risks are reported to the institutional management and key risks are reported to the Audit, Risk and Compliance Committee for communication to Council.

The Internal Audit department plays a substantial role in establishing a university environment conducive to risk management. However, owing to the growing levels of maturity within the university to manage risks at various levels of operation according to the Annual Performance Plan, a process started in 2014 to withdraw Internal Audit from the operational matters related to risk management. The director for internal audit remains partly involved as a member of the Combined Assurance Forum and Compliance Committee, and carries the responsibility to report accordingly to the Audit, Risk and Compliance Committee.


identification and assessment of risk


Through the process that started in 2014, eighteen strategic risks were identified. Each risk event was also allocated to defined responsibility and accountability positions, and was categorised according to the following main types of risks: strategic, operational, financial, and compliance in the risk register that resulted from the consultative process.

The consultative risk-assessment process resulted in a framework for risk management. This framework not only provides the backdrop for the management of risks at the university, but also aims at ensuring that the regulatory requirements for corporate governance are sufficiently covered. 

A distinct purpose with the framework is that it aims at ensuring that sufficient managerial procedures are developed in order to see to continuous assessment of the risk exposure by the university. Of particular importance, is the fact that the framework pursues to increase the value-add of risk management as a strategic tool, and to improve the compliance of the university to the King Code of Good Practice.

On a management level, one of the aims of the 2015 Annual Performance Plan was to maintain a strong focus on risk management and compliance. Goals by means of which this aim had to be realised, were to see to a sufficient risk-management process and to ensure that risk-management responsibilities became part of the performance agreements of all managers.

Another goal was to see to bi-annual risk reports to the institutional management and an annual report to the NWU Council. 


It is accepted that some risks have direct financial implications and others will not have immediate financial implications. Although these are differentiated from each other as "financial risks" and "non-financial risks", it is accepted that "non-financial risks" might have serious financial implications. In light hereof, these receive equal attention to the so-called financial risks, and are therefore also identified and managed during the risk-management process. 

To determine the residual risks, a rating on control effectiveness is also included as a means to determine the priority and level of reporting according to a risk matrix. Due to the risk management process risks that may impact on the realisation of the vision and mission of the university are identified and can be managed.

Risk profiles are controlled within the normal organisational internal control structures and procedures. Despite these structures and procedures, the potential exists that adverse events may occur and will affect the results of normal operations throughout the institution at all levels of activity.

The process wishes to firstly give assurance that the exposure to such specific "risk events" are identified, and secondly, that the likelihood of any one of these events occurring, as well as its potential impact, be assessed.

Ratings for impact, probability, control effectiveness and residual risk were developed for application in order to determine the priority of the identified risks and to manage these risks accordingly.

Responsible persons are linked to each risk and feedback on the progress to minimise the risk for the university is monitored and updated regularly on the official risk register of the university. 

Meanwhile, the university continues to focus, through defined responsibility and accountability for management,

on significant risk events, and on conditions and/or risk abatement strategies for identified risk areas.

management and control of consequences of risk (intervention and physical/financial control)

Potential risk consequences were continuously identified and evaluated during 2015 and, by appropriate management actions the conditions within which such risks arose, were accordingly controlled and monitored.

These measures continue to remain in place, owing to the fact that the proper management of such conditions is a matter of which the governance structures of the university need to be assured and based on which abatement strategies are conceived.

The responsibility and accountability for the identification and management of risk events and risk areas are assigned and managed by operational managers and strategic risks are managed by the institutional management committee.



PROF M VERHOEF
INSTITUTIONAL REGISTRAR DESIGNATED
WITH RISK RESPONSIBILITY



ADV TJ KRUGER
CHAIRPERSON AUDIT, RISK AND
COMPLIANCE COMMITTEE

Date: 26/05/2016



report of internal administrative/operational structures and controls

The Audit, Risk and Compliance Committee is confident that a system of internal controls is maintained at the NWU in order to provide reasonable assurance regarding the following matters:

- the achievement of effectiveness and efficiency of operations,
- the reliability of financial reporting, the safeguarding of assets against unauthorised acquisition as well as use or disposal of such assets,
- overall compliance with relevant laws and regulations,
- the prevention of loss of resources and assets, and
- to reduce legal liability.

This internal control system is designed to provide reasonable assurance to the university and the Council regarding an operational environment that promotes the safeguarding of the university's assets and the preparation and communication of reliable financial and other kinds of relevant information.

Internal control objectives include measures to ensure completeness, accuracy and proper authorisation in relation to documented organisational structures, setting out the division of responsibilities, as well as established policies and procedures, including a code of conduct and value statement being communicated throughout the university to foster a strong ethical climate and the careful selection, training and development of its people.

Appropriate internal control practices are maintained in as far as policies and procedures are documented and monitored by the institutional management and the Records Management division for regular updates when applicable, and in accordance with an update schedule. After the reviewed document has been approved by Council, it is communicated and made available on the intranet to all employees of the university.

In addition, a performance management system, with adequate job descriptions in line with key performance indicators, is utilised at the NWU to ensure individual accountability and proper assignment of responsibilities.

Monitoring of internal controls takes place in a meticulous way. Apart from an ongoing performance management system in order to ensure that employees are carrying out their duties, and the continuous comparison of budget management as part of the normal business processes, internal auditors monitor the operation of internal control systems, and report findings and make recommendations to management, the Audit, Risk and Compliance Committee, and report significant findings to Council.

Follow-up and corrective actions are taken to address control deficiencies as well as opportunities for improving systems when identified. The Council, operating through its Audit, Risk and Compliance Committee, provides oversight of the financial reporting process.

Information systems utilising modern information technology are utilised at the university. Core systems have been developed and implemented according to defined and documented standards to achieve efficiency, effectiveness, reliability and security.

The university continues to apply accepted standards to protect privacy and to ensure control over all data, including disaster recovery and backup procedures.

Password controls are strictly maintained, with users required to change passwords on a regular basis, except where otherwise approved. There are regular reviews to ensure that there are no clashes in user-access rights and to ensure that the basic internal control concept of division of duties is maintained.

Where, for capacity reasons, an occasional clash does occur, sufficient manual controls are in place to ensure that these clashes are mitigated.

Systems are designed to promote ease of access for all users. In addition, the systems are sufficiently integrated to minimise duplication of effort and ensure minimum manual intervention and reconciliation procedures. The development, maintenance and operation of all systems are under the control of competently trained staff.

In utilising electronic technology to conduct transactions with third parties and with staff, control aspects receive close scrutiny, and procedures are designed and implemented to minimise the risk of fraud or error.

The Audit, Risk and Compliance Committee is aware of the fact that there are inherent limitations to the effectiveness of any system of internal control, including the possibility of human error and the circumvention or overriding of controls but accepts that even an effective internal control system can provide only reasonable assurance with respect to financial statement preparation and the safeguarding of assets.

The committee is of opinion that its internal control system as at 31 December 2015 largely met the criteria for effective internal control over financial reporting as included in our Financial Policy, Procurement Policy, Policy on Delegations, General financial guidelines in support of the Financial Policy and the Guidelines for records management of financial records and various other financial related guidelines, procedures and guideline available to employees.

External and internal audit, financial divisions and employees assigned with the responsibility are responsible to assess the compliance with policies, guidelines and procedures related to financial reporting on a regular/daily basis, while transactions are being processed, and during the execution of internal and external audits.

The committee is confident that, as at 31 December 2015, the university's systems of internal control over its operational environment, information reporting and safeguarding of assets against the unauthorised acquisition, use or disposal of assets met the criteria for reasonable control over financial reporting. It also believes that internal control measures assist the NWU to achieve its goals in effective and efficient ways.

The committee took note of the ongoing process by means of which the institutional management identifies, reports, reviews and manages risks at a regular basis. The risk register of the university is updated and maintained on regular intervals with feedback requested from executive managers, the members of the Combined Assurance Forum and various operational managers.

Internal Audit included audits in their approved Internal Audit Plan to examine the systems, procedures and controls in those areas considered as high risk.

The Audit, Risk and Compliance Committee reviewed this Report on internal administrative/operational structures and controls for the 2015 financial year under review at its

meeting of 25 May 2016, which was a quorated meeting. The documentation for approval by the committee was circulated with the meeting agenda in advance, with due notice.



ADV TJ KRUGER
CHAIRPERSON: AUDIT, RISK AND COMPLIANCE COMMITTEE



MS M VAN DER MERWE
DIRECTOR: INTERNAL AUDIT

Date: 26/05/2016



Compliance

Regulation

statement of council on sustainability

Sustainability is viewed as a key enabler of value creation by means of which the university's impact in the immediate community around its campuses is to be managed. In short, it not only demonstrates how the NWU impacts on the wider society but also how the society and the environment impact on the university.

In this regard, various goals stated in the Annual Performance Plan were pursued. These were, among others, to expand community engagement at the NWU so as to share our passion and know-how with communities to generate wider benefits for society, build robust social capital and align commercialisation and social engagement activities with our core activities.



Of particular importance is the goal of continuing to develop, integrate and embed sustainability as a driver of strategy and standard operating procedures in all core business activities at the university.

With reference to sustainability, the NWU has a long-standing track record in which the NWU Community

Development Trust has since 2010 been playing a vital role in creating awareness and embarking on projects focusing on the importance of environmental, social and governance matters that impact on the economic life of communities in the immediate area of the university's campuses. In addition, all community projects had to be advised that a proper needs assessment in the relevant community is to precede all CSI projects; and that all relevant stakeholders across the CSI spectrum are to be included in such ventures.



















The following table contains a high-level overview of achievements that relate to key material aspects in regard to sustainability matters that were realised during the course of 2015. It also alludes to the way in which matters in the external environment impacted on the university business.

Typological indication	Relevant theme	Cross reference	Vehicle by means of which the activity takes place
ENVIRONMENTAL	Energy efficiency	Our social and relationship capital, p121 Our natural capital, p148	<p>The campus student representative councils (CSRCs) and awareness campaigns for personnel aim at promoting more responsible energy consumption.</p> <ul style="list-style-type: none"> Since the inception of the Electricity Saving Initiative on the Potchefstroom Campus in 2012, savings of more than R2,3 million have been achieved. The Potchefstroom Campus SRC initiated the project at student residences in the form of a competition running from May to October, a period that includes winter, when demand for energy peaks. Next, the initiative was rolled out to the Mafikeng and Vaal Triangle campuses. In its first year, student residences had saved close to R1 million and, by the end of 2015 total savings exceeded R2,3 million. <p>Staff have been involved in electricity saving on the campuses.</p> <ul style="list-style-type: none"> In 2014, the Faculty of Education Sciences on the Potchefstroom Campus ran a pilot electricity-saving project for its staff as the precursor for a campus-wide electricity-saving initiative that will be rolled out in 2016. <p>Other energy-saving initiatives:</p> <ul style="list-style-type: none"> The first bio diesel production plant at a South African university was launched in October 2013 on the Potchefstroom Campus. The plant uses recycled oil from the Drakenstein cafeteria and the dining halls to produce bio diesel, which external approval boards have certified as safe to use. The NWU's physical infrastructure and planning department is evaluating the quality of the bio diesel which, if found to be an effective source of energy, will be used in generators to help power the campus during outages. Energy-saving lights and shower heads were installed in campus residences, meters have been installed to measure consumption and metering capabilities have been refined to enable the NWU to better manage its electricity use.
























	<p>Recycling and waste management</p>	<p>Our social and relationship capital, p121</p> <p>Our natural capital, p148</p>	<p>Waste management initiatives include more responsible disposal of recyclable products and paperless meetings. </p> <ul style="list-style-type: none"> • The Potchefstroom Campus was one of the largest recyclers in the North West until the end of 2011 when the new Waste Management Act came into force and no sufficiently large contractor could be found in Potchefstroom. This forced the campus to look at alternatives such as: <ul style="list-style-type: none"> - Glass recycling: The Drakenstein cafeteria recycles all the glass it uses and, in 2015, various residences volunteered to recycle glass used in club houses.  - Recycling stations: Since 2012, the campus has built six recycling stations and, from 2015, the waste is being measured to establish a baseline.  - Paper recycling: Campus technical services collects paper for recycling once a week.  - Oil recycling: As mentioned above, the campus restaurants, cafeteria and the student centre donate their used oil to the Engineering Faculty, which uses the oil to make bio diesel.  - Green packaging: the campus is changing the packaging of food sold at the Student Centre, focusing on more sustainable options. In addition, a project is underway to explore the possibility of carrying advertising on the packaging as a way to offset costs. - In the area of waste management, another initiative on the Potchefstroom Campus was the SRC's Barefoot Day, which in 2015 collected 25 000 items of clothing for distribution to people in the surrounding communities.  • The management of hazardous waste on the Potchefstroom Campus was identified as a challenge in the environmental audit conducted in 2012. No hazardous waste policy was in place and there were no standardised arrangements across the campus for managing waste. <ul style="list-style-type: none"> - The initial audit also found the campus was contravening section 16 of the National Environmental Management Waste Act by releasing diluted, used chemicals into the municipal sewage system.  - The situation improved when a service provider was appointed to manage the campus' hazardous waste. A drawback, however, was that the campus relied on the waste management procedures developed by the service provider and did not have its own policy or procedure.  - A new service provider was appointed from mid-November 2015 and is responsible for the management of all hazardous waste, except for the disposal of waste at point of use in relevant containers. Proper containers have been provided for the different types of waste at all points of use, and all containers are access controlled. However, there are still no formally documented waste management arrangements.  - A policy and procedure for the handling of hazardous waste and general waste will be formulated in 2016. • A service provider, Servest, runs the six recycling pick-up bin stations at the Potchefstroom Campus and issues a monthly report on the types and amount of waste. Apart from the ad hoc recycling projects mentioned earlier, no sorting or weighing of other, general waste is done as there are no recycling plants in Potchefstroom and waste cannot be sorted on the Potchefstroom Campus.  - As far as the ad hoc measures on campus are concerned, these may be insufficient to meet the general duty placed upon holders of waste in terms of section 16 of the National Environmental Management: Waste Act.  - The absence of a general waste management procedure made this outcome difficult to achieve. Although service providers have standard operating procedures through all stages of waste management, these are not documented and could therefore not be verified.  - The tenders that the NWU issued for the supply of refuse removal services, landscaping and garden maintenance services and cleaning services all include provisions requiring the service providers to abide by environmental legislation. - Arrangements were made with the Centre for Environmental Management to draft a general waste management plan early in 2016. 
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			<ul style="list-style-type: none"> Recycling on the Mafikeng Campus: The Enactus team on campus constructed a repository for plastic bottles and placed it at the student centre. Many bottles are collected but removing them from the campus is problematic as there are no recycling service providers in Mafikeng. 
	<p>Curriculum content</p> <p>Our social and relationship capital, p121</p> <p>Our natural capital, p148</p>	 	<ul style="list-style-type: none"> The module Professional Practice (FIAP) presented at the Faculty of Engineering on the Potchefstroom Campus gives first-year engineering students exposure to environmentally oriented projects. Examples include making community recycling dustbins and developing a methane gas power generation system.   The School for Curriculum Based Studies at the Faculty of Education Sciences, Potchefstroom Campus, has, in cooperation with the Vrije Universiteit in the Netherlands, developed a sustainability curriculum that has been launched in 60 primary schools.   The Entrepreneurship Honours group annually presents green business concepts to the Green Campus Coordinator and the Technology Transfer and Innovation Support Office, who judge the business ideas and give feedback. If a business idea is good enough, the office helps the business to start up. In 2015, the Waterless Car Wash business idea was funded and supported by the campus mascot fund and the Technology Transfer and Innovation Support Office.   As part of her PhD in environmental sciences and management, Madeline Evert, a staff member, has investigated the environmental attitudes of students on all three NWU campuses, with the aim of developing interventions to change neutral and negative attitudes and then evaluating the effectiveness of the interventions.  The Faculty of Law on the Potchefstroom Campus focuses on Environmental Law and research through the Centre for Innovation in Environmental and Climate Change Law and Governance. The aim is to counter the knowledge deficit in our own and other developing countries, which is affecting our ability to do climate-related risk assessment, adaption planning and decision-making. The centre is aligning its strategy and research to the Government's National Development Plan and the South African National Climate Change Response White Paper.  Research into renewable energy technology from biomass material started at the NWU in 2004. The project uses biomass as feedstock and focuses on developing economically feasible biofuels and bio-energy. A waterless biodiesel production process and plant have been established on the Potchefstroom Campus, with the capability to produce 165 000 litres per year. All waste streams are recycled in the production process or used to produce other value-added products for use on campus such as glycerine-based soap.  The Potchefstroom Campus and UCT co-host one of the Centres for Hydrogen South Africa. The capability to store wind or solar power in fuel cells has already been developed. Unlike when using fossil fuels are used to generate energy, hydrogen has no emissions.  In 2015, the Potchefstroom Campus, in collaboration with the Institutional Office, ran the Green Innovation Competition for the second time. The aim hereof is to assist identifying students who have potential to develop new ideas or concepts in the sustainability sphere. The 2015 winner of the Innovation Potch bursary was Bathandwa Ndzulu for his proposal to improve the sustainability of the Trolley Project run by the Potch-Tlokwe Chamber of Commerce.   Green Week is held annually to encourage students to develop and create new and recycled products. The 2015 winner was a student who created a lounge chair out of recycled materials of a shopping trolley. 





	<p>Water use</p> <p>Our social and relationship capital, p121</p> <p>Our natural capital, p148</p>	<ul style="list-style-type: none"> • In February 2015, Irene Muller, a lecturer from the School of Education on the Vaal Triangle Campus, started a community-based water monitoring project on the water source of the campus and involved second-year BEd Physical Science students. It involves asking learners at local schools to collect water samples from their own communities. The quality of these samples is then tested in the schools' laboratories, using water quality test kits from an education service provider.  <p>The project has the endorsement of the Gauteng Department of Education and links well with a prescribed practical in Grade 10 Physical Science (CAPS). Rand Water joined the project from the outset and has provided valuable guidance and as well as ongoing validation of the findings. The cost of the water quality test kits is about R350 each. Funding for 2015 was received from the Scholarship of Teaching and Learning fund at the NWU. </p> <ul style="list-style-type: none"> • River preservation is another important water-related topic at the Vaal Triangle Campus. In January 2015, Frans Fuls, an environmental activist, gave a presentation on a source-to-sea expedition he and a colleague were undertaking in canoes.  • On the Potchefstroom Campus, there are two main water-saving initiatives: <ul style="list-style-type: none"> - Water metering: In 2015 the campus installed meters on all main water inlets, making it easier to find and fix leaks and helping to establish a consumption baseline in 2016.  - Dam irrigation: The campus grounds are irrigated from dams on the premises. When these dams are empty the campus is not irrigated. Approximately 80% of the water in these dams is grey water. 
<p>Moving towards a paperless environment for NWU meetings</p>	<p>Our social and relationship capital, p121</p> <p>Our natural capital, p148</p>	<ul style="list-style-type: none"> • Paperless meetings were introduced in 2013 and 2014 for all Exco meetings at Mafikeng, and this was extended to all meetings on campuses in 2015.  • All internal newsletters produced by the respective campus marketing and communication departments and the Institutional Advancement Office were converted to an electronic format, saving time, paper and money.  • The libraries make a continual effort to provide more books and articles digitally.  • The Marketing and Communication department of Potchefstroom Campus has already converted most marketing material to digital media and the campus library has converted 80% of the marketing material to digital. 

<p>SOCIETAL</p>	<p>Current community engagement initiatives and impacts</p>	<p>Our social and relationship capital, p121 Our natural capital, p148</p>	<p>Campus student representative councils contribute to community engagement through volunteerism and service-learning.</p> <ul style="list-style-type: none"> • The Vaal Triangle Campus has a Green Campus Initiative Committee that meets regularly to plan projects aimed at academic staff and students interested in making a difference to the environment. The following environmental projects and events were launched in 2015: <ul style="list-style-type: none"> - For the Earth Hour residence competition, students in residences took part in activities that promote environmental awareness. Suntrust won the 2015 competition.  - A clean-up event was held in the Vanderbijlpark CBD. Volunteers from the Golden Key Society and Saving the Environment by Working Together (SEWT) participated.  - Members of the Vaal Green Campus Initiative visited the ACUHO-I-SAC annual green campuses conference in Cape Town. The campus delegation won a number of prizes for their eco-runway designs consisting of recycled materials. The team also won the newcomers of the year award and environmental sciences lecturer Madeline Evert was named green staff member of the year.  - The Green Campus Initiative presented the yearly green art competition on campus and organised a green workshop and green art exhibition. The artworks will become part of the Vaal Triangle Campus art collection.  • In 2015, the Potchefstroom CSRC held a competition for the best “green structure” in the RAG parade. This was the second time the competition was held. In addition, most of the materials used on the floats are recycled after the competition.  <p>Other green activities in which students participated enthusiastically in 2015 included the following:</p> <ul style="list-style-type: none"> - The annual Green Week was held at the end of February to raise awareness about sustainable use of water and electricity and encourage the recycling of electronic and other waste. Students also celebrated the week by collecting tinned food for communities in need.  - Students took part in a Green Selfie competition in which they took pictures of themselves living green and posted these to campus social media. - The CSRC ran the Recycling and Swop Shop project for the fourth consecutive year at schools in the local community. This project aims at showing learners how waste has value by exchanging recyclable material for tokens. In turn, these could be used to buy stationery, toiletries, sporting equipment or sweets. The Tlokwe Municipality has provided recycling bins and a contractor removes the material collected.  - The Potch-Tlokwe Chamber of Commerce and the Potchefstroom Campus work together to find opportunities to recycle material that more than 30 waste trolley operators collect. The NWU currently sponsors two trolleys a year, helping to create jobs in the local community.  - The NWU competed in the 2015 World Solar Challenge in Australia and was one of only two African teams ever to compete. The NWU Solar Car is a project of the Faculty of Engineering. - The Potchefstroom Campus radio station runs the PUMPS initiative, standing for PUKfm Maak Potch Skoon. This is a community initiative where student DJs make an effort to help keep Potchefstroom and the surrounding communities clean, in cooperation with the Chamber of Commerce. 
	<p>Staff and student wellness programmes</p>	<p>Staff: Our human capital, p130 Students: Report of the vice-chancellor, p88</p>	<p>A healthy, well-cared for staff complement is vital for maintaining the high quality of the NWU’s core business activities and for reaching the university’s strategic goals.</p> <ul style="list-style-type: none"> • An ecare email system is used to educate staff about health topics such as mental wellness, environmental care and time management.  • A full suite of health and wellness programmes are being offered to staff.  • HIV counselling and testing (HCT) and training of students as HIV advocates. • Distribution of male and female condoms. 

	Human rights	  	<p>The NWU Human Rights Committee (HRC) chaired by an independent chairperson, is responsible to promote a culture of human rights, observance, respect and protection thereof at the NWU.</p> <ul style="list-style-type: none"> • Three cases were reported to the HRC in 2015. • Workshops were arranged to sensitise staff and students on human rights matters. • The NWU continues to explore possibilities of strengthening relationships with the South African Human Rights Commission (SAHRC).
ECONOMIC	NSFAS	 	<p>The NSFAS allocation from 2014 to 2015 increased by less than 5% and was lower than the inflation-related increase in tuition fees. This meant fewer students could be assisted in 2015. Furthermore, the number of applications increases every year. As a result, just 40% of applicants at the NWU could be assisted with NSFAS funding in 2015.</p>
	Distribution of NWU resources to be in service of core business		<ul style="list-style-type: none"> • The successful implementation of our own customised Quali Financial System (KFS) was the major achievement of 2015. • Our interactive budgeting process also promotes the distribution of NWU sources to support the core business. • The Presidency's announcement on 23 October 2015 about the 0% fee increase for 2016 caused a revision of the 2016 budget.  • Risks and concerns include: <ul style="list-style-type: none">  - The 1,3% increase in subsidy does not cover higher education Inflation or growth. - Fewer actual first-time entrants and pipeline students enrolled in 2015 against the enrolment plan.  - The economic climate has an unfavourable impact on the availability of external contracts, leading to a decrease in external income.  - The increase in permanent personnel costs of 8,6% is more than the increase in income of 6,8 %. <ul style="list-style-type: none"> - Immediately after the 0% fee increase announcement on 23 October, all three campus finance departments reported slower recovery of outstanding student debt. This increased by R32,5 million year on year from December 2014 to December 2015 and additional provision for bad debts had to be made.  - The internal inflation rate (8,2%) is higher than the net growth in income (6,8%), which is not viable in the medium to long term.  - The decrease in the value of the Rand has a big impact on our buying power and will affect books and periodicals, software, licence, computer and other IT-related costs.
	Anti-corruption awareness and training		<p>The Internal Audit Department presents an annual programme in the form of workshops to create awareness of anti-corruption matters. </p>



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how we
govern
the NWU



message from the CHANCELLOR


Kgosi Leruo Molotlegi





In your hands is a book reporting on a year in the life of a multi-campus, multiracial and multidimensional university. The North-West University is a remarkable place – not simply because of its special geography or history, but because of its people. Here you will find a group of people who seek to advance theory and knowledge, people who seek solutions to the challenges of South Africa and the world, and people who come here to learn and make the most of their talents. 


At the North-West University, we share a common vision, the quest to be “an internationally recognised university in Africa, distinguished for engaged scholarship, social responsiveness and an ethic of care”.



Use this vision as your guide throughout this report. It will explain why we put teaching-learning and research at the centre of what we do.

Our drive to educate South Africa is evident: we welcomed more than 9 000 new students to our university in 2015, and enrolled more than 1 000 students into PhD programmes, among many other notable figures. 


Our vision also explains why we put so much emphasis on being a well-run university. In this report you will note the rigour and transparency of our boards and committees, our far-reaching good governance measures, as well as the logic behind sound financial planning and smart investments. 

We report about maintenance, including work performed on several libraries, and expansions such as the new Nursing building in Mafikeng, the new African Languages building at the Vaal Triangle Campus, and the new Pharmacy building in Potchefstroom. 

You will read about a vibrant student life on all three campuses: including activities and triumphs of various dance clubs, choirs and visual artists. You will learn about students' excellence in debating and the national budget speech competition, the awards honouring our gymnasts, athletes and netball players, and the achievements of our rugby, football and korfbal players, among many others. 

We have our challenges too. South Africa's growth as a democratic society has been slow and painful. We are still a highly unequal society, with far too many unemployed and poor people. That is why, as the NWU, we are painfully aware of the imperative to empower a new generation of thinkers and workers, and of the need to find better ways to support our students.  

In 2015 we continued several programmes, including psychosocial support, meal-a-day programmes, HIV support initiatives and bursaries and loans in order to help alleviate some of the pressures on our students. Moreover, in line

with other universities, we have not increased our fees for 2016, and are working hard at trying to keep the institution financially healthy while extending as many helping hands as we can to talented and deserving students. 

We hope you enjoy this report. You will note doctorates and honorary doctorates, medals, experiments, conferences, colloquia and patents. We urge you to look upon the contents of this publication not merely as a report card of a year that was successful on a multitude of fronts – in terms of management, academia, student life, sporting prowess, growth and transformation – but to see the year past as part of our collective journey towards our vision.

It is an honour to be associated with this institution, and it gives me pleasure to congratulate everyone who made the NWU great in 2015.

KGOSI LERUO MOLOTLEGI

KGOSI LERUO MOLOTLEGI
CHANCELLOR

4%

enrolment increase:
master's degrees

12,4%

enrolment increase:
science, engineering
and technology

8%

enrolment increase:
doctoral degrees



6%

increase in number
of NRF-rated researchers

17%

increase in number
of postdoctoral fellows

report of the CHAIRPERSON OF COUNCIL

Adv Dr Johan Kruger, SC



This report provides an account of the extent to which the NWU Council discharged its statutory duty to govern the NWU in the period under review.

Council is confident that, as the highest decision-making body, it succeeded in 2015 in governing the NWU in an appropriate way and in accordance with Chapter 4 of the Higher Education Act, as well as the regulations and policies issued in terms of the Act, the NWU Statute and the Rules.

The following three major processes required much attention from Council for the period under review:

- The process of rectifying an unlawful and therefore invalid resolution taken in November 2013 to extend the term of office of a rector of one of the NWU campuses resulted in a number of extraordinary meetings that Council was compelled to convene. Council devoted much energy and attention to ensuring that the process of reversing its decision was dealt with throughout in a legally compliant way.
- Council resolved as follows on the establishment of the North-West Higher Education Trust (NWHET) as an endowment fund with the aim of raising money through commercial investments for the North-West University and other selected higher education institutions in the North West Province, and whereby a donation of R10 million was made by the North-West University in 2013 to be used as seed money to start up the trust projects:
 - To accept that there had been no improper motive on the part of the former vice-chancellor in approving a university donation of R10 million to the trust.
 - To acknowledge that the former vice-chancellor consulted widely with responsible university officials regarding the viability and feasibility of the NWHET initiative.
 - To acknowledge that the trust had been registered as such in accordance with legal requirements.
 - To recommend that all purported projects linked to, or emanating from the trust, be terminated with immediate effect.
 - To take steps to recover the full amount of R10 million from the NWHET.

The process of recovering the amount of R10 million is still underway.

- Another key process that required much attention from Council in 2015 was to provide ongoing direction into the process of developing, consulting and approving a new university strategy and values statement. Council is confident that the new strategy will ensure ongoing

improvement in the governance of the NWU as a unitary institution. The new strategy, directed by the dream of being an internationally recognised university in Africa, distinguished for engaged scholarship, social responsiveness and an ethic of care, was approved unanimously at the November 2015 Council meeting.

As part of its oversight role, Council in 2015 approved the following new and revised university policies, as well as a reformulated delegation of authority framework:

- Policy on Joint and Double Degrees at Master's and Doctoral Level with Foreign Universities
- Infrastructure Policy
- Alumni Relations Policy
- Fundraising Policy
- Rules for the Awarding of a Chancellor's Medal
- Rules for the Awarding of Honorary Doctorates
- Policy on Delegations and Schedule of Authorisation Levels
- Admissions Policy
- Media Policy

Council fulfilled its function of continually monitoring the operational management of the university and also took into account the advice regularly provided by Senate, the Institutional Forum and the various Council committees. In this way, Council saw to it that it exercised its role in that the university continues to achieve its purpose and value.

effective ethical leadership and corporate citizenship

How well the university succeeds in meeting the needs of society through its services and the quality of its graduates is, in the view of Council, the *raison d'être* of the North-West University. The NWU, as responsible South African corporate citizen, strives to maintain an awareness of its ethical responsibility in all its endeavours. Collectively, the NWU's strategy, policies and rules continue to aim at achieving sustainable economic, social and environmental

performance. Here are some of the short-term results achieved in 2015 in this regard:

- The university achieved an aggregate overall student success rate of 83,9% across all delivery sites and modes (including distance education).
- The Council successfully guided the process of rectifying the errors made in 2013 and found amicable solutions for the situation.
- Various projects were in progress at the university to secure environmental sustainability. For more information, refer to p24 in the statement of council on sustainability and p148 in the section on our natural capital.



Council and its committees were vigilant in monitoring adherence to codes of good practice for dealing with matters such as corruption and to the amended Employment Equity Act and Broad-Based Black Economic Empowerment Act.

In overseeing the progress made by management in establishing a climate conducive to social justice, council took note of reports submitted by the Audit, Risk and Compliance Committee, the Human Capital and Employment Equity Committee and the Transformation Oversight Committee. At its November 2015 meeting, Council paid particularly close attention to the university's employment equity plan (2016-2020) and the long-term effects this enabling development plan will have.

The strategy revision process culminated in November 2015 in Council accepting a new university strategy for the next 10 years. This strategy places particular emphasis on effective ethical leadership and corporate citizenship. Council is committed to ensuring that the approved strategy is implemented in the spirit of serving society through the creation of knowledge, innovative learning and the empowerment of communities.



Sustainable partnerships with industries and communities will remain the core driving force ensuring the continued relevance and responsiveness of the university.



governance of risk

Council exercises its accountability for the governance of risk through the Audit, Risk and Compliance Committee, which fulfils its oversight role in accordance with the principles of the King Code of Good Practice. The committee has the mandate to oversee the effectiveness and efficiency of management in creating an appropriate risk management process for mitigating risks and exploring business opportunities.

Having received the annual management report on the effectiveness of the system and process of risk management at the NWU, Council discussed the matter at the November 2015 meeting.

The necessary assurance was obtained from management that continual progress is being made in putting appropriate measures in place to enable sufficient risk assessment, risk monitoring and risk assurance at the university.

Council looks forward to the enhancement of the risk management process at the university and the development of a risk management policy and plan, both envisaged to be realised in 2016.

governance of information technology

The Audit, Risk and Compliance Committee informed Council at the November 2015 meeting that the university was still in the process of establishing an Information Technology

Governance Framework as part of an overarching Information Governance Framework.

In spite of the absence of this governance framework, the assurance was given to Council that the planning and implementation of information technology-related resources were in line with the strategic planning of the university. The challenges related to the ongoing monitoring and auditing of this function were noted, as was the challenge of managing security measures.

Council also took note of the progress made in developing a business continuity plan and a disaster recovery plan. The finalisation of these plans had been placed on the back burner while the university's new 10-year strategy was being developed.

compliance with laws, codes, rules and standards

Council is accountable for ensuring that the university has measures in place to comply with applicable laws, codes, rules and standards. As part of its oversight role, the Audit, Risk and Compliance Committee is mandated to oversee the extent to which the NWU succeeds in ensuring ongoing compliance.

A comprehensive status report was tabled at the October 2015 meeting of the Audit, Risk and Compliance Committee and it was clear that the university had made fair progress with compliance monitoring and management. Specifically, a university staff member has been assigned to monitor compliance and to establish a web page, Compliance@NWU, to raise awareness among business process owners as to all the relevant national policies that apply.



Council took note of management's concerted effort to strengthen the governance and management of all Council committees by drafting standardised terms of reference for all committees and using a cover-page template to enhance oversight, improve the overall effectiveness and efficiency of each committee and expedite decision making at the appropriate meeting level.

Although the university has no legal compliance policy as such, Council is confident that its Policy on Governance Oversight and Management Control sufficiently provides for the ongoing integration of the matter into relevant business processes, quality control and internal control measures.


governing stakeholder relationships

Stakeholder relations came to the fore in 2015, when it was clear to Council that the perceptions of stakeholders influence the reputation of the institution. Council had the privilege of engaging in robust discussions with the Convocation Executive Committee, among others, and of interacting with various student groupings.



Management tabled a number of strategy-forming documents that referred to the importance of the university's relations with stakeholders. Although the governance of stakeholder relations is not a regular item on Council's agenda, it took note of how key stakeholder groupings can affect the reputation of the university and how this process could be enhanced.


Council was encouraged to learn in November 2015 that management has clarified the roles and responsibilities of the management positions that need to manage relations with key external stakeholders (such as the public sector, professional and statutory bodies, unions, media,

community and industry competitors). Management reported that two-way communication with stakeholders would be effected from 2016 onwards, ensuring optimal participation on the part of stakeholders when engaging the university. 

Management gave Council the assurance that the newly developed strategy and policies for managing relationships with each and every key stakeholder grouping would assist greatly in mitigating certain residual risks contained on the NWU Risk Register. These risks relate to the uncertainties around the leadership transition at the NWU and the appointment of a new vice-chancellor in November 2013.



For 2016, Council is committed to ensuring that mechanisms and processes are established to enhance the relationship between itself and stakeholder groupings, ensuring constructive engagement at governance level.


remuneration of externally elected council members

The remuneration arrangement Council originally agreed on in 2009 and revised in 2012 still stands. This is that an honorarium is paid to external members of Council, Council committees and other statutory bodies as a token of the NWU's gratitude for the members' time and efforts. The honorarium is paid twice a year, in August and December, and was increased by 10% with effect from January 2013. The following honoraria were paid in 2015 for each attended meeting: 

External Council members	R2 500
Council-appointed external expert of a structure but not a Council member	R2 500
Chairperson of a Council committee	R3 100
Deputy chairperson of Council	R3 100
Council chairperson	R5 000
Council chairperson or deputy chairperson as an ordinary member of the structure	R2 500

statement of going concern


Council has sufficient assurance that the university will continue to be a going concern in the immediate future. This outlook is based on a sound solvency position and sound financial management systems, risk control and internal control mechanisms. Adequate resources are at the disposal of the NWU to continue with operational activities in the foreseeable future in an open and transparent way. However, at the November 2015 meeting, Council took particular note of the effect of the ministerial intervention into its financial governance and management after the presidential statement on 23 October 2015 that no fee increase would be effected in 2016.  

This resulted in a major shortfall in the university budget for 2016. A letter was received from the Minister stating that government would commit R134,1 million towards the shortfall of R178,9 million and that it would make available 50% of its contribution in January 2016 and the remaining 50% in April 2016. However, the NWU Council is gravely concerned about the financial viability of the university as a going concern in the medium to long term. 


statement on financial controls

Council is well aware that the system of internal financial controls can provide only reasonable and not absolute assurance that assets are safeguarded, transactions authorised and properly recorded, and that material errors or irregularities are either prevented or would be detected within a timely period.

The system of internal financial control is based on a framework of regular management information, policies, guidelines and administrative procedures, including the segregation of duties and a system of delegation and accountability.


The policies that regulate the university's financial activities are reviewed and approved by Council on a rolling basis, while the guidelines and procedures linking to these policies are also reviewed and approved on a rolling basis by the institutional management. 


The Council's review of the effectiveness of the system of internal financial control is informed by the work of the internal auditors, the Audit Committee which oversees the work of the internal auditor, the executive managers within the university who have responsibility for the development and maintenance of the financial control framework, and comments made by the external auditors in their management letter and other reports.


Council is of the opinion that the NWU maintained an effective system of internal financial control. 

financial health and viability

As the budget is shaped by the realistic prediction of income, translating to expenses that can be "afforded", the key sources of revenue are focus points during the budget process. The NWU's dependence on subsidy and tuition fee income is high since 75,8% (2014: 74,8%) of the budgeted NWU income is from these sources.

Over the past five years there has been some movement between subsidy income and tuition fee income. As subsidy income has decreased every year in real terms, the dependence on tuition fees has increased as investment and other income sources did not grow at the same rate as tuition fees. The impact of the 0% fee increase announcement will be monitored and managed closely. 

The university pays particular attention to enabling performance and compliance which enhances the management of risk through effective financial planning and cash flow management, proper financial management systems and effective internal control mechanisms. Council is confident that the university is financially sound and viable and managed in a responsible and transparent manner and that the NWU will continue in existence for the foreseeable future. 

In spite of challenges such as subsidy income declining in real terms (one contributing factor is that the DHET is phasing out the multi-campus subsidy) and the impact of the volatility of international economies on the South African economy, the NWU has met the ever-increasing demands for resources by maintaining financial discipline while supporting the growing organisation within its capacity. 

statement on risk management

The NWU Council reaffirms its overall accountability and responsibility for the total process of risk management at the university.

Council took note of the ongoing risk management process that followed the NWU's first comprehensive strategic risk identification process in 2014. Although the process would need further development towards maturation, Council is confident it provided sufficient evidence and assurance during 2015 to be effective and efficient.

Here are some of the highlights of the 2015 risk management process at the NWU:

- To expand and enhance risk management, risk identification was cascaded to various business levels. This led to the establishment of an operational risk register to augment the strategic risk register.
- For ease of reporting and risk management, the central risk register was transferred from a paper-based process to a web-based application.
- The NWU risk map was refined. The following were the most important residual risks on the NWU strategic risk register for 2015 (bearing in mind that the new 10-year strategy for the NWU is bound to change the risk indications of some high-level risks):

- Risk category 1: Leadership, management and transformation, comprising three high-level risks, leadership transition, management model and transformation
- Risk category 2: Communication and marketing
- Risk category 3: Human capital, particularly staff recruitment and retention
- Risk category 5: Teaching-learning, particularly delivery channels experienced as a threat in the higher education landscape due to technology-based learning opportunities
- Risk category 7: Compliance, risk and information governance, particularly the absence of an adequate overarching NWU information governance framework, including an IT governance framework and business continuity
- Risk category 8: IT risks, in particular initiatives by a growing number of so-called IT experts in typically non-IT departments, as well as insufficient staffing levels in the IT department.

In light of the above, the NWU Council is confident that the 2015 risk management process at the NWU was effective. It is particularly encouraged by management's efforts to move towards integrated risk management through the development of a risk management policy and plan in 2016. Council believes this effort will improve risk governance at the university.

campus development

The following table gives an overview of the NWU's overall expenditure on infrastructure and facilities development during the financial year of 2015. This amounts to a total investment of R156,6 million.

Potchefstroom Campus	Mafikeng Campus	Vaal Triangle Campus	Institutional Office	Total
R 93 775 681.66	R 38 358 649.40	R 22 945 989.66	R 1 471 134.60	R 156 551 455.32

facilities and major capital works

During 2015 the development of infrastructure on the **Mafikeng Campus** focused mainly on ensuring that the projects financed from DHET funds progressed according to the submitted timelines. The new building for Nursing and staff housing for Veterinary Sciences was completed in this regard. The exterior of the Mafikeng Campus Library was renovated.

Macro and deferred maintenance was attended to in various residences. In 2015 the total investment in infrastructure, facilities and capital works amounted to R38,35 million on this campus.

On the **Potchefstroom Campus**, the new pharmacy building, which is funded by a DHET allocation, has practically reached completion. The super-structure of a new building for Biological Sciences was also completed. The internal refurbishment will be completed in phases, as funding becomes available.

Work on the refurbishment of the Potchefstroom Campus's Ferdinand Postma Library basement, ground floor, second floor and building exterior was completed and the

information commons was officially opened in June 2015. Work was also done at the Natural Sciences Branch Library, Educational Science Branch Library and the Theology Branch Library.

The macro and deferred maintenance of various buildings was completed and included external renovations to four buildings in the G-block and the library. The internal renovations to the Dawie du Plessis lecture room, the first floor of Building E3 and Voorhuis dining hall were also concluded.

The total investment in infrastructure on the Potchefstroom campus in 2015 amounted to R93,77 million.

On the **Vaal Triangle Campus** the next phase of a student residence (36 beds) and the new building for African Languages, funded by a DHET allocation, was completed. The macro maintenance and a refurbishment of Building 3 were completed as well as the macro maintenance of Building 8. The total investment in infrastructure on the Vaal Triangle Campus amounted to R22,95 million.


The deferred and macro maintenance at the vice-chancellor's residence was also completed.


statement on additional investments in infrastructure

There were no additional investments in infrastructure.

open distance learning (ODL)

The Unit for Open Distance Learning (UODL) invited a **panel of international and national experts** to review both the operations and context of the UODL.


The panel commended the NWU for establishing itself as a leading provider of open distance learning in South Africa. It further commended the UODL for its commitment, professionalism and dedication in the delivery and administration of open distance programmes. The panel recommended that the NWU should deepen its understanding of ODL and reflect that understanding in its vision and Teaching and Learning Strategy. The panel further recommended that ODL becomes part of the core business of the NWU and indicated that further development of online programmes is essential. 


Operational research is an important component of quality assurance at the UODL and a **questionnaire** was available online to ODL students. Generally the 1 903 participants were satisfied with the organisational and administrative functions of the UODL. The data also indicated that some students felt the need for more constructive feedback in their assignments. 


During 2015, UODL staff members paid **quality visits** to 47 tuition centres and 59 examination centres.


The faculties of Education Sciences, Health Sciences, Arts and Theology were already offering a number of ODL programmes during 2015. This **offering will expand** during 2016 when the faculties of Law, Economic and Management Sciences and Natural Sciences plan to offer selected ODL programmes.

working with industry


The university engages with industry to ensure that NWU graduates and academic programmes meet the requirements of prospective employers, to help fulfil industry's research and innovation needs, and to collaborate in community engagement initiatives. 

To bring students and employers together, the NWU held eight career fairs in 2015, attended by 126 representatives from companies. 

The Technology and Human Resources for Industry Programme (THRIP) of the NRF and Department of Trade and Industry continued to be an important vehicle for collaborating with companies on projects, developing new products and solving industry problems. 

During 2015, the university received a total of R39 711 057 in THRIP funding for our projects, many of them in engineering. Initiatives funded ranged from mine safety solutions to aviation research and preclinical drug development. 

For more details about funding generated for research and commercialisation, refer to p62 under the heading Research funding in the section on our intellectual capital. More information about the NWU's relationship with industry can also be found on p103 under the headings General hindsight and Future outlook in the section on our intellectual capital (specifically our research) and also on p126 under the heading Other partnerships and collaborations in the section on our social and relationship

capital. In the area of community engagement, the NWU had partnerships with a wide range of business and government organisations during the year. 

Our private sector partners included the *Northwest Independent* newspaper, the Potchefstroom-Tlokwe Chamber of Commerce, Anglo Gold Ashanti, Zingco Electrical Vehicles and the South African Association for Energy Efficiency.



We cooperated with NGOs such as the Touching Africa Foundation, Charities Aid Foundation South Africa, and iDUC (iDUC supports female rape victims). In the public sector, we partnered with the Department of Labour, the Department of Higher Education and Training and the Community Schemes Ombud Service.

statement on borrowings


The NWU did not enter into any new long-term borrowing agreements in 2015.

statement on the procurement process

The NWU has a centralised procurement management structure that provides control and coordination without inhibiting evaluation, recommendation and authorisation powers in respect of procurement needs on a decentralised divisional level. This authority is regulated by the Schedule of Authorisation as approved by Council.


The NWU continuously strives to obtain the best value for money on each procurement transaction whilst not compromising the requirements of fair and transparent trade ethics. We also strive to adhere to the standards as required by the Public Procurement Act, and place a high value on obtaining the university's requirements from BBBEE qualified suppliers with a qualified BBBEE contribution exceeding 70%.  

audit report

External auditors attend all meetings of the Audit, Risk and Compliance Committee (ARCC) as permanent members and have a standing invitation to attend all Combined Assurance Forum meetings. After each formal meeting of the ARCC, an opportunity is created for the external auditors to meet with the committee without management being present. The committee also continually engages with the external auditors for advice and assurance on financial and other relevant matters. 

The NWU received an unqualified audit report for 2015. However, minor instances of reportable matters of emphasis and statements were tabled at a meeting of the ARCC on 4 June 2015 and brought to the attention of Council at its meeting on 19 June 2015. Control weaknesses in the management of conflict of interest were brought to the attention of Council, which has satisfied itself that management had put more measures in place to manage the situation and report to Council on the effectiveness and efficiency of these measures.

tenders adjudicated

Tenders are evaluated and approved strictly in line with tender policies, procedures and within authorisation mandates, including in terms of the Broad-Based Black Economic Empowerment Act 2003 (Act No. 53 of 2003) with a focus on fairness and transparency. The NWU requests 

tenders from the market for all requirements of goods and services with a total contract value exceeding R100 000. The tender document forms the basis of the envisaged supply agreement and is therefore checked and approved by Legal Services. The evaluation criteria as specified in the tender document are:

- For tenders with a total value of less than R1 million, 80% is awarded for price, 16% for the level of BBBEE and 4% for being based in the operational areas of the NWU.
- For tenders exceeding a total value of R1 million, 90% is awarded for price, 8% for the level of BBBEE and 2% for being based in the operational areas of the NWU.

The Tender Committee is mandated by Council to evaluate and approve tenders for contracts between R10 million and R30 million provided they are within the budget. For contracts exceeding R30 million, the committee will evaluate the tenders received and make a recommendation to the full Council.

The following tenders were adjudicated and approved by the Tender Committee in 2015:

Awarded to	For	Tender value
Servest	Gardening services, Potchefstroom	R12 886 560
Tsebo Cleaning	Cleaning services, Potchefstroom	R24 249 801
Hlanganani	Security services, Mafikeng	R25 327 080
Ciaratouch & Amortispan	Student accommodation, Vaal	R37 683 771

The following infrastructure tenders were awarded:

Awarded to	For	Tender value
2K Konstruksie BK	Macro maintenance to Eikenhof ladies residence, Building B4, Potchefstroom Campus	R10 634 061

For infrastructure tenders, the Tender Committee was supplied with detailed tender reports setting out the tender process followed, the evaluation of tenders received and recommendations. In all cases the reports and recommendations were approved as is by the Tender Committee.

The composition of the Tender Committee as appointed by Council

Standing members:

- Mr DA Forster (chairperson) – External member, external auditors firm
- Mr S de Bruyn – External member of Council
- Mr K Venter – External member of Council
- Prof ND Kgwadi – Vice-chancellor
- Prof M Verhoef (ex officio) – Institutional registrar

In attendance:

- Ms E de Beer – Executive director for finance and facilities
- Ms R Hornsby – Committee coordinator

events

To a large extent, 2015 was a year of consolidation for the NWU. Most of Council's attention was spent on rectifying the unlawful and therefore invalid resolution taken in November 2013 to extend the term of office of a rector of one of the campuses. Council also continued to provide direction and input into the new university strategy formation process.

In 2015, three senior management members resigned from the university to take up other career paths. Prof Herman van Schalkwyk, the rector of the Potchefstroom Campus, Ms Phumzile Mmope, the executive director for institutional advancement and Mr Victor Mthobi, the executive director for human capital, left the employ of the NWU at the end of 2015. Prof Fika Janse van Rensburg was appointed acting campus rector, Mr Louis Jacobs as acting executive director for institutional advancement, and Ms Ria Nel as acting executive director for human capital. These acting positions will last until the Council has made new appointments.

In addition, the rector of the Vaal Triangle Campus, Prof Thanyani Mariba, has retired. Prof Linda du Plessis will act in this position until Council has made a new appointment.

student services

For more information, refer to the heading Supporting our students on p132 in the section on our human capital. More information is also available in our performance assessment report on p72 and in the vice-chancellor's report on p88.

significant changes that have taken place

Despite the changes in both the governance and management structures at the university, the core business and corporate governance proceeded smoothly and without significant changes in the mandate of these structures, or in the nature of the university's teaching-learning and research activities.

The changes that took place at the membership level of Council, Senate and the Institutional Forum in 2015 were due to normal circumstances related to the expiry of terms of office. Due processes were followed to elect and/or designate new members.


The continuing difficult economic conditions had an influence on the increase in student debt and a decline in third-stream income. Nevertheless, the NWU succeeded in producing a surplus, thus underlining the fundamental soundness of the financial position of the university.

statement on the management of contracts, service level agreements and monitoring of suppliers' performance

In accordance with the policy requirements of the NWU, all contracts are scrutinised and approved by the Legal Services department. This department is also responsible for the safekeeping of all originally signed contracts into which the university has entered.


Service-level requirements are included in all contracts with service providers.

The university has a defined business process for dealing with any instances of unsatisfactory delivery of goods or services. This is reported to the centralised procurement



department which, in conjunction with Legal Services and the department receiving unsatisfactory goods or services, coordinates appropriate action. 

promotion of access to information act (PAIA) requests

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


The information manual was updated for the tenth time in January 2015 and copies were sent to the South African Human Rights Commission (SAHRC). As per the Act, the manual is available in three languages (English, Afrikaans and Setswana) and published on an NWU web page dedicated to providing information about Promotion of Access to Information and Protection of Personal Information (<http://www.nwu.ac.za/node/20682>). 

The compulsory section 32 report was also delivered to the SAHRC as required.


After implementing the electronic PAIA request system, newly developed administrative processes and widespread awareness sessions across the NWU, there was a noted increase in the number of PAIA requests (182 in 2014/15 compared to 29 in 2013/14). Of these 182 requests, only 17 (9,3%) were refused, based on section 34 (mandatory protection of privacy of third party who is a natural person) and section 36 (mandatory protection of commercial information of a third party). 


The NWU also formed a Protection of Personal Information (POPI) task team to deal with the implementation of the POPI Act at the university. This task team also has PAIA feedback and discussion as a standing item on the agenda. The task team consists of members from all four business units, and is dedicated to ensuring compliance with PAIA and POPI. It met eight times during 2015.

statement on workplace ethics

Over the years, workplace ethics at the NWU have been driven by the overt subscription to the values of human dignity, equality, freedom, integrity, tolerance, respect, commitment to excellence, scholarly engagement, academic freedom and justice. In this regard, a set of do-values was adopted in the NWU's founding years to encourage accountability among staff members. These values were Integrity, Commitment, Accountability and Respect, and are abbreviated as ICAR-US. 

The strategy formation process of 2015 led to the adoption of the following set of values for the NWU: *"To foster engaged and caring staff and students and to embed the following foundational values, based on the constitutional values of human dignity, equality and freedom, namely ethics in all endeavours; academic integrity; freedom of intellectual inquiry; responsibility, accountability, fairness and transparency; and embracing diversity."*

Council is confident that the revised set of values will enable the university to enhance all processes related to professional standards of conduct, such as the large-scale de-bureaucratisation project across all business units, workshops on business ethics, the optimisation of business processes, ongoing clarification of roles and responsibilities and the performance agreement system. 

regulatory penalties, sanctions and fines for contraventions or non-compliance with statutory obligations

The NWU incurred no regulatory penalties, sanctions or fines for contravention or non-compliance with statutory obligations in 2015.



ADV DR TJ KRUGER, SC
CHAIRPERSON OF COUNCIL

9 policies and rules approved by Council



75,8%
of NWU budget
=
state subsidy and
tuition fee income

8
career fairs
attended by
126
representatives
of companies

7
external
members
on audit,
risk and
compliance
committee



83%
attendance of council and
council committee meetings

60%
(at least) Council members
not NWU staff or students

statement of council on GOVERNANCE

Adv Dr Johan Kruger, SC



The NWU Council carries out its governance role in strict alignment with the Higher Education Act and the NWU Statute, by applying all relevant principles of the Code of Governance Principles (King III) and by complying with the Regulations for Reporting by Public Higher Education Institutions. The NWU Council approved the Statement on Governance at a full meeting of the Council held on 23 June 2016 as per the Regulations. This meeting was quorate, and, as per the stipulations of the NWU Statute, the documentation for approval was circulated with due advance notice of the meeting.

council and council committees

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

Accordingly, the meeting procedures of all Council and Council committee meetings are directed by the Code of Conduct for Council and Council Committee members. This Code is included in all agendas of Council and Council committee meetings.

In accordance with the NWU Statute, Council has internal and external members from both academic and non-academic backgrounds. External members are in the majority.

As per the NWU Statute, the chairperson of the Council had been elected from the external ranks of representation with a distinctly separate role from that of the vice-chancellor. The chairperson is expected to see to the optimal functioning of the Council in the interest of good governance, while the vice-chancellor, as chief executive and accounting officer, remains responsible for the management and administration of the university.

The current chairperson, Adv Dr Johan Kruger, SC, was duly elected at a Council meeting held on 17 and 18 November 2014 for a three-year term that is to end in November 2017.

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

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

- Governing the NWU through the adoption of purpose and value statements, strategic plans and policies, as well as the Statute, the rules, processes and delegations of authority. Furthermore, Council monitors the operational performance of management and establishes committees and, together with Senate, joint committees, to ensure that the NWU achieves its purpose and values.
- Determining the language policy of the NWU, subject to the policy set by the Minister of Higher Education and Training and with the concurrence of Senate. Council's objective is to adopt a policy that is flexible and functional and redresses language imbalances of the past while promoting multilingualism, access, integration and a sense of belonging.
- Establishing the structures for rendering student support services, after consultation with the Institutional Student Representative Council (ISRC).
- Requiring members to adhere to the Code of Conduct and taking remedial action when necessary.
- Delegating the authority to appoint staff members, including campus vice-rectors, campus registrars and directors, deans and academic directors provided for by the Statute, with the proviso that no person is authorised to appoint someone reporting directly to him or her.

For more details about the Council, including each member's name and age, membership of Council committees, meeting attendance and directorships, refer to the table in the next section.

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 2015 was as follows:

	Name and age	Council committee	Number of committee meetings and average attendance	Directorships
1	Prof ND Kgwadi (49)	All Council committees	38 – 76%	None
2	Prof HD van Schalkwyk (49)	Council Exco	16 – 88%	Aginfo
3	Prof AM de Lange (56)	Transformation Oversight Committee Honorary Awards Committee	10 – 100%	None
4	Prof I Mekoala (49)	Human Capital and Employment Equity	8 – 100%	None
5	Prof LB Mzini (41)	Transformation Oversight Committee Honorary Awards Committee	11 – 91%	None
6	Prof HJ van der Merwe (54)	Honorary Awards Committee	Member as of 26 November 2015	International Association for Mobile Learning (IAMLearn)
7	Prof AL Stander (59)	None	9 – 89%	None
8	Ms H Coetzee (38)	Student Oversight Committee	10 – 100%	Heleen Coetzee Psychologist
9	Ms E Esterhuizen (65)	None	9 – 100%	None
10	Mr FJ du Preez (51)	Human Capital and Employment Equity Committee	10 – 100%	None
11	Mr LX Mabengwane (27)	Student Oversight Committee	5 – 100%	ISRC President No declaration received
12	Mr S Madibo (22)	Student Oversight Committee	5 – 100%	ISRC Deputy president No declaration received
13	Mr M Sambatha (40)	None	9 – 33%	None
14	Mr N Nqandela (38)	Audit, Risk and Compliance Committee Remuneration Committee	7 – 100%	Amazotsho Investment Holdings
15	Mr A Mashilo (38)	Transformation Oversight Committee	11 – 91%	None
16	Dr JG Tshifularo (64)	Council Exco Human Capital and Employment Equity Committee Remuneration Committee Senate	27 – 81%	None
17	Mr F Strydom (55)	Finance Committee Investments Committee Remuneration Committee	17 – 71%	Senwes Agrowth Grainovation
18	Mr S de Bruyn (64)	Tender Committee Student Oversight Committee	7 – 86%	Van der Merwe Du Toit Inc
19	Mr K Venter (59)	Tender Committee Finance Committee	11 – 64%	Not declared
20	Rev W Vogel (59)	Human Capital and Employment Equity Committee	11 – 100%	None
21	Adv Dr TJ Kruger, SC (69)	Council Exco Finance Committee Honorary Awards Committee	22 – 100%	None
22	Prof AL Combrink-Loots (71)	Student Oversight Committee	2 – 100%	None
23	Adv TJ Kruger (39)	Audit, Risk and Compliance Committee	12 – 100%	ATKV Etc Holdings (Pty) Ltd Artist Management (Pty) Ltd FW de Klerk Foundation Artscape Theatre Centre Arts and Culture Trust
24	Mr PJW Buys (52)	Transformation Oversight Committee	8 – 86%	FAK (MSW) Solidariteit Beleggingsmaatskappy Radio Pretoria (MSW) Solidariteit Helpende Hand Rand Mutual Assurance Co
25	Dr SJ vd Walt (68)	Audit, Risk and Compliance Committee	9 – 89%	None
26	Rev SA Musa (69)	Human Capital and Employment Equity Committee	11 – 73%	None
27	Mr TG Kgomo (48)	Student Oversight Committee	13 – 77%	Hentjen Petroleum KR Travel Tshepi Investments
28	Mr I Klynsmith (66)	Council Exco Finance Committee Assets Committee	22 – 77%	Van Velden Duffy Inc
29	Dr BM Tyobeka (41)	Council Exco Transformation Oversight Committee	17 – 88%	None
30	Vacant			

council minutes

In 2015 Council met on the following dates:

- 7 February 2015 (extraordinary meeting)
- 20 and 21 March 2015 (workshop)
- 19 June 2015 (ordinary meeting)
- 31 July 2015 (extraordinary meeting)
- 21 August 2015 (extraordinary meeting)
- 18 September 2015 (ordinary meeting)
- 19 November 2015 (extraordinary meeting)
- 19 and 20 November 2015 (ordinary meeting)

committees of council

In line with the NWU Statute, the council have established committees to assist Council in ensuring that the NWU achieves its purpose and values.

The Council Executive Committee operates as the council membership committee and sees to it that the requisite processes are in place to ensure that these committees are chaired by external council members with the requisite knowledge, skills and experience, and that these operate under clear terms of reference. (Please see the section: Meet our Council members, for the qualifications of the Council members.)



Executive Committee

The Executive Committee (Exco) of Council deals with governance matters in the intervals between Council meetings and reports on these matters at the next meeting. Council approved revised terms of reference for Exco on 19 November 2015 and this expanded the responsibilities of Exco to:

- act on behalf of Council to determine matters that would need to be dealt with urgently and that could not be postponed until the next scheduled meeting of Council
- act on behalf of Council on matters specifically delegated to Exco by Council
- fulfil the role of a Council Membership Committee (as per R464, 9 June 2014, GG37726, p 22) in considering nominations for vacancies related to Council membership in terms of the University Statute. In this regard, also to have the mandate to form and delegate authority to subcommittees as Exco deems necessary
- consider matters relevant to Council to ensure continuity and alignment of matters in line with the mandate and terms of reference of Council explained in Paragraph 3(1) of the Statute
- report to Council in respect of all matters dealt with at Council Exco level at the next scheduled meeting of Council for ratification or review purposes (as per Paragraph 6(3) of the Statute).



Exco consists of the chairperson of Council, the deputy chairperson of Council, two external members of Council, the vice-chancellor, the vice-principal and the institutional registrar (ex officio secretary).

During 2015, four ordinary meetings of Exco were held as follows: 19 February, 28 May, 10 September and 29 October. Two extraordinary meetings were held on 29 April and 30 July 2015.

Remuneration Committee

This committee attended mainly to the employment contracts, remuneration and performance evaluation of the vice-chancellor, members of the institutional management and the director: internal audit.



On 19 November 2015, Council approved revised terms of reference for this committee to bring it in line with King III 2.25 and the Reporting Regulations (GG37726).

The primary role of the committee is to assist Council in carrying out its responsibilities regarding a fair and responsible remuneration philosophy and ensuring this is implemented in remuneration policies and strategies. On behalf of Council, the committee exercises direct authority for the following matters, which it considers, makes recommendations on and reports to Council about:



- General staff policies
- Remuneration and requisites
- Bonuses (among others, disclosing performance parameters for performance bonuses, methods of evaluating performance and determining bonuses)
- Executive remuneration and the remuneration of the Internal Auditor (among others, policies on executive service contracts to be disclosed in the annual remuneration report, including period of contract and notice conditions)
- Remuneration of Council members
- Fees, service contracts and retirement funds, including post-retirement medical aid funding
- All components of gross remuneration
- Any material payments to be considered as ex gratia in nature
- Noting and approval of annual financial statements that reflect executive remuneration together with comparative figures of the previous year, including the fees paid to Council members and committee members.

The committee consists of the chairperson of the Finance Committee, the chairperson of the Audit, Risk and Compliance Committee, the chairperson of the Human Capital and Employment Equity Committee, the chairperson of Council, an external Council member, the vice-chancellor and the institutional registrar (ex officio secretary). The executive director for human capital and the executive director for finance and facilities are in attendance.

The Remuneration Committee met on 26 November 2015.

Human Capital and Employment Equity Committee

The mandate of the Human Capital and Employment Equity Committee (as approved by Council on 19 November 2015) is to:



- ensure that adequate human capital policies and strategies are in place
- include all relevant aspects of human capital and employment equity
- monitor the implementation of policies in accordance with criteria and measures as approved by Council
- receive and evaluate reports from management on specified issues, including compliance with statutory requirements
- assist the Executive Committee of Council with the remuneration and evaluation of the vice-chancellor.

The Human Capital and Employment Equity Committee consists of the deputy chairperson of Council (acting as chairperson), two external members of Council, two internal members of Council, the vice-chancellor and the institutional registrar (ex officio secretary). The executive director for human capital is in attendance.

The committee met on 15 May and 2 November 2015.

Transformation Oversight Committee

The committee has an oversight role in respect of the transformation of the NWU. Transformation encompasses student equity transformation and also the transformation

of all aspects of the core business, including the transformation of curricula, ensuring sustainability through the transformation of core business processes and the transformation of institutional culture to support the attainment of the strategic objectives of the NWU. Management will include transformation targets and objectives to operationalise the transformation aspects of the Annual Performance Plan.



Management will identify particular priorities and submit these to the committee for its attention.

The committee consist of three external members and two internal members of Council, the vice-chancellor and the institutional registrar (ex officio secretary). The following people are in attendance: executive director for human capital, Mafikeng Campus rector, Potchefstroom Campus rector, Vaal Triangle Campus rector and the chief strategy officer in the office of the vice-chancellor.

The committee met on 5 November 2015.

Student Oversight Committee

In general, the committee fulfils an oversight role in that it oversees and advises the NWU Council on all aspects related to student matters at the university.

In accordance with Section 27(3) of the Higher Education Act, Education White Paper 3 of 1997 and Paragraph 3(3) of the Statute, it also pays attention to student support matters.

The committee's responsibilities are to oversee:



- the inculcation of a unified and integrated institutional culture across NWU campuses, embracing multiculturalism and diversity and enabling optimal integration of student activities
- the development and implementation of an appropriate reception and orientation programme that would ensure a welcoming culture on all three campuses, based on a single formal orientation programme sanctioned by the institutional management
- an effective programme preventing any form of initiation rituals and demeaning practices and taking a zero-tolerance approach towards any such practices and infringements of any form of human rights
- appropriate monitoring mechanisms and educational programmes, such as compulsory human rights training during and after reception and orientation. The aim is to continue creating awareness of the importance of protecting human dignity and fostering a human rights culture at the NWU
- an effective and aligned marketing, communications and student support programme aimed at eliminating any perceived exclusivity, without losing crucially important niche markets that add to the sustainability of NWU campuses
- an ongoing benchmarking programme to identify national and international best practices in student matters, and to feed these back into the guiding principles and policy framework for managing student affairs at the NWU.

The committee consists of four external and one internal member of the NWU Council, the three Campus Student Representative Council presidents and the vice-chancellor and the institutional registrar (ex officio secretary). The following members are in attendance: the executive director for human capital, the three campus rectors, the campus deans of students, and one ex officio CSRC member from each of the three campuses.

The committee met on 14 May and 12 November 2015.

Audit, Risk and Compliance Committee

The Audit, Risk and Compliance Committee must assist the Council in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the risk management process, the audit process, and the process for monitoring compliance with laws and regulations and the code of conduct.



As a committee of Council, this committee is directly accountable to Council. It provides a channel of communication between the Council, management, the internal audit function and the external auditors.

It enjoys unrestricted communication with the chair of the Council (who should not be a member of the committee) the vice-chancellor, the executive director for finance and facilities, the institutional registrar, internal audit and the external auditors.

As a committee of Council, it has no decision-making authority but is empowered to make certain resolutions as stipulated in the Audit, Risk and Compliance Committee Charter (King III 3.8.1).

The primary role of the committee is to assist Council in carrying out its responsibilities to ensure that:



- the university's assets are safeguarded
- Council is satisfied as to the expertise, resources and experience of the university's finance function
- adequate accounting records are maintained
- an effective system of internal controls is developed and maintained.

The committee does not carry out any managerial functions or accept any managerial responsibilities, as this could jeopardise its objectivity.

It implements and applies the code of principles contained in King III about the role and duties of an audit committee. The following duties are stipulated in the Audit, Risk and Compliance Committee Charter (point 7):

- Corporate governance
- Financial statements
- Reporting (including integrated reporting)
- Internal control
- Risk management and ensuring that a combined assurance model is applied
- Compliance
- External auditors
- Internal audit

governance

Audit, Risk and Compliance Committee

Members	Academic qualifications	External / Internal	Term of office	Number of meetings held	Attendance of member
Ms M Claassens (until September 2015)	CA (SA) Registered Auditor	External	2012 - 2015 (2)	1	0
Adv TJ Kruger	LLB, LLM	External	2014 - 2017 (2)	4	4
Mr T Plaatjie (until June 2015)	BA	External	2012 - 2015 (1)	1	0
Mr Nqaba Nqandela (from July 2015)	MBA	External	2015 - 2018 (1)	3	3
Dr K vd Walt	CA (SA) Registered	External	2014 - 2017 (1)	4	3
Ms H Fourie (until June 2015)	CA (SA) Registered	External	2012 - 2015 (2)	1	1
Ms G Sigasa (from July 2015)	CA (SA) Registered	External	2015 - 2018 (1)	3	3

The Audit, Risk and Compliance Committee met on 4 June and 20 October 2015 for ordinary meetings, and on 6 October and 8 December 2015 for extraordinary meetings.

Finance Committee

The Finance Committee (with its subcommittees) is directly accountable to Council for the performance of its duties. Its primary role is to advise Council on financial and investment matters and on long-term development of infrastructure on the different campuses.

In particular, the committee reinforces the Council's governance function with regard to sound, responsible and effective investments, financial planning, financial administration, financial governance and proper financial reporting.

The Finance Committee must not carry out any managerial functions or accept any managerial responsibilities as this could jeopardise its objectivity. The committee fulfils its obligations by making use of the following subcommittees:

- Tender Committee
- Investments Committee
- Assets Committee

The primary functions of the committee are to:

- determine the terms of reference and duties of the Investments, Assets and Tender sub-committees
- review the reports of these committees
- advise Council on the fees and charges levied by the university
- consider proposals to raise loans and make recommendations to Council
- understand how management develops interim financial information
- evaluate the operation and financial performance of the university with respect to predetermined objectives and benchmarks
- review the annual report and related regulatory filings before release and consider the accuracy and completeness of the information
- review the financial implications of the Annual Performance Plan before approval by Council and submission to the Department of Higher Education and Training
- approve the annual investment limits
- evaluate the performance of the money market manager
- review the budget-setting processes for both normal operating activities and for capital expenditure
- monitor the regular budget and actual-to-date reports presented by the administration
- review the annual and half-yearly financial statements

- form opinions, from the foregoing, to be communicated to Council, of the "going concern" financial health of the institution.

The committee consists of an external member of Council as chairperson (who may not be the chairperson of Council), an external member of the Tender Committee, an external member of the Assets Committee, an external member of the Investment Committee, the vice-chancellor and the institutional registrar (ex officio). The executive director for finance and facilities is in attendance.

The Finance Committee met on 28 May and 29 October 2015.

Tender Committee

Council has mandated the committee to evaluate and approve tenders for contracts between R10 million and R30 million provided they are within the budget. For contracts exceeding R30 million, the committee will evaluate the tenders received and make a recommendation to the Council via the Finance Committee. The terms of reference of the Tender Committee were approved on 19 November 2015. The Tender Committee consists of a chairperson who is a senior/retired partner/member of an external auditors firm, two external members of Council, the vice-chancellor and the institutional registrar (ex officio secretary).

The Tender Committee met on 4 May, 18 August and 2 December 2015.

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 could operate.

The committee consists of four independent financial experts, the vice-chancellor and the institutional registrar (ex officio secretary). The executive director for finance and facilities is in attendance.

The Committee met on 27 February and 28 August 2015.

Assets Committee

The Assets Committee mainly ensures the long-term development and maintenance of the infrastructure of the university, including optimal use of available space. The responsibilities of the committee are to:

- evaluate the infrastructure maintenance policies and annual maintenance budgets of the campuses and make recommendations to the Finance Committee for Council's approval, according to the infrastructure management processes and procedures
- evaluate and ensure that the long-term macro planning of infrastructure and capacity per campus is in accordance with the macro institutional plan as approved by Council and submitted to the Department of Higher Education and Training. It then makes recommendations to the Finance Committee for Council's approval, according to the infrastructure processes and procedures. This includes the evaluation of available spaces for future infrastructure management development on all three campuses, to be taken into account when purchasing or selling property
- evaluate the annual priority planning for capital projects and equitable budget allocations per campus and make recommendations to the Finance Committee for Council's approval, according to the infrastructure management processes and procedures
- evaluate the progress reports on the aforementioned duties and make recommendations to the Finance Committee for Council's approval, according to the infrastructure management processes and procedures
- evaluate any offer for the acquisition or sale of fixed property, subject to general limitations and conditions periodically imposed by Council and the Minister of Higher Education and Training, and make recommendations to the Finance Committee for

Council's approval, according to the infrastructure management processes and procedures.

The committee consists of two external members of Council, the vice-chancellor and the institutional registrar (ex officio member). The executive director for finance and facilities and chief director for physical infrastructure and planning are in attendance.

The Assets Committee met on 24 April and 14 October 2015.

Honorary Awards Committee

The Honorary Awards Committee functions in terms of the Policy for the Awarding of Honorary Doctoral Degrees and the Policy for the Awarding of a Chancellor's Medal. Council reviewed and re-approved both these policies on 20 November 2015. The committee is the selection committee for the awarding of honorary awards and receives and evaluates nominations for honorary doctorates and Chancellor's medals.



The committee consists of the vice-chancellor who is the chairperson of the committee, the chairperson of Council, two members of Council, three members of senate (designated by senate), the institutional registrar (ex officio secretary) and, in an advisory capacity, the deans of faculties that sent in nominations.

The Honorary Awards Committee met on 17 April 2015 to consider nominations for awards during the spring graduation ceremonies. No nominations were received for the autumn graduation ceremonies.



attendance of council committee meetings

The Council had a strategic workshop on 20 and 21 March 2015 and held ordinary meetings on 19 June, 18 September and 19 and 20 November 2015. Four extraordinary Council meetings were held on 7 February, 31 July, 21 August and 19 November 2015.

The attendance record for Council and its committees for 2015 was as follows:

Committee	% attendance 2014	% attendance 2015
Council	77%	91%
Council Executive Committee (Exco)	91%	96%
Finance	88%	100%
Transformation Oversight	92%	71%
Student Oversight	83%	79%
Human Capital and Employment Equity	78%	82%
Tender	83%	63%
Honorary Awards	100%	100%
Audit, Risk and Compliance Committee	70%	80%
Remuneration	100%	80%
Assets	58%	83%
Investments	73%	69%

The total average attendance figures of Council and Council committees for 2015 was 83% which was the same as the average of 82,75% for 2014.

appraisal of council and its committees

The Council of the NWU remained committed to ensuring the effectiveness of its governance and oversight function. This included continuing the effort initiated in 2011 to improve attendance of Council and Council committee meetings so as to ensure quality decision making. Owing to the extraordinary circumstances that the NWU experienced during 2015, Council and its committees called a number of extraordinary meetings during the year. These meetings were called at short notice, which had a negative effect on attendance figures.

A self-evaluation was undertaken during the second semester of 2015. Members of Council and its committees completed a standardised self-evaluation questionnaire to evaluate the following four main areas:

- role and functioning of the governance structure in respect of policy and control
- size, composition and independence of the structure
- leadership and teamwork
- effectiveness of meetings and workshops

Each of these four areas are evaluated to reach a general conclusion as to the role and functioning of the various governing structures in terms of their mandates.

Forms for evaluating Council meetings were distributed on 19 and 20 November 2015, and of the 30 forms distributed, 18 were received back.

On analysing the scores awarded by the Council members, Council was rated as performing consistently well in all the areas evaluated; some scores pointed to the need for improvement in certain areas. Council's score averaged 3,0 on a 4-point scale (1 = needs considerable improvement, 4 = excellent).

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

Areas for improvement were the independence of the NWU Council and its members from other stakeholders within and outside the NWU, for instance the Department of Higher Education and Training, political parties, employee organisations, internal and external pressure groups and management. Another area for improvement was the Council's functioning as a cohesive group and its engagement with stakeholder bodies about criteria for the appointment of members. This is necessary to ensure that members have the knowledge, skills and experience to contribute through this governing structure to the effective functioning of the university.

statement on conflict management

The NWU makes use of professionally qualified and experienced individuals trained as experts in mediation, arbitration and dispute resolution and who are, when necessary, employed to assist in the resolution of disputes between parties and the institution. During 2015 these services were contracted in instances of conflict or potential conflict.

The academic calendar was disrupted several times in 2015. The cause of these disruptions was, without exception, the national Fees Must Fall Campaign. This situation resulted in the postponement of the end-of-year examinations, which had to be rescheduled. While the exams were only delayed by a week at the Potchefstroom and Vaal Triangle campuses, a three-week postponement occurred at the Mafikeng Campus.

statement on worker and student participation (co-operative governance)

NWU employees are represented by two unions, namely SAPTU and NEHAWU. The NWU signed a revised recognition agreement with SAPTU on 4 December 2015. The recognition agreement between the NWU and NEHAWU expired on 16 July 2015. Consultations on an organisational agreement with NEHAWU commenced in August 2015 and it is foreseen that it will be effective in 2016. The reason

for engaging on an organisational agreement is that the collective bargaining field has changed from campus-based representation to total NWU representation.



Employees are represented in various governance and management bodies, one being the Institutional Bargaining Forum (IBF), which is agreed to in the recognition agreement with the union SAPTU. The organisational agreement with NEHAWU will provide a formalised structure for consultation with the union.

The IBF strives to promote good employer-employee relations through effective communication, consultation and conflict resolution. The IBF also deals with matters such as the cost-of-living adjustment, as well as annual salary negotiations.



During 2015 the IBF met monthly, with additional meetings between January and April to discuss the annual cost-of-living adjustment.

Other structures that promote staff participation are the workplace forums on the campuses and at the Institutional Office, dealing with issues specific to the particular workplace. These forums meet every month and are platforms for representatives from the unions and management.

In addition, employees are represented in various statutory bodies, such as Council, the Institutional Forum and the Human Rights Committee.



Students' representatives have seats on a number of statutory and managerial committees. Campus

Student Representative Councils are elected each year. Representatives from these campus structures form the Institutional Student Representative Council (ISRC).

Students are also represented on the Institutional Forum, the Institutional Health and Wellness Co-ordinating Committee, the Student Oversight Committee and the Institutional Committee on Student Support Services.



The university signed recognition and/or organisational agreements with the following staff structures on the dates specified:

- Recognition agreement: between NWU and SAPTU on 4 December 2015
- Organisational agreement: between NWU and NEHAWU will be signed in 2016.

statement on code of ethics

The NWU Code of Ethics continues to commit the institution to the highest standards of integrity, behaviour and ethics in its dealings with all its stakeholders. In light of the newly approved university strategy, a process will follow in 2016 to review the current Code of Ethics.



ADV DR TJ KRUGER, SC
CHAIRPERSON OF COUNCIL

Council approved this statement on governance at its meeting held on 23 June 2016.



meet our COUNCIL MEMBERS

The NWU Council comprises persons with knowledge and experience relevant to the university. In accordance with the Higher Education Act, at least 60% of the members of Council are not employed by, or students of, the NWU. Members of Council and Council committees are guided by a Code of Conduct. In accordance with the NWU Statute, Council comprises academic and non-academic members both from internal and external constituencies with external members being in the majority. The chairperson of Council is elected from the external members and has a distinctly separate role from that of the vice-chancellor. He or she is expected to see to the optimal functioning of Council in the interest of good governance, while the vice-chancellor, as chief executive and accounting officer, remains responsible for the management and administration of the university.

composition of Council as at 31 December 2015



Chairperson:
Adv Dr TJ Kruger, SC



Deputy chairperson:
Dr J Tshifularo

External members of Council: Minister of Higher Education and Training's appointees [Reference to Statute, chapter 2 Par 4(1)(g)]



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



Mr N Nqandela:
National Diploma in Electrical Engineering (Cape Peninsula University of Technology), Programme in Project Management (University of Pretoria), Master's of Business Administration (Milpark Business School); appointed for a three-year term from 2015 to 2018



Mr A Mashilo:
MA (University of the Witwatersrand); appointed for a three-year term from 2015 to 2018



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

Donors

[Reference to Statute, chapter 2 Par 4(1)(h)]

Community designates

[Reference to Statute, chapter 2 Par 4(1)(j)]

Mr F Strydom:
BScHons (University of the Free State); appointed for a three-year term from 2014 to 2017



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



Mr S de Bruyn:
BCom (Accounting Science), BLuris, LLB (Potchefstroom University for Christian Higher Education); appointed for a three-year term from 2015 to 2018



Mr TC Kgomo:
BCom (University of North West); appointed for a three-year term from 2014 to 2017



Mr K Venter:
BPharmHons in Pharmacology, MBA (Potchefstroom University for Christian Higher Education); appointed for a three-year term from 2014 to 2017



Mr I Klynsmith:
BLur et Comm and LLB (Potchefstroom University for Christian Higher Education), Diploma in Human Rights (University of Johannesburg); appointed for a three-year term from 2014 to 2017



Rev W Vogel:
BA and ThB (Potchefstroom University for Christian Higher Education); appointed for a three-year term from 2014 to 2017



Dr SJ van der Walt:
BA, ThB, ThM and ThD (Potchefstroom University for Christian Higher Education); appointed for a three-year term from 2014 to 2017



Members designated by the Convocation

[Reference to Statute, chapter 2 Par 4(1)(i)]

Adv Dr TJ Kruger, SC:
Bluris et Artium, LLB
and LLD (Potchefstroom
University for Christian
Higher Education);
appointed for a three-year
term from 2014 to 2017



Members with special expertise

[Reference to Statute, chapter 2 Par 4(1)(k)]

Dr B Tyobeka:
BScEd and MSc in Applied
Radiation Science and
Technology (University of
North West), MSc and PhD
in Nuclear Engineering
(Penn State University,
USA), MSc in Management
(Colorado Technical
University, USA); appointed
for a three-year term from
2014 to 2017



Prof AL Combrink-Loots:
BA; BA Hons in English,
MA in English, DLitt in
English (Potchefstroom
University for Christian
Higher Education) and
Higher Education Diploma
(UNISA), appointed for a
three-year term from
2015 to 2018



Vacant



Adv TJ Kruger:
LLB, LLM in Public Law
(Potchefstroom University
for Christian Higher
Education); re-designated
for a three-year term from
2014 to 2017



Mr PJW Buys:
BA in Communication
Studies (Potchefstroom
University for Christian
Higher Education) and
BA Hons in Labour
Relations (Rand Afrikaans
University); appointed for
a three-year term from
2015 to 2018



Internal members

Management members

[Reference to Statute, chapter 2 Par 4(1)(a)]

Prof ND Kgwadi (vice-chancellor):
BSc (Ed) (University of North West), MSc (Physics) (Ball State University, USA), MPhil (Environmental Law and Management) (University of the North), PhD (Physics Ed) (Potchefstroom University for Christian Higher Education), PhD (Management – honoris causa) (Hanseo University, South Korea); appointed for a six-year term from 2014 to 2020



Prof HD van Schalkwyk (vice-principal and campus rector):
BCom, BCom Hons, MCom and PhD in Agricultural Economics (University of Pretoria); appointed for a six-year term from 2010 to 2016

Senate members

[Reference to Statute, chapter 2 Par 4(1)(c)]



Prof AM de Lange:
BA Hons (English) (Potchefstroom University for Christian Higher Education), MA in English (UNISA), BA Hons (Literary Theory) (Potchefstroom University for Christian Higher Education), PhD in English (Rhodes University); appointed for a three-year term from 2015 to 2018



Prof I Meko:
BTh (University of Natal), MA (University of Natal), PhD (University of the North); appointed for a three-year term from 2015 to 2018



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



Prof H van der Merwe:
BSc, BSc (Hons) (University of Pretoria), MEd (Rand Afrikaans University), PhD (UNISA), Higher Education Diploma (University of Pretoria); elected for a three-year term from 2015 to 2018

Members representing other academic staff

[Reference to Statute, chapter 2 Par 4(1)(d)]

Prof AL Stander:
B Iuris, LLB (Potchefstroom University for Christian Higher Education), LLM (UNISA), LLD (Potchefstroom University for Christian Higher Education); appointed for a three-year term from 2015 to 2018



Ms H Coetzee:
BBK Business Communication degree, Higher Education Diploma, master's degree in communication studies, honours degree in psychology, master's degree in clinical psychology (Potchefstroom Campus, NWU); appointed for a three-year term from 2015 to 2018

Members representing non-academic employees

[Reference to Statute, chapter 2 Par 4(1)(e)]

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



Mr FJ du Preez:
BA in Political Science and International Politics (Potchefstroom University for Christian Higher Education) and BA Hons in Political Science (UNISA); appointed for a three-year term from 2015 to 2018

Representatives of the Institutional Student Representative Council (ISRC)
[Reference to Statute, chapter 2 Par 4(1)(f)]

Members serve on the Council for a period determined by the ISRC. The following ISRC members held office until October 2015:



Ms M van Schalkwyk:
MEd Natural Sciences
(Potchefstroom Campus,
NWU)



Mr B Mokoena:
BA Social Work (Vaal
Triangle Campus, NWU)

The following ISRC members held office from October 2015:



Mr LX Mabengwane:
LLB, LLM (currently)
(Mafikeng Campus, NWU)



Mr S Madibo:
BA in law subjects, BEd
in senior and further
education, further
education and training
phase (Vaal Triangle
Campus, NWU)

Secretary to Council



Prof M Verhoef:
Higher Education Diploma,
Higher Diploma in
Librarianship, BAHons, MA
and PhD in Sociolinguistics
(Potchefstroom
University for Christian
Higher Education)

10

constituencies
represented
on Institutional Forum

65%

attendance of
Senate meetings

R64,2 million
from
National
Research
Foundation

R39,7 million
from
THRIP



86,1%

undergraduate
success rate

81%

postgraduate
success rate

45

lecturers received
teaching excellence
awards

1 127,48


article equivalents
in 2014


report of the INSTITUTIONAL FORUM

Dr Karabo Mabe




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



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

The university has also had a national impact through the Institutional Forum. During a meeting in March 2015 of chairpersons of institutional forums in South Africa, a working group was established to steer the task of supporting institutional forums in fulfilling their statutory responsibilities. Dr LK Mabe was appointed to this working group by Higher Education and Training Minister Blade Nzimande, along with two other chairpersons of institutional forums. 


advice given to Council

As part of the revision of policies, the Human Rights Policy and the Procedural Manual: Human Rights Committee were discussed and feedback provided. A report from the Human Rights Committee of the NWU was also presented at the Institutional Forum and student leaders confirmed that human rights were viewed as important. 

The Institutional Forum was asked to advise the vice-chancellor about the appointability of the short-listed candidates for the position of executive director for finance and facilities. It was resolved to recommend that all four candidates were suitable to be appointed. Ms E de Beer was appointed in this position.

The institutional registrar invited the Institutional Forum to advise on the appointability of the shortlisted candidates for the position of rector of the Vaal Triangle Campus. The IF chairperson was included on the search panel responsible for compiling a shortlist of candidates for this position.  Following a voting process by secret ballot, all shortlisted candidates for this position were confirmed as appointable. Prof L du Plessis was appointed as acting campus rector  from 1 January 2016.

The Institutional Forum considered the transformation reports from campuses during their May and November meetings. The vice-chancellor and his delegate gave two

presentations regarding the NWU strategy process proposed to Council, and IF members had the opportunity to ask questions and give opinions. The presentations included proposals on various proposed management structures for the NWU. 

composition

In accordance with the NWU Statute [par 24(2)], an executive committee was elected at the first meeting of 19 February 2015, consisting of the following three members: Dr LK Mabe (chairperson), Dr AA le Roux (deputy chairperson) and Mr N Mongale (secretary).

According to the NWU Statute, the Institutional Forum may have up to 29 members representing a broad range of stakeholder constituencies.

The following table lists these constituencies, together with their representatives as at December 2015 and earlier in 2015.

The Potchefstroom campus management requested an extension to nominate a representative from the institutional Senate.

The recognition agreement between the NWU and NEHAWU ended, leaving two vacancies. These vacancies will be filled as soon as the university enters into a recognition agreement with a second union.

Constituency	Members: December 2015	Sub-constituency	Earlier in 2015
Council	Rev SA Musa	NWU	
Institutional Management	Prof M Davhana-Maselesele	NWU	Prof T Mariba
Senate	Ms M Molope	Mafikeng Campus	Dr LK Mabe
	Vacant	Potchefstroom Campus	Prof A Duvenhage
	Prof WCJ Grobler	Vaal Triangle Campus	Ms CT Mosabala
Academic staff	Prof ME Palamuleni	Mafikeng Campus	
	Mr GP van Rheede van Oudtshoorn	Potchefstroom Campus	
	Dr E Diedericks	Vaal Triangle Campus	
Recognised union	Mr PJM van Niekerk	SAPTU	
	Ms O Murray	SAPTU	
	Vacant	Recognition of NEHAWU ended	Prof T Ngwenya
	Vacant	Recognition of NEHAWU ended	Mr AM Molefi
Support staff	Mr L Kruger	NWU	Mr W Coetzee
	Mr MM Pule	NWU	
	Dr AA le Roux	NWU	
Campus Student Representative Councils (CSRCs)	Mr XL Mabengwane	Mafikeng CSRC	Mr T Kgobane
	Mr M Mabale	Mafikeng CSRC	Mr B Mogohu
	Mr RC Meyer	Potchefstroom CSRC	
	Mr JJ Hugo	Potchefstroom CSRC	
	Mr S Madibo	Vaal Triangle CSRC	
	Mr T Thabatha	Vaal Triangle CSRC	
Civic society	Ms Louw-Khumalo	Institutional Office	Not previously filled
	Mr T Kgomo	Mafikeng Campus	
	Mr R van Heerden	Potchefstroom Campus	Adv M Kruger
	Father PD Dinkebogile	Vaal Triangle Campus	
NWU Convocation	Mr N Mongale	NWU	
	Mr A Sorgdrager	NWU	Ms H Coetzee
Special expertise	Dr LK Mabe	Rotating Institutional Dean of Students	
	Mr A Scheppel	Human Rights Portfolio: NWU	

meeting dates

During 2015, the Institutional Forum convened on 19 February, 21 May, 13 August, 22 October and 9 November (extraordinary meeting regarding the NWU strategy and restructuring).




DR LK MABE
CHAIRPERSON: INSTITUTIONAL FORUM


report of the SENATE

Prof Dan Kgwadi



The NWU Statute states that the NWU Senate is responsible for regulating all teaching-learning, research and academic support functions, as well as for determining policies and rules concerning academic matters.

In line with this, the Senate fulfilled its mandate in 2015 by providing active support to the core business of the NWU. This was done by ensuring that the university's academic structures, policies and personnel moved in the desired direction to enhance student success rates and the quality of teaching and learning. 

In addition, Senate advised Council on two senior appointments that had to be made in accordance with the stipulations of the Statute, namely the executive director for finance and facilities, and a vacancy that existed with regard to the campus rector position on the Vaal Triangle Campus, that was ultimately not filled in accordance with a council resolution. 

An Ad Hoc Senate Committee was established to advise Senate on the NWU's new strategy (2015–2025) and on the obligatory advice that Senate must give to Council in respect of the formation and reconfiguration of faculties as a result of the extensive strategy review process; as well as to ensure administrative and academic coherence, efficiency and sustainable quality. Much energy has been devoted to this process and resulted in four extraordinary meetings being held during the year on 11 May, 11 June, 4 August and 10 November.

Four ordinary meetings were held on 11 March, 27 May, 2 September and 21 October. The average attendance at Senate meetings was 65%.


composition of senate

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

- The vice-chancellor (chairperson)
- The vice-principal
- The deputy vice-chancellor for teaching-learning
- The deputy vice-chancellor for research, innovation and technology
- The executive director for human capital
- The institutional dean for student affairs
- The campus rectors
- The institutional registrar
- The deans of all faculties
- Academic staff elected by academic staff in the faculties (33 members in total)
- Non-academic staff elected by non-academic staff (two in total)
- Students designated by the Institutional Student Representative Council (ISRC) (four in total)

- The chairperson of Council or delegate and one other Council member elected by Council
- Persons responsible for research, academic support and library and information services
- Academic staff members co-opted by the Senate upon the advice of the Senate standing committees, with special regard to race and gender (eight in total).

Various election processes took place during 2015 to fill the vacancies in Senate, as well as to elect Senate's designates to Council and the Institutional Forum in accordance with the NWU Statute.

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, revision of admission requirements and the alignment of academic programmes and research. 

The following Senate standing committees whose respective terms of reference were substantially reviewed and approved by Senate during the course of the year were effective during 2015:

- Senate Executive Committee
- A Campus Senate Committee per campus
- Institutional Committee for Research and Innovation (with the following subcommittees: Institutional Research Support Commission, Institutional Research Ethics Regulatory Committee, Higher Degrees Committee, Committee for the Classification of Theses and Dissertations)
- Institutional Committee for Teaching and Learning
- Institutional Committee for Academic Standards
- Institutional Admission Requirements Committee
- Standing Committee for Academic Literacy
- Standing Committee for Philosophical Grounding
- Appeal Committee

changes in academic structures

For 2015, the overall academic structures (15 faculties distributed across the three campuses) remained the same. The following recommendations were made by Senate for approval by Council on the reconfiguration of the NWU's research entities and schools:

- The status of the research niche area at the Faculty of Economic and Management Sciences, Potchefstroom Campus, Trade and Development (TRADE), upgraded to a research focus area
- At the same faculty, the status of the research focus area Tourism Research in Economic Environs and Society (TREES), upgraded to a research unit
- The status of the research focus area at the Faculty of Health Sciences, Potchefstroom Campus, Hypertension in Africa Research Team (HART), upgraded to a research unit
- The name of the research niche area at the Faculty of Agriculture, Science and Technology, Mafikeng Campus, Food Security and Safety in the North-West Province, changed to Food Security and Safety
- The name of the research unit at the Faculty of Engineering, Potchefstroom Campus, Unit for Energy Systems, changed to Unit for Energy and Technology Systems
- The Department of Nursing at the Mafikeng Campus upgraded to a School of Nursing
- The business schools at the Potchefstroom and Mafikeng Campus unified without sacrificing the academic integrity as required by the Council for Higher Education (CHE). This integrated and unified approach ensured a combined application of the existing staff complement at both schools at all sites of delivery.

significant developments and achievements in teaching and learning

Outputs produced

The teaching-learning outputs are included in our performance assessment report on p77.

Limitations on access to certain courses

Besides formal admission requirements, limitations on enrolment numbers are guided by the university's enrolment plan as approved by the DHET, as well as the availability of physical infrastructure and staff capacity.

Each campus develops an enrolment target for first-year students that will allow the university to maintain an enrolment profile commensurate with its planned size, shape and resource capacity.

The NWU has various strategies to broaden access in certain courses by means of extended programmes and the University Preparatory Programme (UnivPrep). In total, 43 extended programmes are offered in the faculties of Science, Agriculture and Technology, and Commerce and Administration at the Mafikeng Campus, and the Faculty of Economic Sciences and Information Technology at the Vaal Triangle Campus.

During 2015 there were 2 958 students in foundation programmes, with 983 being first-time entering students.

The UnivPrep programme had an intake of 210 students in 2015, with 128 students enrolled in the BCom Preparatory Programme, 58 in the BA Development Studies Programme and 28 in the BTh programme. A total of 47 students who completed the programme in 2014 were accepted for full-time degree studies at the NWU in 2015.

Levels of academic progress in different disciplines and levels of study

The overall success rate for 2015 was 83,9%, which compares with the overall success rate of 85,4% during 2014 in the approved enrolment plan. The undergraduate (ug) success rate was 86,1% (86,1% in 2014), and 81% at the postgraduate (pg) level (81% in 2014).

For the contact mode, the overall success rate was 85,1% (ug 86,2%, pg 77,8%), compared to 85,86% during 2014 (with ug 86,2% and pg 84%) and for the distance mode it was 81,1% (ug 82,4%, pg 72,1%) compared to 84,3% during 2014 (ug 86%, pg 71,1%).

The overall success rates for the major fields of study for 2015 were as follows:

- Business and management – 84,5% (84,5% in 2014)
- SET – 84% (85,7% in 2014)
- Education – 82,9% (85,7% in 2014)
- Other humanities – 84,4% (85,4% in 2014)

With respect to race, the overall success rates for 2015 were:

- African – 81,2%
- Coloured – 83,9%
- Indian – 85,2%
- White – 88,5%

The completion rate in minimum time for undergraduate degrees was 43%, with a 66% completion rate in the minimum time plus two years.

While these statistics compare favourably with national trends, the study also noted the significant differences in the completion rates for black and white students in undergraduate degrees.

For example, there is a 15% difference in the completion rate in minimum time in three-year undergraduate degrees and an 8% difference for four-year undergraduate degrees.

The access, retention and success strategy which is currently being developed will address strategies to support students who are at risk or in need of support, so that differences in completion rates between students from different racial groups may lessen over time.

awards and achievements

Forty-five lecturers received Institutional Teaching Excellence Awards (ITEA) at the annual awards ceremony on 17 April 2015. This represents about 4,5% of permanently employed lecturers.

Fourteen staff members received the Emerging Teaching Excellence Award, 27 the Teaching Excellence Award, and two the Distinguished Teaching Excellence Award. The recipients of the Distinguished Teaching Excellence Award were Mr C Schabort of the School of Chemical and Minerals Engineering in the Faculty of Engineering at the Potchefstroom Campus, and Ms C Grobler of the School of Languages in the Faculty of Arts, also at the Potchefstroom Campus.

At the annual conference of the Higher Education Learning and Teaching Association of South Africa (HELTASA), Dr Ansie Fouché of the School of Behavioural Sciences in the Faculty of Humanities at the Vaal Triangle Campus received a

commendation for her contribution to teaching and learning in higher education in South Africa. This award was one of five National Teaching Excellence Awards and six National Teaching Excellence Commendations awarded by HELTASA.

A particular achievement for the **NWU Career Centre** was its recognition as the second best career service in the 2015 Employer Benchmark Survey conducted by the South African Graduate Employer Association (SAGEA) Survey, while the same survey ranked the NWU career fairs as the third best in the country. The Career Centre was also ranked first by Universum for the most active survey engagement by students on campus in the 2014 Universum Student Survey, which surveys students' career expectations and preferences, as well as their experience of their university and its career services.

The NWU achieved a 100% pass rate in the Initial Test of Competence (ITC) of the South African Institute of Chartered Accountants. While some other universities also achieved a 100% pass rate, NWU had by far the largest number of candidates, 96.

Two NWU academics, Prof Jan Smit, manager of the Science Centre on the Potchefstroom Campus, and Prof Alta Schutte, director of the Hypertension in Africa Research Team (HART), were honoured by the World Academy of Sciences for the Developing World (TWAS) for their contribution to the development of scientific educational learning material and the training of postgraduate students. Prof Schutte was recognised as outstanding young scientist in sub-Saharan Africa for her training, mentoring and development of postgraduate students in various disciplines to address the health challenges Africa is facing.

significant developments in research

Awards and achievements

At the annual research awards dinner on 30 October 2015, the university celebrated the achievements of its top-performing researchers. The following awards were made:

- The vice-chancellor's medal for outstanding performance in a master's study:
 - Ms E Myburgh in Commerce
 - Ms R Peach in Natural Sciences
 - Ms CM Piotrowska in Humanities
 - Ms A van den Berg in Law
 - Mr GJC Venter in Engineering
- The S2A3 Medal for the best master's student in the Natural Sciences was awarded to Mr EC Netherlands.
- 35 researchers were congratulated on receiving a new NRF rating or were re-rated.
- Ms A Olivier was recognised for her creative outputs.
- Four groups were acknowledged for their commitment to community engagement.
- Various researchers and groups were acknowledged for their contributions towards innovation in research.
- Two staff members were recognised for exceptional leadership and contributions to international organisations.
- Recognition was given to the most productive junior and senior researcher and the most productive research entity.

Research funding

The NWU hosts a number of research entities that the DST and dti support financially, has several research chairs that the NRF and industry fund and is one of the most successful participants in the dti THRIP programme. The NRF, MRC and

DST have awarded various grants for staff and research development.

The table below presents the total amounts for all NRF-related grants and support (excluding THRIP) as achieved in 2015:

Freestanding bursaries	R 16 384 711.00	R 16 309 215.00
Blockgrant bursaries	R 3 820 000.00	R4 010 000.00
NRF post-doctoral awards	R 3 845 107.00	R 3 432 950.85
Chairs	R 9 770 515.07	R 10 868 053.14
Research grants	R27 725 937.75	R26 663 948.98
TOTAL	R61 546 270.82	R64 244 167.97

In the THRIP programme, the following amounts were awarded:

Year	Awarded (R)	Adjusted (R)	Released (R)
2014	17 197 378	22 928 536	40 125 914
2015	18 767 320	20 943 737	39 711 057

Other funding:

The Technology Transfer and Innovation Support Office tapped into a wide range of funding opportunities – locally and internationally – for research and commercialisation.

The office brought in R80,6 million in grant and project funding in 2015, comprising:

- DST High-end Infrastructure grants to the value of R11,1 million: Two infrastructure grants were received (R9,9 million for the Preclinical Drug Development Platform and R1,2 million for HYSA)
- TIA Seed Fund grants of R3,575 million for eight projects
- R7,2 million in THRIP funding for Pheroid research and development (R3,6 million was from THRIP and R3,6 million from industry)
- R7,814 million from the DST to start a new multi-disciplinary advanced manufacturing research project at the NWU, in collaboration with the Vaal University of Technology
- R200 000 from TIA for the NWU's participation in the TIA Entrepreneurship Programme
- R700 000 for eight staff members' participation in the TIA Top Entrepreneur/Innovator selections
- A grant of R1,5 million from the NIPMO Technology Transfer Office Human Capital Development
- R1,9 million from the NIPMO/DST IP Fund (expected, based on submission and past track record)
- R125 000 for an Innovation Bridge grant to market the NWU's intellectual property
- R55 000 for an AUTM Development Scholarship
- R24 million for HYSA underground mining equipment development.
- R605 589 in income from intellectual property and product sales (YTD).
- R16 million in IP-related income and R&D repayments
- R1,9 million for Idea 2 Product Lab development.
- Approximately R656 640 from the Vaal University of Technology in consultation income.

Outputs produced

The research outputs are included in our performance assessment report on p78.

composition and size of student body

For information about the NWU student body, refer to p130 in the section on our human capital, under the heading: Meet our students.

access to financial aid

The financial aid offices on the three campuses of the NWU administered R700 845 147 in bursaries during 2015. This total represents 24 528 transactions. Government funding administered by NSFAS was R318 536 104 or 45,50% of the funding. The university, from our own resources, contributed R186 152 908 or 27% of the funding.



The small increase in NSFAS funding for 2015 against the increase in tuition fees and the number of applications received put pressure on the available funds and number of students assisted in 2015. The DHET in 2015 announced relief for students with historical debt and the NWU benefited with claims to the value of R36 million. The funds will only be received in 2016.



The NWU is very much dependent on NSFAS funding and we have a good working relationship with NSFAS. The financial aid offices network constantly with other stakeholders to recruit more bursary opportunities to relieve the pressure on NSFAS and own resources.



PROF ND KGWADI
CHAIRPERSON OF SENATE



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how we **manage** the NWU

meet our institutional management

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

Prof Dan Kgwadi, the vice-chancellor, is the NWU's chief executive and accounting officer, responsible to the NWU Council for the institution's overall performance.



Vice-chancellor
Prof Dan Kgwadi



NWU vice-principal and rector of the
Potchefstroom Campus
Prof Herman van Schalkwyk



Deputy vice-chancellor for
teaching-learning
Prof Martin Oosthuizen



Deputy vice-chancellor for research,
innovation and technology
Prof Frikkie van Niekerk



Institutional registrar
Prof Marlene Verhoef



Executive director for finance
and facilities
Ms Elmarie de Beer



Executive director for human capital
Mr Victor Mothobi



Acting executive director for
human capital
Ms Ria Nel
(As from 13 July 2015)



Executive director for
institutional advancement
Ms Phumzile Mmope



Rector of the Mafikeng Campus
Prof Mashudu Davhana-Maselesele



Rector of the Vaal Triangle Campus
Prof Thanyani Mariba



Acting rector of the
Vaal Triangle Campus
Prof Linda du Plessis
(As from 1 September 2015)

our annual performance plan

Our Annual Performance Plan forms the backbone for all our planning, including setting our goals and objectives for all levels of operation at the university.

Mission element 1	Our goals
<p>Drive transformation as an integrated, urgent, fair and well-managed process of fundamental and sustainable change to address institutional inequalities while accounting for the needs of the country and all its people.</p> <p>The NWU does this by empowering people through quality education, world-class research and the meaningful implementation of its expertise.</p>	<ul style="list-style-type: none"> • Mainstream transformation • Access • Alignment • Diversity • Equity • Increased unity • Quality • Redress • Resource allocation • Student experience • Success
Mission element 2	Our goals
<p>Develop, educate and empower, through innovative and high-quality teaching-learning, well-rounded graduates who are able to think laterally and critically in their service to the country and its people, the continent and the world.</p>	<ul style="list-style-type: none"> • Continue to improve the quality of teaching-learning. • Use the enrolment plan developed in 2013 as steering mechanism to address academic planning. • Engage in a process of curriculum transformation, building on the HEQSF alignment project. • Ensure effective academic programme development, management and review processes that results in a dynamic, integrated, responsive and relevant PQM. • Promote a culture of excellence in teaching and learning. • Implement strategies to improve student access and success. • Promote the career prospects of NWU graduates. • Optimise the NWU's involvement in continuing education.
Mission element 3	Our goals
<p>Develop and maintain high-quality, relevant and focused research, aligned with national priorities, supplying innovative solutions to challenges faced by the scholarly community, the country, the continent and the world.</p>	<ul style="list-style-type: none"> • Create an enabling environment for research staff where research and teaching-learning are balanced. • Improve the research profile of the NWU. • Develop research staff capacity. • Monitor the Research Entities model. • Measure and improve the throughput of postgraduate students. • Refine quality assurance processes. • Optimise strategies to explore fully research funding opportunities in the sector.
Mission element 4	Our goals
<p>Implement our expertise in teaching-learning and research, both commercially and community directed, for the benefit of the province, the country, the Southern African region, the continent and ultimately the world.</p>	<ul style="list-style-type: none"> • Implement expertise and commercialise research results. • Expand community engagement. • Align commercialisation and social engagement activities with core activities. • Refine quality assurance processes. • Focus on business development. • Develop, integrate and embed sustainability into strategy and standard operating procedures and reporting in all core business activities.
Mission element 5	Our goals
<p>Position the NWU in the sector as an accountable, effective, well-managed, financially viable and innovative institution with a strong client focus, to enhance the quality of the core business and to ensure sustainability.</p>	<ul style="list-style-type: none"> • Continue to build an aligned NWU brand. • Develop an integrated online stakeholder engagement framework. • Redevelop the NWU intranet. • Increase the frequency of national media coverage. • Enhance engagement with primary stakeholders. • Develop a strategy for the Institutional Advancement Office. • Implement the framework for internationalisation. • Ensure effective support functions and integrated business systems. • Ensure that policies and action plans are in place to promote staff wellness. • Maintain a strong focus on risk management and compliance. • Develop a strategic infrastructure plan.


report on transformation

The development of a new strategy for the NWU was completed and approved by Council in November 2015. Central to the strategy is the goal of transformation.

Our strategy is 'to transform and position the NWU as a unitary institution of superior academic excellence, with a commitment to social justice'. The approved strategy has been translated into an Annual Performance Plan and measurable five and 10-year goals and objectives.


For 2015, we report on the transformation goals which formed mission element one of our Annual Performance Plan.

TRANSFORMATION

The first element is to **mainstream transformation** to become a measurable element of our operations. This we have achieved by ensuring that transformation targets are included in the performance agreements of managers at the university, by communicating about transformation activities and achievements, and by including transformation topics on meeting agendas. Institutional culture transformation and curriculum transformation remain challenges to be addressed. 

ACCESS


Access as a transformation goal strives to achieve increased and broadened access in line with the enrolment plan and the student diversity targets set by Council. Progress is steady but slow on this front.

Challenges are the lack of adequate financing, in particular for black indigent students on the Potchefstroom Campus who cannot afford to study and the relative paucity of first-time entrants with adequate success in mathematics and science at school level. The provision of extended programmes on the Mafikeng and Vaal Triangle campuses and the UnivPrep programme, which aim to prepare under-prepared students for university study, are the main transformation activities to promote access. 

ALIGNMENT


Alignment is a transformational activity which promotes the optimal alignment of curricula and standards across the campuses of the university, as well as the alignment of processes and procedures to promote equality in the form of equity of provision and equity of outcomes. Work on the Higher Education Qualifications Sub Framework continues to achieve academic programme alignment. (See the section on our intellectual capital under the heading Teaching-learning on p94 for details.)

DIVERSITY


The transformational goal of **diversity** is promoted within the context of a unitary multi-campus university. An initiative 'We are NWU' was established by the office of the vice-chancellor to promote robust debate and engagement on burning university or societal issues. Challenging issues around university symbols arose towards the end of the year. Diversity debates have the potential to lead to disengagement, particularly when radical views are expressed. Careful management of diversity is required to prevent disunity. 

EQUITY

Equity is about addressing historically entrenched forms of discrimination and ensuring that these are eliminated. The realisation of employment equity targets remains slow and accelerated efforts must be made to enhance equity

among staff at the university. Initiatives which promote equity are the 'grow our own timber' initiative, the capacity building fund and participation in the Department of Higher Education and Training's nGap project, which subsidises the employment of academics from designated groups. (See the section on our human capital on p130 for details.) 


INCREASING UNITY

Increasing unity across the university remains a challenge. Our current management model is not conducive to the promotion of unity and the establishment of an inclusive institutional culture. The distances between campuses pose particular challenges. 


QUALITY

Quality as a transformation goal reflects the view that our mission will not be achieved within a challenging environment unless we seek to enhance the quality of our core and support business constantly. We engage in regular reviews of academic programmes and support functions. (For more information, refer to p94 in our section on our intellectual capital.)


REDRESS

Redress as a transformation goal is about recognising and responding to the historical inequalities that beset our country and university. Our current spend on physical infrastructure and maintenance demonstrates a commitment to achieve redress. In procurement activities, we support broad-based black economic empowerment and we achieved a level 4 rating in 2015. (See the section on our financial capital on p151 for details.) 

RESOURCE ALLOCATION

The equitable and aligned **allocation of resources** ensures optimal and sustainable development of the university. This it does through ensuring balance in resource allocation across the campuses and eliminating significant distortions in allocation. The budget process is the primary engine for ensuring efficiency in resource allocation. 

STUDENT EXPERIENCES

The balanced **student experience** goal is aimed at an appropriate mix of academic, social, cultural and sporting activity and the development of students as leaders. We experienced significant challenges in student governance during 2015. The Institutional Student Representative Council, which should be the primary vehicle for the expression of student views on policies affecting students at the NWU, remained largely dysfunctional. 

SUCCESS

Success as a goal is about measuring the university's performance against a number of key performance areas. Great strides have been made towards integrated reporting and the fruits of this initiative should be apparent in this cycle of reporting.


mission element 1

Drive transformation as an integrated, urgent, fair and well-managed process of fundamental and sustainable change to address institutional inequalities while accounting for the needs of the country and all its people. The NWU does this by empowering people through quality education, world-class research and the meaningful implementation of its expertise.


KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)


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

our performance against our target

In February 2015, transformation goals were included in the performance management agreements of all managers at the university. 


Transformation was also placed on formal meeting agendas. Transformation reports were submitted to the institutional management twice during the year, as well as at extended management meetings and the May and October 2015 meetings of the Transformation Oversight Committee of Council.

We ensured that stakeholders had the opportunity to participate in the strategic planning process and that relevant structures, such as Senate, provided advice to Council. 


Institutional communiques on transformation were produced and distributed to ensure effective communication with stakeholders on all levels. 


comments/challenges/disappointments

The mainstreaming of transformation has been achieved in the formal sense that it has been made part of the performance agreements of managers who are responsible for driving transformation. The transformation dashboard is produced bi-annually to depict visually the progress made in achieving transformation goals and targets.

The vice-chancellor communicated constantly on transformation issues at the university and encouraged open and robust debate on transformation. 

An extensive strategy development process, which commenced in July 2014, was concluded in November 2015. This process was led by the vice-chancellor and a strategy team comprising the institutional management and the vice-rectors.


Stakeholder groups were widely consulted on elements of the new strategy. The strategy that was adopted required structural change to align structure and strategy. 

A subcommittee of Senate provided valuable inputs into the proposed strategy and structure. Ultimately Senate was able to endorse unanimously the key elements of the proposed restructuring. Essentially the restructuring included the establishment of faculties which span the university, headed by an executive dean. 

risks involved

There are always substantial risks associated with a change in strategy and restructuring necessitated by the renewal of strategy. There is a natural resistance to change which can manifest in resistance to change initiatives. This risk was accentuated due to a lack of leadership solidarity in the executive team. The opportunities however, were significant, providing a real opportunity to reposition the university as a transformed and excellent centre of higher learning.

stakeholder needs


The principal stakeholders who have an interest in and are impacted by transformation are staff and students of the university, prospective staff and students, alumni and prospective alumni, the community surrounding our campuses, the community at large, and the state through the Department of Higher Education and Training. 


Our renewed strategy promotes the long-term sustainability of the university and so satisfies the needs of the majority of stakeholder groups.

plans and targets/outlook for 2016

The new strategy (which includes a restructuring plan) will be implemented in 2016. The current performance is solid in respect of the core business of learning and teaching and research and innovation. This provides a firm basis for the implementation of a new strategy. That strategy seeks to build on current successes and steer the university in a direction which ensures greater unity, more inclusivity, greater social cohesion and an emphasis on excellence in carrying out our core business.

material issues impacting our sustainability


Transformation is a critical key performance indicator in promoting the sustainability of the university. Without a significant focus and convincing progress in implementing transformation, the university will be less well positioned to make a contribution to significant social transformation in the country. 


The sustainability of the drive towards genuine transformation may be impeded by a lack of leadership solidarity around a new dream and purpose for the university. This need for leadership solidarity is vital to ensure alignment of the senior management behind a single vision. In no way can this be interpreted as impacting adversely on the academic freedom of the university or its staff. 

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)


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


our performance against our target

Many opportunities were created for further dialogue and debate on contentious issues. We continued with workshops and seminars on elements of transformation at all business units, and implemented initiatives to promote diversity. These include an initiative of the vice-chancellor, named "We are NWU", which was designed to encourage open dialogue and communication among students across and within campuses. 

The strategy development process also provided opportunities for dialogue around issues of diversity. The vice-chancellor engaged frequently with staff, students and other stakeholders on diversity and unity. 


comments/challenges/disappointments

The enhancement of diversity is somewhat hampered by the approach which attempts to assimilate difference under a hegemonic and monolithic cultural expression. 


This is a consequence of adopting a multi-cultural approach. It can lead to a sublimation of cultural identities that are in the minority on campuses. More success is likely to be achieved with an explicitly non-racial approach which seeks to forge a fresh cultural identity which reflects and fully engages with the full spectrum of difference. 

risks involved

There is always a risk that the desired results do not emerge and that interventions to promote diversity may lead to alienation or uniform assimilation. There are significant opportunities to enhance the educational experience of NWU students. Coming to terms with


living and co-operating with others potentially will stand students in good stead when they commence working in settings which promote diverse workplaces. 

stakeholder needs

All students and staff may be considered as the principal stakeholders who benefit from the creation of diversity at the university. The academic project is enhanced by the expression of a diversity of opinions which is more likely to spur innovation, encourage critical thinking and strengthen the educational mission of the university. 

plans and targets/outlook for 2016

It is important to pursue the objective of enhancing diversity on all campuses of the university. This will be in furtherance of the strategy of the university particularly as regards the culture that we seek to nurture.

This culture must embrace all cultural, linguistic and national groups and become welcoming and inclusive. A new, unique NWU culture should be forged which distinguishes the graduates of all campuses as NWU students. 

material issues impacting our sustainability


The establishment of a diverse university environment has important implications for the sustainability of the academic project at the NWU. Intellectual enquiry fuelled by a diversity of opinions from a variety of backgrounds is more likely to promote innovation in our core business activities of learning and teaching, and research and innovation.




KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

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


our performance against our target

A major part of the new NWU strategy approved towards the end of 2015 centres on steering the institutional culture towards greater unity and cohesion. In the meantime, projects have been established on each campus, with institutional leadership support, to enhance an integrated culture and social cohesion. 


The extent to which the unity of the NWU has increased is demonstrated by the emphasis placed on institutional dialogue across campuses amongst staff and students. While it remains a challenge to ensure greater unity and cohesion across the NWU due to the distances between campuses and the persistence of cultural difference, increased unity is essential to build a more cohesive university. 

For more information on the integrated brand strategy and synergies in terms of corporate and campus communication, refer to the section on our social and relationship capital on p121.


comments/challenges/disappointments

Although the process is slow, progress has been made in achieving greater unity and cohesion across the NWU. The project requires alignment of the senior management team in pursuing this objective. The process of restructuring approved in November 2015 will lead to greater leadership alignment around this strategic imperative. 


risks involved

A major risk is that the goal is approached in a mechanical or superficial manner. This may lead to window dressing and a false sense of unity and cohesion. There is no substitute for a sustained and meaningful transformation of the approach of the NWU to the issues. 

stakeholder needs

Current and future students are the group whose needs are most firmly satisfied by paying attention to unity and cohesion. It is an important part of our educational mission to ensure that our students are properly prepared for the world of work once they have graduated. They are likely to enter diverse workplaces which will demand the capacity to work competently within a diverse environment. This will be an important part of the student value proposition in future. 

plans and targets/outlook for 2016

The institutional culture of the NWU will be a particular focus for the short and medium term. Culture is the most recalcitrant element of an organisation to shift. Clear leadership will be needed in this area. 


material issues impacting our sustainability


An important part of the transformation agenda is success in achieving greater unity and social cohesion across the university. Transformation is not sustainable without progress in this area.

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)


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

our performance against our target

The alignment of the budget of the NWU with the new strategic agenda was not fully achieved since Council adopted the strategy in November 2015, after the budget for 2016 had been approved. 2017 will be the first budget where it will be possible to pursue this element with greater vigour. 


The measures of equity will remain a source of contention but may be resolved by adopting a different budgeting model which does not focus on the campuses as cost centres but rather takes each cross-campus faculty as the primary budgeting unit. 

comments/challenges/disappointments


Promoting an equitable allocation of resources will assist in promoting a sense of belonging and unity among staff and students. It will also promote redress and the attainment of social justice. 

risks involved


The risks associated with the allocation of resources include that it does not take place equitably and with proper alignment, leading to

a feeling of alienation by sections of the university. The opportunity provided, on the other hand, is to make a significant contribution to redress and social justice. 


stakeholder needs

Staff and students of the university are the stakeholders with the greatest interest in ensuring that resources are allocated equitably. 

plans and targets/outlook for 2016

Ensuring equitable, transparent resource allocation will remain part of the strategy of the NWU in future. It is envisaged that through the budgeting process and the development of appropriate policies and procedures, equitable resource allocation will be progressively realised. 

material issues impacting our sustainability

Achieving equitable resource allocation will enhance the sustainability of the NWU as it will favourably impact staff and student satisfaction. 

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

1.11 Success: Measure the university's performance by using a variety of benchmarks, including the ten elements of transformation.

our performance against our target

In the light of the adoption of a new strategy in November 2015, it was not considered desirable to refine the current transformation dashboard, as originally envisaged. Sectoral initiatives under the auspices of Universities South Africa include a project to develop a transformation barometer, which will use common benchmarks. This will allow the NWU to continue to measure performance against a variety of metrics emanating from the annual performance plan. Regular performance reports serve at executive management and Council.

comments/challenges/disappointments

The dashboard gives a useful overview of the extent to which the transformation objectives of the NWU have been achieved. We need to guard against false positives in performance evaluation resulting from inappropriate metrics or inaccurate assessment.

risks involved

The risk of using a dashboard is, as mentioned earlier, the danger of false positives and wrong metrics.

stakeholder needs

The use of a dashboard to measure transformation performance is relevant to all stakeholders of the NWU, since all stakeholders have an interest in the transformation trajectory of the university.



plans and targets/outlook for 2016

It is likely that a sectoral benchmarked barometer may be adopted if developed under the auspices of Universities South Africa.

material issues impacting our sustainability

The sustainability of the transformation agenda is dependent on a reliable and relevant metric for measuring transformation. Without some form of measurement or validation, the realisation of transformation elements may be at risk.



general hindsight

Matters considered as the most material and most relevant to the NWU and our stakeholders

The most material matters with respect to transformation were:

- The formulation of a new strategy that embeds transformation in its fullest sense as a strategic imperative.
- The commencement of the transformation of the initial first-year experience of students, the goal being to create a compelling student value proposition and transform the institutional student culture to one which embraces and celebrates diversity.
- The establishment of new employment equity targets for the NWU to set the basis for the development of a much more diverse staff body, which will re-invigorate intellectual life and innovative research outcomes.



Most important strategic actions taken to create value and how it influences our long-term decision-making

The most important strategic actions involved the development of a new dream and purpose for the NWU, explicitly positing the creation of a more unitary university, committed to the improvement of quality outcomes in the core business. This would take the form of excellent learning and teaching and an increase in high-quality research outputs, a commitment to social justice and the improvement of the university's international profile. In the long term, this strategic agenda must be pursued as it is likely to create significant value.

Most important instances of external engagement and internal alignment, influencing value creation for the NWU

Substantial engagements occurred with important stakeholder groups such as alumni groups, local communities, the state, the donor community and business groups. The development of a new strategic agenda was part of the process of aligning the university with stakeholder perceptions and demands as to how the university fulfils its mandate. In particular the transformation agenda was designed to position the university to create value that will be more sustainable over the long term.



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VICE-CHANCELLOR

future outlook

How our current performance will impact on the value created for and performance of the NWU in the long term

An important step forward in the area of transformation has been the development of a strategy that represents a greater commitment to transformation in the widest sense of the term. The NWU's performance in staff equity transformation has not been adequate for some time now. The development of a new employment equity plan with improved accountability will establish the basis for steady improvement in this vital area.



The performance in regard to student equity targets has been steady. It remains a challenge to transform the campuses so that they do not simply reflect the university's apartheid past. As our performance in staff and student equity transformation improves, so greater value is created for the NWU as it will become an institution which better promotes social justice and social cohesion. The value will only be realised if equity transformation is coupled with other profound changes that must support and extend equity transformation.



The institutional culture must be transformed to reflect the more open, tolerant and diverse culture which we need to promote to ensure that our goals are met.

We must avoid an approach which seeks to assimilate groups into a majority culture on each of our campuses. Instead, we need to forge a more unitary culture which distinguishes our students in the market as NWU students. This means forging an institutional culture that is unique, distinct and more than the sum of its parts. The adoption and inculcation of the primary values of the NWU will serve as an important point of integration.



The other important area to transform is the curriculum. We must ensure that as a university, we are able to formulate curricula that are responsive to the needs of the country, and properly prepare our students for the world of work and active and responsible citizenship.



performance assessment report

In line with stipulations in the Regulations for Reporting (GG37726, June 2014) this report has two aims. The first is to indicate the extent to which the most essential key performance indicators contained in the 2015 Annual Performance Plan were met with regard to their link to the relevant strategic goals and objectives agreed to by the NWU Council for the period under review. Secondly, the report aims to indicate the extent to which relevant institutional strategies and operations contributed to achieving broader sustainable economic, social and environmental performance goals.

overview of the mission elements for 2015 and the goals that need to be reported

mission element 1

Drive transformation as an integrated, urgent, fair and well-managed process of fundamental and sustainable change to address institutional inequalities while accounting for the needs of the country and all its people. The NWU does this by empowering people through quality education, world-class research and the meaningful implementation of its expertise.

Most reliable performance indicators to realise mission element 1






















A Topic	B Objective	C Relevant performance indicator	D Relevant target	E Extent of realisation Yes/No/ Partially achieved	F Actuals as submitted by responsible institutional management member	G Variances/Challenges (explanation by responsible owner)
Access	Ensure at all campuses that policies, processes and practices are directed towards ensuring increased and broadened participation in line with enrolment targets agreed on with the DHET and the diversity targets set by Council in November 2010.	Implement diverse strategies to support and improve student access.	Develop a draft framework for student access, retention and success.	Yes	A draft framework for student access, retention and success has been developed and was presented to the NWU Access and Success Forum in April, September and November 2015. This framework will afterwards be consulted, approved and implemented. 	
			Conduct a review/evaluation of the UnivPrep project of programmes that support access.	Yes	An evaluation of the UnivPrep programme was conducted and a report on the review of access was compiled, focusing on the UnivPrep programme and the extended programmes on campuses. 	
			Implement measures to improve monitoring of the impact of foundation programmes on student success and compile a report.	Yes	The report on foundation programme provisioning was submitted to the DHET on 30 April 2015. The DHET informed the university in a letter dated 4 September 2015 that the report had been approved. 	
		Monitor and report progress on enrolment targets as approved by DHET.	See Table A on the next page: <i>Headcount enrolments at institutional level in 2014 and 2015</i>	Partially achieved	See Table A on the next page: <i>Headcount enrolments at institutional level in 2014 and 2015</i>	See Table A for the explanation of the variances for headcount enrolment actuals versus the targets.
		Monitor and report progress on diversity targets as approved by Council.	Diversity targets for 2015 per group: African 40 193 Coloured 2 131 Indian/Asian 474 White 24 637	Partially achieved	Actual students for 2015 per group: African 40 772 Coloured 2 897 Indian/Asian 528 White 17 370  	The Faculty of Education Sciences planned for approximately 4 100 white students for the distance mode of delivery (especially the ACE and the BEH Honours). However, only about 10% of the planned enrolments actually enrolled. This accounts for a large portion of the under-enrolment amongst white students. The second reason for the relative under-enrolment of white students is that in terms of the HEMIS reporting requirements, the university may not classify Namibian students according to race. Thus, while most of the students from Namibia are white, they are reported as "unknown" in the HEMIS report. The number of students involved is approximately 2 500.

Table A: Headcount enrolments at institutional level in 2014 and 2015

Headcount enrolments	CONTACT			DISTANCE			TOTAL			PROJECTED AVERAGE ANNUAL INCREASE: 2012 - 2019	ACTUAL AVERAGE ANNUAL INCREASE: 2014 - 2015
	2014 ACTUAL	2015 TARGET	2015 ACTUAL	2014 ACTUAL	2015 TARGET	2015 ACTUAL	2014 ACTUAL	2015 TARGET	2015 ACTUAL		
First-time entering	8 320	8 693	8 361	758	778	1 046	9 078	9 471	9 407	6,5%	3,6%
Total undergraduate	28 714	30 272	29 656	21 021	19 890	20 804	49 735	50 162	50 460	3,8%	1,5%
Master's degree (total)	2 903	2 917	3 006	16	176	17	2 919	3 093	3 023	3,4%	3,6%
Doctoral degree	1 301	1 035	1 407	40	130	41	1 341	1 165	1 448	5,4%	8,0%
Total postgraduate	8 281	8 846	8 094	4 919	8 305	5 321	13 200	17 151	13 415	0,7%	1,6%
Total undergraduate and postgraduate	37 193	39 240	37 943	25 942	28 195	26 127	63 135	67 435	64 070	3,1%	1,5%
Science, engineering and technology	12 019	14 279	12 863	464	723	1 162	12 483	15 002	14 025	7,1%	12,4%
Business and management sciences	10 180	10 157	10 859	31	398	40	10 211	10 555	10 899	4,7%	6,7%
Education	4 945	4 388	3 268	23 434	24 097	19 619	28 379	28 484	22 887	0,3%	-19,4%
Other humanities	10 049	10 416	10 953	2 013	2 978	5 306	12 062	13 393	16 259	2,9%	34,8%
Total	37 193	39 240	37 943	25 942	28 195	26 127	63 135	67 435	64 070	3,1%	1,5%

Explanation for variances for headcount enrolments actuals versus targets

- First-time entering: The actual achievement of 9 407 is very much in line with the approved target.  
- Total undergraduate (ug):
 - The total ug enrolments for the contact mode were 616 below target, an under-enrolment of 2%, while the total ug enrolments for the distance mode were 914 above target, an over-enrolment of approximately 4,6%. The ug contact under-enrolment is due to the under-enrolment in the three-year professional B degree (2 176 actual compared to 3 689 planned), while the enrolments in the general three-year B degree were very much in line with the target (15 823 compared to 15 544) and enrolments in the four-year professional B degree were above target (10 576 compared to 9 873).
 - In the case of the distance mode, the over-enrolment in the NPDE more than compensates for the under-enrolment in the ACE, and this accounts almost entirely for the over-enrolment in ug distance mode enrolments. For the NPDE, the university received several requests from provincial education departments and in-service teachers to accept a final cohort of students. Thus enrolments in the NPDE for 2015 were 12 400 compared to the target of 9 125, while the actual enrolments in the ACE (4 841) were 1 316 less than the target. The DHET gave permission for the last cohort of students to enrol for the ACE in 2015, and it is not clear why the enrolments were below the planned targets.
 - In total the ug enrolment for 2015 is within 0,6% of the approved target, though the ratio of contact to distance at the ug level is 58,8% rather than the approved 60,3%. The variance is thus due to slight under-enrolment in contact programmes, due mainly to the lower than expected enrolment in three-year professional B degrees.
- Master's degrees: The actual total enrolment is 70 less than the target – a 2,3% difference.  
- Doctoral degrees: The university delivered 283 more doctoral graduates than planned, which is a remarkable, positive achievement.  
- Total postgraduate (pg): The total pg enrolment is 3 736 less than planned – a significant under-enrolment of 22%.  

- This is due primarily to the significant under-enrolment in the distance mode BEdHons (5 149 actual compared to 7 415 planned), but also very low enrolments in postgraduate diplomas, which is due to the delay in the approval of pg diplomas (PGDs) that will be offered in the distance mode in the field of education sciences (368 enrolments planned for 2015, but no enrolments due to the delay in formal approval), and also in the field of science, engineering and technology (SET) (80 planned, 10 actual).  
- For the contact mode the 8,5% under-enrolment can be attributed mainly to the under-enrolment in the Advanced University Diploma in Health Sciences (879 actual versus 1 750 planned), thus leading to 1 766 actual enrolments in the PGD qualification type versus 2 653 planned enrolments, while for honours degrees there were 1 915 actual compared to 2 241 planned enrolments. Here the BEdHons had an actual enrolment of 276 compared to the planned enrolment of 465. Thus at the PGD and honours levels, there is an under-enrolment of 1 213, while at the D level there is an over-enrolment of 372.  
- The differences in the pg distance mode enrolments at the honours and PGD levels also largely explain the differences for total ug and pg.  
- Major fields of study:
 - For SET, there is a total under-enrolment of 977 (6,5%). The relative under-enrolment in SET is due partly to the difficulty in attracting a sufficient number of applicants with the necessary academic profile (APS score) to meet the entry requirements for study in SET-related fields. The three-year Bachelor of Nursing Science had an enrolment of 645 compared to the target of 1 836, while the BEng had an enrolment of 1 417 compared to the planned 1 558. In some other cases, enrolments in SET qualifications were actually higher than planned (BPharm; four-year Bachelor of Nursing Science).  
 - With respect to education, the total under-enrolment of 5 597 (19,6%) in the distance mode is attributable firstly to the under-enrolment in the BEdHons, as noted above, but also to the reclassification of certain CESM categories within CESM 07 to the major field of humanities. Similarly, with respect to humanities, the total over-enrolment of 2 866 (21,5%) in the distance mode is due mainly to the reclassification of certain

CESM categories in CESM 07 (education) with the result that some enrolments previously classified under the major field of "Education" are now classified under the major field of "Other humanities". Thus, specifically

for the BEdHons, distance mode, 4 082 enrolments are classified under "Other humanities" compared to the target of 1 502, while 1 067 are classified under "Education" compared to the target of 5 913.

A Topic	B Objective	C Relevant performance indicator	D Relevant target	E Extent of realisation Yes/No/Partially achieved	F Actuals as submitted by responsible institutional management member	G Variances/Challenges (explanation by responsible owner)
Equity	Ensure that policies, processes and practices are directed towards proactively addressing historically entrenched forms of discrimination. This endeavour is to take place within the guiding principle that all the NWU campuses should reflect a diverse student and staff population within the parameters of achieving the agreed minimum diversity targets.	Monitor and report on the adequacy of NWU employment equity policies and their implementation through monitoring actual vs target achievement in gender, demographic and local and foreign nationals.	Report to the institutional management (reporting took place in June and November) and to the Human Capital and employment equity Committee of Council (HCEE) in May and October annually on the achievement of the EE targets. Report to the Department of Labour annually on the achievement of the EE targets.	Partially achieved	<ul style="list-style-type: none"> Employment Equity Progress Report submitted to HCEE in May and October 2015 EEA2 and EEA4 Reports submitted to the Department of Labour on 15 December 2015 Actual achievement against targets. See Table B below. Targets monitored according to gender, race and foreign national demographics as persons with disabilities 	The variances for the equity employee actuals versus targets are explained in Table B.

Table B: Targets monitored according to gender, race and foreign national demographics as persons with disabilities

NWU TOTAL EMPLOYEES											
	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Actuals December 2015	599	87	17	857	568	119	23	1 370	49	11	3 700
Difference	11	1	1	-6	13	10	1	-23	10	1	19
Target	610	88	18	851	581	129	24	1 347	59	12	3 719
% Change	1,84%	1,15%	5,88%	-0,70%	2,29%	8,40%	4,35%	-1,68%	20,41%	9,09%	0,51%

EMPLOYEES WITH DISABILITIES											
	MALE				FEMALE				FOREIGN NATIONALS		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Actuals December 2015	2	0	0	15	3	0	0	11	0	0	31
Difference	4	0	0	0	3	0	0	0	0	0	7
Target	6	0	0	15	6	0	0	11	0	0	38
% Change	200,00%	0,00%	0,00%	0,00%	100,00%	0,00%	0,00%	0,00%	0,00%	0,00%	22,58%

Explanation for variances for equity employee actuals versus targets

Reasons for equity employee targets not being achieved/ variances (including but not limited to):

- Difficulties are being experienced in finding/ attracting suitably qualified and experienced incumbents from the designated groups, especially in as academic and professional occupations (accounting, etc.).
- Even if suitable incumbents are identified, it is very difficult to meet their expectations in regard to remuneration.
- The demographics of the different areas where the campuses are situated contribute to the difficulties encountered in diversifying workplaces.
- It is very difficult to retain staff from the designated groups. The NWU cannot compete with the remuneration that is offered by the private sector

and even state departments and other more urban higher education institutions which fall within a 200km radius (UJ, UP, Wits, etc.).

- The university environment is seen as a place of learning and once people have completed their studies and gained experience, they tend to leave.

Affirmative action measures to reach numerical targets:


Through the extensive auditing of policies, procedures and practices, the following focus areas were identified, all including a formal revision of governance documentation, as well as practices to ensure that all human resources-related activities contribute towards the achievement of employment equity targets and create a culture of best practice in the management of employees at the NWU:

- System of policies, procedures and practices
- Working environment and facilities
- Retention of employees in designated groups



- Corporate culture
- Recruitment and selection
- Job descriptions
- Job evaluation 
- Remuneration and benefits
- Terms and conditions of employment
- Training and development (t & d) internships
- T & d Growing our own timber (GOOT)
- T & d Capacity Building Fund
- T & d Induction
- T & d Workplace Skills Plan (WSP)
- Performance management system
- Probation
- Succession planning 
- Discipline
- HIV/Aids and employee wellness
- Institutional cohesiveness
- Institutional language
- Reasonable accommodation

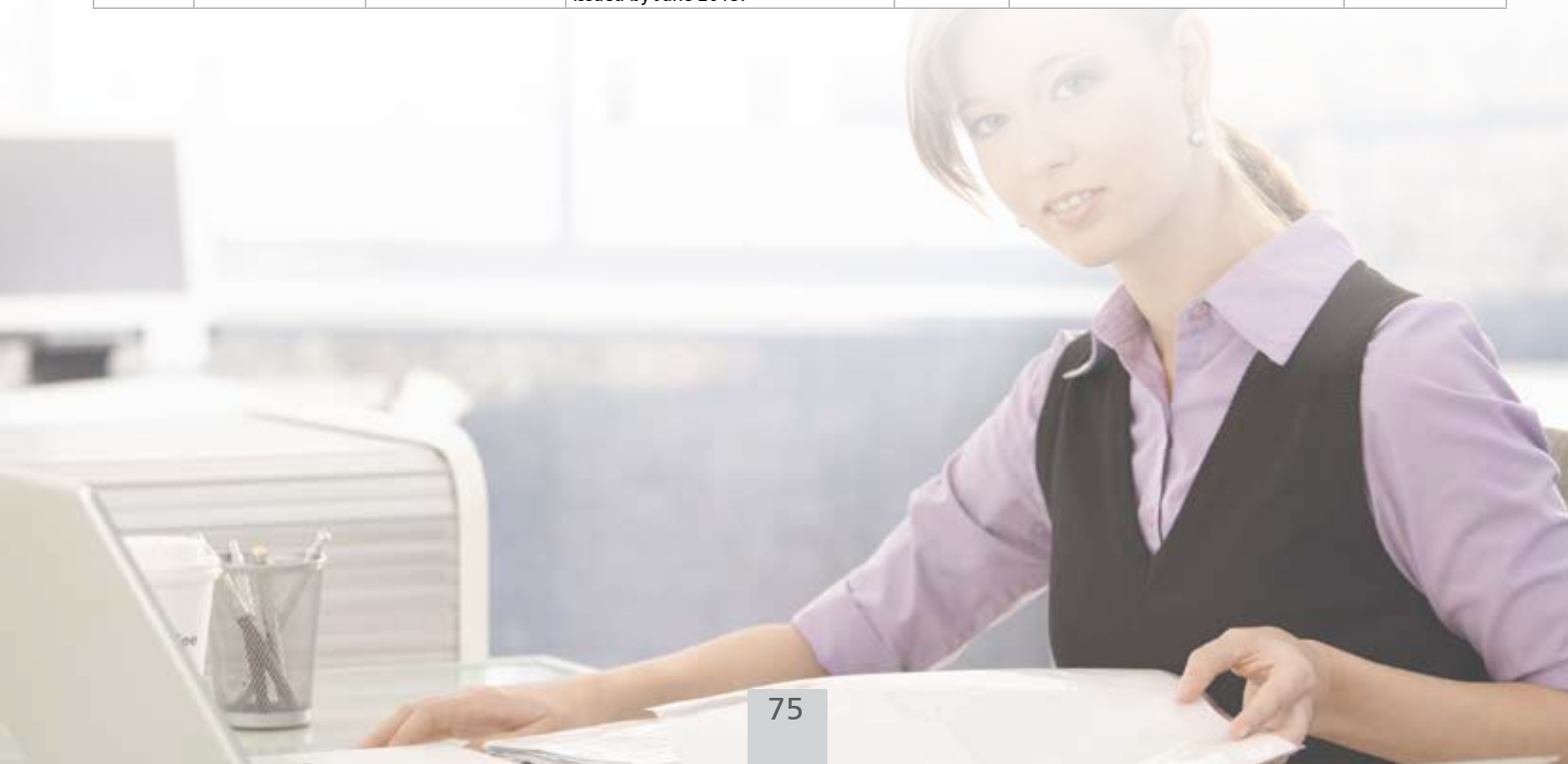
- **Targets being used in 2016:**
The previous NWU Employment Equity Plan set numerical targets up to the end of 2014. With the

anticipation of changes in the structure of the NWU, numerical targets were not set for 2015. During 2015, however, the NWU Employment Equity Plan was revised through an extensive process of re-evaluation, audits of policies and procedures and a process of consultation. This included the setting of numerical targets, but as the process was thorough and took more time than expected, it was decided to set numerical targets only from 2016 to 2018.

- **How targets were set:** 
Research was done taking into account the EAP – economically active profiles – (both national and provincial), demographic data from the report from the Commission for Employment Equity, demographic profiles of the HE sector, demographic profiles of similar universities, etc. From these averages, proposed targets were set for all occupational levels, race, gender and disabilities. These proposed targets were approved by the institutional management for further investigation after which the campuses refined their own specific targets.



A Topic	B Objective	C Relevant performance indicator	D Relevant target	E Extent of realisation Yes/No/Partially achieved	F Actuals as submitted by responsible institutional management member	G Variances/Challenges (explanation by responsible owner)
Redress	Ensure that policies, processes and priorities aimed at redressing systemic and organisational imbalances and inequalities are in place, with specific reference to rectifying historically entrenched practices.	Continue to pursue best-practice principles for strategic procurement management, broad-based black economic empowerment and local business support.	Ensure that criteria for the tender evaluation procedure are applied consistently, ie: Tenders under R1 million: <ul style="list-style-type: none"> • Price: 80% • BBEE compliance: 16% • Local entity: 4% Tenders exceeding R1 million: <ul style="list-style-type: none"> • Price: 90% • BBEE compliance: 8% • Local entity: 2% 	Yes	All tenders were evaluated in accordance with the set criteria, and in all instances where the tender was not awarded to the bidder with the highest points, this was fully motivated and approved. Tenders are regularly audited by the internal and external auditors.  Actual results for 2015: A total of 207 tenders were allocated during the financial year: Tenders under R1 million where the 80/16/4 criteria were applied: 146 (70,5%) Tenders exceeding R1 million where the 90/8/2 criteria were applied: 61 (29,5%)	
			Discuss the BBBEE rating process at the March meeting of the institutional management in order to ensure that the NWU BBBEE compliance certificate for achievement of a Level 4 rating is issued by June 2015.	Yes	The NWU obtained a BBBEE Level 4 certificate of compliance in accordance with the old codes of Good Practice in April 2015. 	



mission element 2

Develop, educate and empower through innovative and high-quality teaching-learning, well-rounded graduates who are able to think laterally and critically in their service to the country and its people, the continent and the world.

Most reliable performance indicators to realise mission element 2

The following indicators aim at clearly indicating the NWU's commitment to the establishment of a skilled and capable workforce in South Africa. The extent to which the NWU succeeds in realising these indicators should be broadly indicative of its relative success with regard to its teaching mandate, which encompasses increasing access and participating optimally in a quality-driven environment that aims at delivering graduates who are deemed to be sufficiently employable to add value in a growing South African economy.




A Topic	B Objective	C Relevant performance indicator	D Relevant target	E Extent of realisation Yes/No/ Partially achieved	F Actuals as submitted by responsible institutional management member	G Variances/Challenges (explanation by responsible owner)
Quality of teaching-learning	Continue to improve the quality of teaching-learning through the teaching-learning and other relevant institutional strategies and regulatory compliance within the higher education sector.	Finalise and implement the Teaching and Learning Strategy (2015) and the supporting Transformation of Teaching and Learning Project plan (multi-year project).	From the key findings on quality assurance of academic programmes, develop and submit the Teaching and Learning Strategy to the Senate meeting of March 2015.	Partially achieved 	The top five or six recommendations identified from the Quality Report submitted to the Senate on 2 September 2015 informed interventions such as the Transformation of Teaching and Learning Project. The finalisation of the Teaching and Learning Strategy, as well as the further development of the blended learning roadmap, has been integrated into the Transformation of Teaching and Learning Project – as reported to Senate in October 2015. The Senate did not approve the strategy and it will be submitted after the amendments.	Senate discussed the Teaching and Learning Strategy as foreseen, but requested further input/amendments. These have been effected and are to serve at Senate on 25 May 2016. During 2016 the Transformation of Teaching and Learning Project will result in documentation that will pave the way for the transformation of NWU teaching and learning.
			Develop and submit a project plan for the Transformation of Teaching and Learning Project in support of the strategy: <ul style="list-style-type: none"> Draft a project charter Develop the project plan 	Partially achieved 	A project charter was compiled by the Project Steering Committee. A project plan was prepared and included a schedule of activities, deliverables and the Schedule of Costs. This was reported on at the Project Steering Committee, ICTL and Senate.	
		Continue to participate in the required national project on quality enhancement.	Submit an Institutional Quality Enhancement Project (QEP) Report for Submission to the Council on Higher Education (CHE).	Yes 	The NWU participated fully in all CHE workshops on the QEP, as well as the meetings of the QEP Deputy Vice-Chancellors Forum. Four task teams were formed to develop the Institutional QEP Report for submission to the CHE in December 2015.	
		Monitor and report progress on the graduation outputs and graduation rates targets as approved by DHET.	See Table C for the targets: <i>Graduate output and graduation rates</i>	Yes	See Table C for the actual performance: <i>Graduate output and graduation rates</i>	The variances of the graduation output and graduation rates actuals versus the targets are explained in Table C.

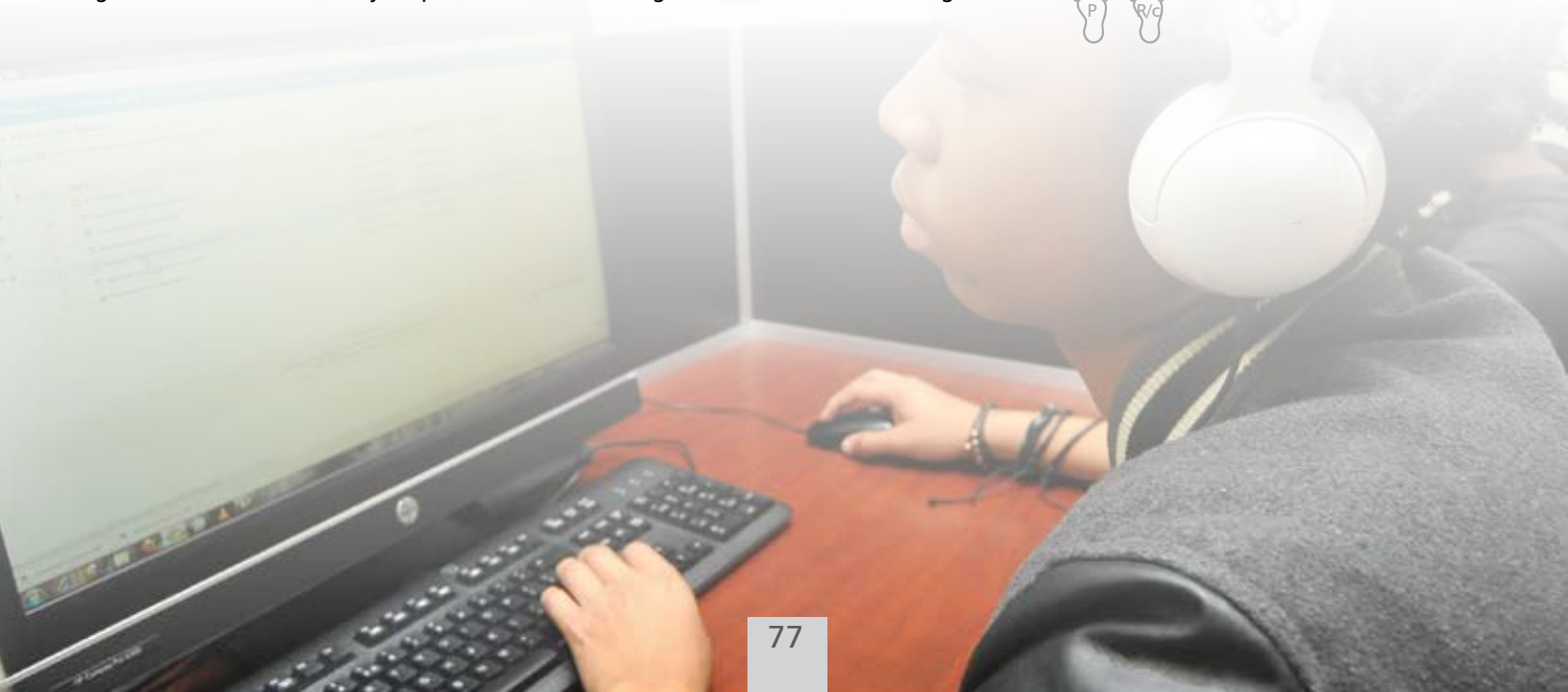
Table C: Graduation output and graduation rates



GRADUATION RATE OF UNDERGRADUATE STUDENTS		CONTACT			DISTANCE			TOTAL			PROJECTED AVERAGE ANNUAL INCREASE: 2012 - 2019	ACTUAL AVERAGE ANNUAL INCREASE: 2014 -2015
		2014 ACTUAL	2015 TARGET	2015 ACTUAL	2014 ACTUAL	2015 TARGET	2015 ACTUAL	2014 ACTUAL	2015 TARGET	2015 ACTUAL		
Undergraduate diplomas or certificates (1 and 2 years)	Heads	685	735	754	7 187	8 003	6 620	7 872	8 738	7 374	-6%	-6%
	Graduates	199	92	146	3 177	3 113	2 858	3 376	3 205	3 004	-9%	-11%
	Graduation rate	29%	13%	19%	44%	39%	43%	43%	37%	41%		-5%
Undergraduate diplomas or certificates (3 years)	Heads	325	431	327	13 077	9 659	13 572	13 402	10 090	13 899	-11%	4%
	Graduates	87	41	73	1 787	1 702	2 321	1 874	1 743	2 394	-23%	28%
	Graduation rate	27%	10%	22%	14%	18%	17%	14%	17%	17%		23%
General academic bachelor's degrees (3 years)	Heads	14 978	15 544	15 823	-	759	-	14 978	16 303	15 823	7%	6%
	Graduates	3 019	2 886	3 281	-	9	-	3 019	2 894	3 281	6%	9%
	Graduation rate	20%	19%	21%		1%		20%	18%	21%		3%
Professional first bachelor's degrees (3 years)	Heads	2 360	3 689	2 176	158	124	217	2 518	3 813	2 393	14%	-5%
	Graduates	542	315	529	49	9	30	591	324	559	10%	-5%
	Graduation rate	23%	9%	24%	31%	7%	14%	23%	9%	23%		0%
Professional first bachelor's degrees (4 years or more)	Heads	10 366	9 873	10 576	599	351	395	10 965	10 224	10 971	5%	0%
	Graduates	1 849	1 572	2 082	166	68	147	2 015	1 640	2 229	3%	11%
	Graduation rate	18%	16%	20%	28%	19%	37%	18%	16%	20%		11%
Postgraduate diplomas	Heads	1 952	2 653	1 766	15	488	10	1 967	3 141	1 776	19%	-10%
	Graduates	1 063	1 578	1 004	7	252	0	1 070	1 830	1 004	20%	-6%
	Graduation rate	54%	59%	57%	47%	52%	0%	54%	58%	57%		4%
Honours degrees	Heads	2 125	2 241	1 915	4 848	7 511	5 253	6 973	9 752	7 168	-13%	3%
	Graduates	1 628	1 485	1 339	764	1 178	823	2 392	2 662	2 162	-5%	-10%
	Graduation rate	77%	66%	70%	16%	16%	16%	34%	27%	30%		-12%
Master's degrees	Heads	2 903	2 917	3 006	16	176	17	2 919	3 093	3 023	3%	4%
	Graduates	744	698	740	2	34	2	746	732	742	3%	-1%
	Graduation rate	26%	24%	25%	13%	19%	12%	26%	24%	25%		-4%
Doctoral degrees	Heads	1 301	1 035	1 407	40	130	41	1 341	1 165	1 448	2%	8%
	Graduates	164	136	216	7	22	6	171	158	222	3%	30%
	Graduation rate	13%	13%	15%	18%	17%	15%	13%	14%	15%		20%

Explanation for variances for graduation output and graduation rates actuals versus targets

The variances in the graduation rates per qualification type must be understood as a function of the fluctuations in the actual enrolments per qualification type and mode of study as explained in detail in the comments on headcount enrolments. Thus, as an example: the actual overall graduation rate for three-year professional first B degrees

was 23% compared to the target of 9%. This is because the actual headcount enrolment was 2 518 and not 3 813 as planned. Furthermore, the actual number of graduates was 591 and not the planned 324. In combination this leads to a graduation rate of 23% (591/ 2 518). The same principle applies to all the graduation rates – the actual rates compared to the planned rates will vary according to the actual number of headcount enrolments and the actual number of graduates.



A Topic	B Objective	C Relevant performance indicator	D Relevant target	E Extent of realisation Yes/No/ Partially achieved	F Actuals as submitted by responsible institutional management member	G Variances/Challenges (explanation by responsible owner)
Employability of graduates	Develop and implement an employability strategy to promote the career prospects of NWU graduates, through the articulation between teaching and learning activities and the Career Centre.	Conduct a graduate destination survey to assess trends relating to the employability of recent graduates.	Conduct a graduate destination survey on all campuses during 2015 and present a report to the ICTL meeting of September 2015.	Partially achieved  	The Career Centre conducted the Graduate Destination Survey on all campuses and the final report was submitted to the Teaching Learning Forum in November 2015.	The Career Centre must explore best practices to increase the response rate for the Graduate Destination Survey, which will allow detailed analysis per qualification. We are not yet measuring performance on the achievement of graduate attributes, and further research is needed to determine an acceptable employment rate among graduates within six months of completing their studies.
		Determine a percentage of respondents who do not intend to study further and are employed within the first three months after graduation.	Target: 80% of respondents who do not intend to study further are employed within the first three months after graduation.		2015 actual: 60% of respondents who do not intend to study further were employed within the first three months after graduation in 2015.	

mission element 3

Develop and maintain high-quality, relevant and focused research, aligned with national priorities, supplying innovative solutions to challenges faced by the scholarly community, the country, the continent and the world.

Most reliable performance indicators to realise mission element 3

The following indicators are aimed at ensuring that the NWU continues building high-level research capacity to address the research and knowledge needs of the country by means of ongoing appropriate investment and expansion of research and innovation activities at a high level, and generating a steady third-stream income from commercialisation activities.

A Topic	B Objective	C Relevant performance indicator	D Relevant target	E Extent of realisation Yes/No/ Partially achieved	F Actuals as submitted by responsible institutional management member	G Variances/Challenges (explanation by responsible owner)
Research staff capacity	Develop research staff capacity.	Monitor and report on the research outputs.	See Table D below for targets: <i>Research output in the key categories</i>	Partially achieved	See Table D below for actuals: <i>Research output in the key categories</i>	The variances of the research output actuals versus the targets are explained in Table D.

Table D: Research output in the key categories

RESEARCH OUTPUT	2013 ACTUAL	2014 TARGET	2014 ACTUAL	PROJECTED AVERAGE ANNUAL INCREASE: 2012 - 2019	ACTUAL AVERAGE ANNUAL INCREASE: 2013 -2014
Article equivalents	1 009,68	900,42	980,16	-	-3%
Conference proceedings	119,98	104,70	108,42	-	-10%
Books	39,88	41,88	38,90	-	-2%
Total article equivalents published	1 169,54	1 046,54	1 127,48	11,5%	-4%
Number of NRF-rated researchers	171	-	*182	-	6%
Master's degrees conferred	781	671	746	3.2%	-4%
Research master's	506	403	506	2.1%	0%
Research master's weighted	506	403	506	2.1%	0%
Doctoral degrees conferred	168	150	171	4.3%	2%
Doctoral degrees weighted	504	450	513	-	2%
Total weighted research output	2 179	1 900	2 146	7,9%	-2%
Postdoctoral fellows	140	-	164	-	17%
Publication units per permanent academic staff member	91%	79%	84%	4%	-7%

* Information from NRF as on 5 May 2015

Explanation for variances for research output actuals versus targets

The research output for 2014 has been approved by the DHET and audited. The numbers for the 2015 research output are not reported here because the submission was made to the DHET on 15 May 2016 and may change after that date.

The actual 2014 research output was consistently better than the 2014 targets, which in retrospect were set too low. The lower targets were based on a number of years' high output, given the sometime cyclical effect of PhD and master's degrees output, it was thought that achieving yet another year of growth was not likely to be achieved.



The number of 2013 actual units compared to actual 2014 units shows a very small difference in both books and proceedings, but a marked decrease in journals. This decrease can be explained by the removal of the Mediterranean Journal of Social Sciences (MJSS) from the DHET-approved lists in mid-2014. In 2014, 108,42 units had already appeared in MJSS before it was removed. If the 108,42 units are added to the 980,16 actual units, the total comes to 1 088,58 which would have been an increase on the 1009,68 received in 2013.

The NWU places a high premium on stimulating research activities at all levels. The NWU has continued its trend of increasing the number of postdoctoral fellows, as is indicated in Table D. The management system for postdoctoral fellows was improved to the point where it is now possible to set specific targets for each campus and faculty.



A Topic	B Objective	C Relevant performance indicator	D Relevant target	E Extent of realisation	F Actuals as submitted by responsible institutional management members	G Variances (explanation by responsible owner)
Research funding	Optimise research funding	Monitor grant funds effectively.	Consistent or increased funding from the National Research Fund (NRF).	Partially achieved	See Table E below for results: NRF awards analysis	See the explanation of the variances from 2014 to 2015 for the NRF awards in Table E.

Table E: NRF awards comparative statistics

ITEM	2014	2015	Variance
Freestanding bursaries	R16 384 711.00	R16 309 215.00	New control measures were put in place to ensure that students adhere to bursary conditions throughout the year of funding. This led to some bursaries being cancelled in 2015 because students breached the conditions of their bursaries. This resulted in a decrease in the Freestanding Bursaries amount from 2014 to 2015.
Block grant bursaries	R3 820 000.00	R4 010 000.00	<p>The block grant award letter/s (innovation, scarce-skills, freestanding) are received from the National Research Foundation (NRF) with amounts awarded for each block grant and how many bursaries to allocate. Ms Heide Goedhals creates a call for honours block grant applications which is circulated throughout the institution (via Efundi and research directors). Students apply and their applications are ranked according to their marks (generally a 65% requirement for a block grant).</p> <p>In 2015 Prof Lucas Venter (research director), Ms Buyi Ntaka (research support coordinator of funding) and Ms Heide Goedhals (senior administrative officer) did the block grant bursary allocations according to the eligibility criteria (marks requirement and equity targets) set out by the NRF. Outcomes are communicated to all applicants and Ms Heide Goedhals does the student nominations (students are identified to receive the bursaries based on the eligibility criteria) on the NRF online submission system. The NRF does the approvals/rejections of nominations.</p> <p>For approved nominations, funds will be released to the institution for payment via the Finance Cluster in the Research Support Office. The increase in funding in 2015 from 2014 can be a result of either one of the following:</p> <ul style="list-style-type: none"> The NRF has more funding to allocate block grants, or If the uptake of the 2014 grants was good then the NRF can allocate more funds to an institution.
NRF postdoctoral awards	R3 845 107.00	R3 432 950.85	The NWU aims to have more NRF postdoctoral awards, however the NWU can only nominate once the NRF has called for postdoctoral awards. The NRF makes awards according to the availability of funds, meaning that the NWU has no control over how many awards the NRF will grant. Fewer awards were received during 2015.
Chairs	R9 770 515.07	R10 868 053.14	The funding increase that chairs receive from the NRF is dependent on inflation as well as on availability of NRF funds. The NRF administers this process and the NWU has no control over the amount received.
Research grants	R27 725 937.75	R26 623 948.98	<p>Researchers (emerging and established) respond to calls that the NRF makes on a yearly basis. Calls are distributed throughout the institution by Ms Buyi Ntaka via the research directors and deans and placed on the Research Support Office website (Ms Christelle De Beer). Applications submitted on the NRF online submission system are reviewed by the institution (Funding Agencies Cluster in the Research Support Office) and approved applications are submitted to the NRF for further review.</p> <p>The NRF awards grants to researchers and sends award letters and grant conditions which the researchers and institution must sign. Signed grant conditions are sent back to the NRF and funds are released to the institution for payment via the Finance Cluster in the Research Support Office. Rated researchers increased from 2014. According to the annual research report for 2014 there were 190 NWU rated scientists and at the end of 2015 there were 205 (NRF list of rated researchers). Obviously, if our success rates of submitted applications increases, then this could result in the institution's research funding increasing as well.</p>
SUB TOTAL	R61 546 270.82	R64 244 167.97	
THRIP	R39 100 321.51	R39 711 056.92	The increase in the amount from 2014 to 2015 is due to an increase in the number of grants allocated from 66 to 69.
NRF grant Total	R100 646 592.33	R103 955 224.89	

mission element 4

Implement our expertise in teaching-learning and research, both commercially and community-directed, for the benefit of the province, the country, the Southern African region, the continent and ultimately the world.

Most reliable performance indicators to realise mission element 4

The following indicators are considered reliable with regard to measuring the NWU's ongoing commitment to make a significant impact through its community engagement activities, as well as to measure the impact of the initiatives and processes launched in 2015. These initiatives and processes are the vehicle for applying the expertise of the university in areas of teaching-learning and research relevant to the communities within its community engagement footprint.

A Topic	B Objective	C Relevant performance indicator	D Relevant target	E Extent of realisation Yes/No/ Partially achieved	F Actuals as submitted by responsible institutional management member	G Variances/Challenges (explanation by responsible owner)
Community engagement	Expand community engagement at the NWU so as to share the NWU's passion and know-how with communities to generate wider benefits for society, and build robust social capital.	Grow the ratio of external funds to own funds in the NWU Community Development Trust (CDT) fund by at least 10% and grow the NWU SDT fund by at least 10% over and above annual inflation.	Pursue new CSI partnerships and relevant governmental MOUs and/or MOAs to facilitate this process and report to the institutional management by October.	Partially achieved	See below.	See below.

In preparation for a more external focus from 2016 onwards, we took the first steps towards encouraging greater private-sector participation in the NWU Community Development Trust. The trustees met once during the year, in October 2015.

The community engagement office also started exploring new corporate social investment (CSI) partnerships in the private sector and with government.

Social entrepreneurship is an important area of our community engagement strategy, as it harnesses the business acumen of entrepreneurs in addressing social challenges, from health to education and housing. In November 2015, we identified two new social entrepreneurs, Mr Matlapeng Pogiso Michael and Mr Jacob Makgale. They meet monthly with the community engagement directorate.

We did not achieve the goal of increasing external funding for the NWU CDT by at least 10%. The reasons were that the research projects identified as possible sources of additional income were delayed due to capacity constraints and the long ethics clearance process. There were two such projects, one for Impala and the other for the Tlokwe-Potchefstroom

business chamber. Had these projects gone ahead, they would have contributed an estimated R500 000, excluding future income from publications.


The Impala project could not be completed in 2015 because Dr Hendri Coetzee was seconded to assist the Potchefstroom Campus from June 2015, in effect replacing Prof M Lowes who was acting as director of community engagement.


The business chamber project was also influenced by the secondment. Furthermore, the chairperson of the chamber changed in 2015, contributing to delays in finalising the project. This study, which is linked to an impact study approved by the scientific and ethics committees at the NWU, will only commence in 2016.


Given difficult economic conditions, there is a definite trend among many industries and companies to cut back on their CSI spending or do their projects in-house.


Nevertheless, the NWU Community Engagement Office continued building relationships with business and industry, and attended a number of CSI events, including the Secolo CSI forum, Beyond Painting Classrooms breakfast, National Builder breakfast and the Volkswagen CSI event.

A Topic	B Objective	C Relevant performance indicator	D Relevant target	E Extent of realisation Yes/No/ Partially achieved	F Actuals as submitted by responsible institutional management member	G Variances/Challenges (explanation by responsible owner)
Align commercialisation and community engagement with core activities	In a holistic manner, align commercialisation and social engagement activities with core activities.	By February 2015 conceptualise, plan and implement a focused intervention on environmental issues. Ensure alignment of this initiative with implementation of expertise in order to include the so-called triple-bottom line in all activities.	Collaborate with the deputy vice-chancellor for teaching-learning and institutional structures to ensure implementation and alignment with campus community engagement plans.	Partially achieved	See below.	See below.

The NWU's commercialisation strategies continue to support and be in alignment with its social engagement activities; and also contribute strongly to the university's core activities. The principle of integrating community engagement into the core business was extensively discussed and accepted at a community engagement indaba on 13 April 2015. Three structures for community engagement were formed at the Potchefstroom Campus, where the community engagement team meets regularly with the rector and vice-rectors. 

For benchmarking purposes, the Community Engagement Office sent a representative to attend a service learning conference in Indianapolis in the United States in May 2015. Next, in July 2015, a strategy workshop was held for all divisions within the research and innovation portfolio. 

Collaboration with the innovation office took place through joint monthly meetings with all directors of research, innovation, community engagement and information technology. Examples of collaboration included the involvement of Mosaic, a not-for-profit organisation affiliated to the NWU, in the Innovation Highway project and the involvement of Ms Santa Scheepers in the electric vehicle project with engineering. 

We are also broadening our perspective by setting our sights on regional development as opposed to institutional development only. With this in mind, we are seeking external funding for use beyond institutional research and commercialisation (such as obtaining funds to support a regional innovation office). 

The development of our database and the collection of project data was another priority of 2015.






mission element 5


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

Most reliable performance indicators to realise mission element 5

The following indicators intend to provide a snapshot of the effectiveness of the policies, systems and processes in supporting the core business in the year under review.


A Topic	B Objective	C Relevant performance indicator	D Relevant target	E Extent of realisation Yes/No/ Partially achieved	F Actuals as submitted by responsible institutional management member	G Variances/Challenges (explanation by responsible owner)
Financial viability and sustainability	Maintain the financial ratios as approved during the 2015 budget process	As the budget is shaped by the realistic projection of income, translating to expenses that can be "afforded", the key sources of revenue and main expense categories are focus points during the budget process and will be the indicators that reflected the viability and sustainability of the institution.	Income ratios (cash flow basis) Subsidy as % of total income NWU target = 40,0% Budget 2015 = 39,2% Tuition as % of total income NWU target = 30,0% Budget 2015 = 34,9% Other as % of total income NWU target = 30,0% Budget 2015 = 25,9% Expense ratios (cash flow basis) Personnel cost as % of total income NWU target = 50% - 52% Budget 2015 = 52,3% Operating cost as % of total income NWU target = 43% - 45% Budget 2015 = 40,9% Capital cost as % of total income NWU target = 4% - 5% Budget 2015 = 6,8%	Partially achieved	Income ratios (cash flow basis) Subsidy as % of total income Actual 2015 = 38,5% Tuition as % of total income Actual 2015 = 33,0%  Other as % of total income Actual 2015 = 28,5% Expense ratios (cash flow basis) Personnel cost as % of total income Actual 2015 = 48,9% Operating cost as % of total income Actual 2015 = 41,1%  Capital cost as % of total income Actual 2015 = 4,1% 	Please see the explanation for variances of financial actuals versus targets below.


Explanation for variances for finances (income and expenses) actuals versus targets

The fact that the overall actual income was more than the budgeted income has an influence on the turnover mix. Although the actual subsidy received was greater than the budgeted subsidy, the subsidy as a % of total income ratio was lower than budgeted as a result of the higher total actual income. As a % of total income ratio, the actual tuition income was lower than the budgeted ratio as a result of the less-than-budgeted actual tuition fee income. The actual other income as a % of total income ratio is higher than the budgeted ratio because of the higher actual other income. 

The actual personnel cost as a % of total income ratio is lower than the budgeted ratio. This is the result of the lower

actual personnel cost mostly because of savings on vacant positions, as well as the higher actual total income.

The actual operating cost as a % of the total income ratio is higher than the budgeted ratio. This is as a result of expenses incurred that are directly related to the additional other income generated. As the operating budget that is not spent in a specific year is carried over to the next year, some of the actual operating cost spending could also be spending against reserves and not spending against budget. This could also have an influence on the actual operating cost ratio. 



The actual capital expense is lower than the budgeted expense, mostly because of under-spending on building expenses and specialised equipment. The higher actual income also has an influence on the actual capital cost ratio. 





EXAM TIMETABLES

QUICKLINKS



A Topic	B Objective	C Relevant performance indicator	D Relevant target	E Extent of realisation Yes/No/ Partially achieved	F Actuals as submitted by responsible institutional management member	G Variances/Challenges (explanation by responsible owner)
Stakeholder engagement (web based)	Develop an integrated online stakeholder engagement framework that is aligned with the NWU brand strategy, communication plans, campus operational plans and departmental plans, incorporating appropriate platforms such as the NWU website, mobile applications, social media and other online user technologies used in online communication and marketing.	Enhance the NWU's multi-website, addressing relevant internal and external stakeholders and focusing on NWU core business.	Start the process to revise the website and get approval from the Branding Marketing and Communication Committee.	Yes	The new look was formally approved at a meeting of the Branding, Marketing and Communication Committee (BMC) on 11 September 2015. 	
		Initiate a project to revise the website theme and corporate home page and to improve look and feel (to be more on par with global trends) and to improve user experience (more visual, easier navigation).	To improve the Webometrics result and to improve on the growth rate on views of the website according to Google Analytics.		Webometrics results (ranking web of universities - http://www.webometrics.info/en): <ul style="list-style-type: none">January 2015: World rank 1 474, Africa Rank 18, SA rank 10January 2016: World rank 1 332 (improved by 142 places), Africa rank 12 (improved by 6 places), SA rank 9 (improved by one place, highest rank ever)Applications page had 24 451 views in January 2015, and 89 618 views in January 2016, most likely due to more prominent placement of the link on the new homepage. That is a total page view growth rate was 143,05%.The Afrikaans version of the page, "Aansoeke", went from 7 744 page views in January 2015 to 23 730 in January 2016 (growth rate of 206, 43%).	
		Develop and formulate an online social media strategy as this is a crucial marketing and communication platform.	Draft and develop a Social Media Policy and best practice document to be approved by the Council.	Partially achieved	The first draft of the Social Media Policy and best practices document was written during 2015 and submitted at the Branding, Marketing and Communication Committee (BMC) meeting of 22 April 2016 for input.  Once approved it will be tabled at the institutional management and at the Council meeting in September 2016.	

A Topic	B Objective	C Relevant performance indicator	D Relevant target	E Extent of realisation Yes/No/ Partially achieved	F Actuals as submitted by responsible institutional management member	G Variances/Challenges (explanation by responsible owner)
Infrastructure/ Facilities	Develop and implement a Strategic Infrastructure Plan (SIP) that is informed by the enrolment plan, research plan, support function plans and the various audits (maintenance audit, disability audit, OHS and risk audits) and standards (environmental, sustainability and internal technical standards).	Draft and submit an SIP plan to the DHET early in 2015 as required. Develop and coordinate annual infrastructure macro maintenance plans and new capital projects plans according to the budget.	Draft and submit the SIP to the DHET in August 2014.	Yes	The plan was submitted in August 2014.	
		Execute annual infrastructure plan as approved by Council through monitoring actual results against the budget. Monitor and report through operational tracking meetings on the shortfalls, risks and scope changes.	Maintain and monitor a list of approved short-term actual construction projects which include: capital, macro maintenance projects, minor building and infrastructure grant funded projects, indicating against the budget and scheduling. The report is presented as a three-year plan. Budget per category: <ul style="list-style-type: none"> • Capital R43,800m • Macro maintenance R43,203m • Minor building works R3,995m • Infrastructure grant (2012-2015) R242,526m (plus interest earned) 	Partially achieved	Physical infrastructure and planning keeps and updates the capital and macro maintenance projects listing and present it to the Assets Committee of Council twice a year.  Actual expenditure per category: <ul style="list-style-type: none"> • Capital R4,041m  • Macro maintenance R28,137m • Minor building works R1,361m • Infrastructure grant R248,2m Operational project portfolio tracking meetings were held on a two-weekly basis. Monthly progress meetings were held per project.	The budget variance can be elucidated as follows: Not all projects that were approved in 2015 could be completed in 2015 due to scheduling, size of the project, internal resources, etc. Many projects are still in progress. The progress of individual projects is reported to the Assets Committee of Council twice per year.



PROF ND KGWADI
VICE-CHANCELLOR



ADV DR TJ KRUGER, SC
CHAIRPERSON OF COUNCIL

164

postdoctoral
fellows
in 2014

broadening access:

43

extended programmes
offered and

2 958

students in foundation
programmes



13 415

students enrolled
for postgraduate programmes

182

NRF-rated
researchers
in 2014

730

permanent academic staff
members with PhDs



report of the VICE-CHANCELLOR on management and administration

Prof Dan Kgwadi



principal managerial and administrative achievements measured in terms of plans, goals and objectives for 2015

Our Annual Performance Plan is the compass that guided us for the period under review. Throughout this annual report, you will find references to the mission elements and goals set in this plan. Linked to these goals is information on how we have performed against these goals and the challenges, risks, needs of our stakeholders, future outlook and sustainability.

Some of the mission elements tell the story of our core business, while others show how we support these core activities through our managerial and administrative functions. More information about these activities can be found in our performance assessment report and in the section on our capitals.

Performance assessment report		Our performance against our capitals
Access Refer to p72 for information about academic support activities, for instance the development of a draft framework for student access, retention and success, and the compilation of a report on the review of access.		p112, p132, p151
Equity You can read more about our managerial and administrative activities with regard to our equity profile on p74.		p139
Redress On p75 we explain how we addressed imbalances by pursuing best-practice principles for procurement management and broad-based black economic empowerment.		p115, p146, p152
Quality of teaching-learning For information on the finalisation of our strategy for teaching and learning, the roadmap for blended learning and our quality enhancement activities, among others, refer to p76.		p95, p114
Employability of graduates You will find information about the Graduate Destination Survey we conducted on p78.		p101
Improving research staff capacity Turn to p78 to read about the research outputs flowing from our research staff capacity-building activities.		p107
Research funding For information about the research funding that we received from the National Research Foundation, refer to p79.		p109
Community engagement On p80 you will find information about our community engagement activities and the NWU Community Development Trust.		p126
Alignment of commercialisation and community engagement activities with our core business To read about our endeavours to align these activities to our core business activities turn to p81.		p127
Financial viability and sustainability For more information on our income and expense ratios, refer to p82.		p157-163
Stakeholder engagement (web based) On p83 you can read more about the further development of the NWU website in support of our core business.		p122
Infrastructure/facilities For information about the budget for our infrastructure activities, turn to p84.		p147

One of the biggest managerial and administrative achievements of 2015 was the implementation and conclusion of the strategy review process. This included activities such as drafting the new strategy and developing it further through workshops and stakeholder consultation sessions. This huge undertaking culminated in Council approving the new strategy at their meeting on 20 November 2015.



managerial and administrative aspects of the operations of the institution – including new senior appointments

Managerial and administrative aspects

Information on the managerial and administrative aspects of the operations of the NWU can be found in our performance assessment report (p72), and in the section on how we performed against our capitals (p94 - p155).

Senior appointments

While the new NWU strategy and structure was being developed, a moratorium was placed on all senior management appointments. However, a few interim appointments were made after three senior management members resigned to take up other career paths. For more information, refer to p39 in the chairperson of Council's report under the heading Events.



We will fill the vacant positions of the executive directors for people and culture and for institutional advancement in 2016, according to the approved structure.

achievements of the administrative structures and resources assessed in terms of realistic expectations

Information on how we have used our great variety of administrative structures and resources at the NWU to support our core business can be found in the section on how we performed against our capitals (p94 - p155).

adequacy of staffing levels, particularly in the critical areas

Staffing levels were generally adequate; however, challenges were experienced on the Mafikeng Campus due to the difficulties in recruiting staff willing to relocate to Mahikeng, which has a shortage of suitable housing and recreational facilities. The development of a Scarce Skills Policy has started, which, when implemented, should alleviate skills shortages in critical areas. However, the challenge remains to maintain long-term financial viability with regard to staff remuneration.



extent to which equity targets in the workplace have been realised

As the achievement of equity targets was not satisfactory, we have started a project to compile a new employment equity plan. The implementation of the plan, including the Employment Equity Goals Management Policy and associated projects, will start in 2016 and will be effectively managed. For more information about our equity targets, refer to our performance assessment report, p72 and to the section on our human capital, p130.



the quality of information available to management and the administrative process involved

Information management has been identified as an at-risk area on the risk register of the NWU. During 2015, the following mitigating actions and strategies were undertaken:



- Ongoing creation of awareness owing to an apparent lack of data integrity because of the absence of clear business rules receives continuous attention.
- More than 300 quality checks have been performed on the data stored in the Management Information Systems (MIS) Data Warehouse.
- The institutional management decided that all performance data may from now onwards only be supplied by MIS. This will aid our efforts to give users information based on a 'single point of truth'.
- All NWU data is annually audited according to strict audit principles.
- A concerted effort has been made to provide standardised information sets to customers in accordance with their needs.
- Demonstrable progress has been made in standardising processes and support systems related to the Promotion of Access to Information Act (PAIA) and the Protection of Personal Information (POPI) Act.
- The Records Management Policy and File Plan play a major role in the standardisation of records management at the NWU.
- Formal policies, procedures and processes have been updated to facilitate the implementation of the Quali Finance System (KFS). Segregation of duties and approval levels have also been reviewed. KFS has an automated workflow functionality and all documentation is kept electronically.
- A draft Information Governance Framework has been developed and discussed at a meeting of role players. Inputs have been made. A follow-up discussion has been scheduled for June 2016. It is envisaged that the Information Governance Framework will be ready for approval by Council in September 2016.
- The Annual Performance Plan addresses the Information Governance Framework as one of its goals.
- Audits are being conducted on the Records Management SHARE site to ascertain the uptake of records uploaded on to the site. Follow-up audits will be undertaken.



• Reliable corporate records


In 2015, the Records Management department continued to implement a records management programme to enhance the quality, reliability and accuracy of the NWU's corporate records.




Formal records management training and assistance for NWU staff members were provided throughout the year.

Secure physical storage was provided for records by means of an off-site storage facility company.


Accordingly, various departments transferred records to the off-site facility, enabling them to make better use of

their allocated office space and ensuring that the rules for disposal were strictly adhered to. 

The File Plan was reviewed and certain file series were brought up to date to reflect the records produced in business processes.

- Although fair progress had been made with the formulation of an Information Governance Framework, the work has not been concluded and needs focused attention as a matter of urgency.
- Records management responsibilities have been added to the performance agreements of more than 300 administrative staff members. This has improved the efficiency and effectiveness of records management at the NWU. 



• Maintaining archives and museums


The Archives continuously strive to preserve the collective memory of the NWU and its student life. 

• Policy management

A policy development and revision process was put in place to ensure optimal stakeholder input in accordance with a policy revision schedule. The streamlining of the policy development and review process added substantial value in that it ensured the NWU is fully abreast of policy developments.

• Management Information Systems (MIS)


In 2015, the MIS department focused on streamlining the MIS environment. The data warehouse was refined to give even better HEMIS staff information that takes cognisance of staff transfers between organisational units. Additional data integrity and validity tests were added to the data warehouse to ensure trustworthy data.  

The department sought to enhance its relationships with business process owners who need management information. The aim was to raise awareness of MIS matters through regular communication and active consultation. 

student services and extra-curricular activities


The NWU provides an enabling environment where students can take advantage of the many opportunities to develop into well-rounded people who are able to serve their country and its citizens.

Student governance


The Institutional Student Representative Council (ISRC) was dysfunctional for the period 2014/15 due to a dispute over the consensus clause in the ISRC's constitution. National student protests and the Fees Must Fall campaign contributed to severe challenges in student governance during 2015. 

Wellness and counselling

MAFIKENG CAMPUS

Two medical doctors were appointed to improve the services offered at the Health Care Centre and peer counsellors received level one first aid training. The Meal-a-day project reached 110 students. 


The Guidance and Counselling Centre held workshops and outreach programmes on sexual health, drug awareness and the importance of friendship. The centre also presented examination preparation workshops. Students sought

counselling for various personal and academic problems and there was an increase in demand for group trauma debriefing. 


The HIV/Aids unit coordinated the First Things First campaign, in which all three campuses participated. The Deputy Minister of Higher Education, Mduzuzi Manana, launched the campaign in Lichtenburg.

POTCHEFSTROOM CAMPUS



During 2015 Student Counselling and Development (SCD) fulfilled its mandate as a resource creating an environment conducive to optimising the full potential of students. To give effect to this mandate, SCD presented proactive developmental and preventive programmes built around the values of integrity, commitment, accountability, respect and professionalism.


SCD units achieved the following results in 2015: 



- Psychosocial Interventions ("Ingryp") offered training, individual and group counselling, welfare programmes and crisis interventions that reached 1 164 individuals.
- In an independent survey, employers rated the Career Centre's career services second best nationally.
- Approximately 900 individuals were counselled and tested for HIV/Aids.
- The Centre for Students with Disabilities gave practical assistance to 93 students with disabilities.
- Student Counselling assisted 4 752 individuals with career and other counselling and selection procedures.

During 2015, SCD focused on streamlining its processes and strove for diversity, both in its staff complement and its client base. 


VAAL TRIANGLE CAMPUS

The key to a well-rounded academic experience is to develop career and life skills suited to the ever-changing workplace. With this in mind, the campus held career fairs and job skills workshops, and presented a work readiness seminar for final-year students.  

To improve the HIV/Aids awareness and support programme, we appointed an HIV/Aids coordinator, who is also a registered social worker. 



The Meal-a-day project continued, providing one balanced meal each day to students from extremely poor backgrounds. Staff and students contributed by donating non-perishable food and toiletries.  


Two student wellness days were held. NGOs provided health screening services, including dental checks and eye tests.

We continued to offer career guidance and psycho-social counselling to address problems such as adjustment challenges, anxiety, mood difficulties, relationship difficulties and trauma. 

Sport activities and achievements

MAFIKENG CAMPUS

Owing to the Fees Must Fall campaign, the campus was unable to host the 2015 USSA Chess competition in December 2015.  

The women's boxing team won one silver and two bronze medals in the national tournament of the South African National Association of Boxing. Tsholofelo Nkwe, a student on our campus, won the African boxing championships. 

In other excellent performances, a korfbal player took part in the International Korfbal Federation World Championship

2015 in Ghent, Belgium, and two Soccer Institute players were part of the USSA national team that competed in Korea in June 2015.



The Soccer Institute had several other highlights, which included hosting Platinum Stars Football Club and being chosen to represent the NWU at the USSA games in April 2016. Two SAB Motsepe League players were selected for the provincial soccer team.



The provincial MEC for Sport honoured a staff member for his contribution to sport development from 2009 and 2014. This staff member was chosen as a national assistant team manager in korfball for 2015.



POTCHEFSTROOM CAMPUS

NWU-PUK Sport had a successful year in 2015 and our teams performed extremely well at the USSA tournaments.



The top achievers at USSA events were gymnastics (placed first), cycling, athletics and badminton (all in second place), and ladies hockey, netball, golf, rugby sevens and rugby (in third place).



At other competitions NWU-PUK Sport also had an exceptional year. The netball and athletics teams won the Varsity Sports events and the rugby team was the runner-up in the Varsity Cup for 2015.



These results reflect the commitment and support of the campus's staff, coaches and dedicated medical staff, who work together to give students every opportunity to participate to the full in their studies, student life and sport.



Funds allowing, the campus strives to improve the availability and quality of sport facilities and opportunities to take part in sport. This includes focusing on diversity, community engagement and sport development. We design and implement unique programmes and recruiting methods to identify and develop talent and maintain and grow the campus's contribution to sport development. Sporting codes that are already actively busy with community projects are soccer, hockey, netball and rugby.



VAAL TRIANGLE CAMPUS

The sport department identified four strategic sport projects for 2015, namely the Sport Community project, Leadership Through Sport, Sport Academic Excellence programme and the Transformation project.

The Sport Community project gave students and staff the opportunity to contribute to one of three community engagement projects. These were basketball coaching clinics at the Zondela indoor sport centre, basic physical education at the Sebokeng children's home and the collection and distribution of used sport equipment to children's homes and day care centres.



The purpose of the Leadership Through Sport project was to develop leadership skills through a series of workshops with a focus on lessons in sport. Themes were chosen to encourage perseverance and commitment, demonstrate that dedication and hard work pay off, achieve a balance between academic and sport success, and so on.



The Sport Academic Excellence programme was designed to equip sport students to fulfil all academic requirements.

Their academic performance was closely monitored during and at the end of the semester.

The Sport Transformation project requires that a minimum of 20% of all teams and clubs should be represented by the minority demographic group of that particular club or sport code. All teams and clubs should have equal treatment and access to resources, and must at all times communicate in a language that all of the members understand.



Cultural activities and achievements

MAFIKENG CAMPUS

The Mafikeng choir held its community outreach festival in May 2015 and participated in the large section of Old Mutual regional and provincial competitions. The Student Religious Fraternity (SRF) and Cultural Union (CU) held functions in support of Mandela Day, and Human Rights Day.



The dance club students won 24 trophies at the 2015 FEDANSA Achievers and National Championships.



POTCHEFSTROOM CAMPUS

NWU PUK Arts invested in creating a sound and balanced student life, inspiring students, staff and surrounding communities, and building bridges between people.

By participating in the NWU PUK Choir, Thalia, Gospella, Divaco, Serenaders, and the symphony orchestra, students learned the essence of harmony and that problems can have more than one solution. As seen in the NWU Pukki Talent show, Variété and arts societies, NWU PUK Arts cultivated an environment where students feel welcome and diversity is embraced.



Culturally, the campus recorded a number of achievements. The NWU PUK debating team won the ATKV national debating competition against five other universities, and the Boulevard Harmonist won two categories at the international Musica Sacra competition in Slovakia. The Serenaders took second place in the category for best indigenous song at the Old Mutual National Choir Festival in Bloemfontein. The art gallery created platforms for talent and communication by exhibiting the work of a wide variety of artists, including Hasan and Husain Essop.



VAAL TRIANGLE CAMPUS

The campus library held a read-a-thon initiative to reintroduce students in residences to the joys of reading – for relaxation and enjoyment.



Several of the student societies within the Faculty of Humanities organised an academic day on 24 July. The societies involved were the BA Committee, Law Students Council, History Society and the Industrial Psychology Society.



Undergraduate and postgraduate students in Economics entered the 2015 Old Mutual Budget Speech Competition. Three students in the postgraduate category ended among the top 20 and will attend the 2016 Budget Speech as guests of Old Mutual.

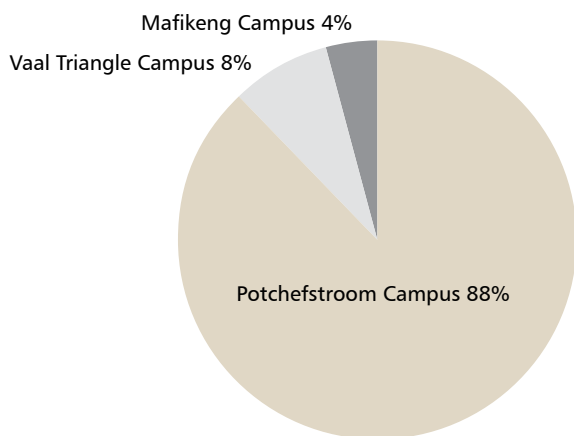


Staff and students celebrated Heritage Month by taking part in the fifth annual Culture Day Festival. The theme was "Our transition to adulthood" and was again an occasion to celebrate the campus's rich cultural diversity.



relationships with the community, both academic and service

Our communities are internal communities such as staff and students, and external communities (“communities of interest” or “communities of practice”) in the public and private sectors, whether locally, nationally or internationally.



Most of the activities of the Community Engagement Office were focused on re-organising internal policies and structures and thinking strategically about community engagement to address pressing issues such as social justice and the impact of community engagement.



An integrated approach with community engagement as part of the NWU’s core business (and not as a third pillar) was adopted at an indaba held on 13 April 2015 and was further supported by the strategy workshop for the research and innovation portfolio.

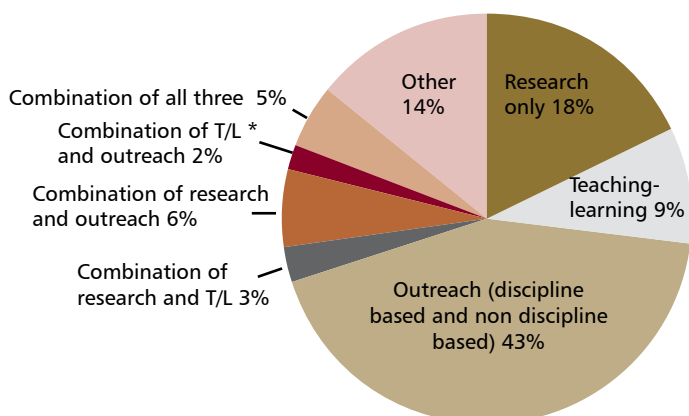


A highlight was the finalisation of data for a newly designed database.

This showed that 88% of our engagement activities were rolled out via our Potchefstroom Campus and were predominantly based on voluntary outreach to vulnerable communities by student organisations, followed by research-supported community engagement.



Most of the service-learning programmes were in the training of professional disciplines and this was identified as an opportunity to improve on, that will be addressed in 2016 in collaboration with the teaching-learning portfolio.



* T/L stands for teaching-learning.

The university has healthy relationships with our communities and meetings were held with the Department of Social Development and local NGOs to facilitate training and funding (none has been secured to date). Other activities included participating in a community engagement conference held at our Vaal Triangle Campus in July and various private sector CSI events. The internal restructuring and refocusing have paved the way for more effective and impactful community engagement interactions in 2016.



changing patterns in the provision of academic courses

There were no significant changes in the provision of academic courses.

The percentage of enrolments in postgraduate degrees rose slightly to 22,7% postgraduate (20,9% in 2014), while enrolments at the master’s and doctoral level made up 11,8% of contact enrolments. This figure is higher than the 10,1% in the approved enrolment plan, and has remained fairly constant since 2012 (11,1% in 2012, 11% in 2013 and 11,3% in 2014).



At doctoral level it is pleasing to note that the actual enrolment of 1 448 headcounts is substantially higher than the target of 1 165 enrolments in the approved enrolment plan.



The percentage of headcount enrolments in contact programmes rose appreciably from 54,4% in 2012 to 62,7% in 2014, while in 2015 this percentage was 59,2%.

The distribution of headcount enrolments over the major fields of study in contact provision remained consistent with the pattern over the previous years, with enrolments in SET at 32,8%, business and management at 28,3%, education at 10,5% and other humanities at 28,4%.



In terms of enrolments at the various campuses, 27% of contact enrolments were at the Mafikeng Campus, 57% at the Potchefstroom Campus, and 17% at the Vaal Triangle Campus – a pattern that has shown only slight fluctuations since 2012.

For distance education, the field of education continues to constitute the majority of enrolments at 75,09%.



For undergraduate qualification types, the ratio of headcount enrolments in general formative bachelor’s degrees compared to professional bachelor’s degrees remains stable, with a slight increase in enrolments in general formative bachelor’s degrees to 55% in 2015 compared to 54% in 2014.



However, the university is diversifying its distance learning provision beyond the fields of education, theology and health sciences.

Programmes such as a Bachelor of Business Administration, a Bachelor of Commerce in Safety Management, a Postgraduate Diploma in Labour Law, a Bachelor of Science in Information Technology and a Postgraduate Diploma in Public Management are all at various stages of approval by the regulatory bodies.



Finally, the Transformation of Teaching and Learning project which commenced in 2015 will lead to the increased use of innovative teaching and learning designs, which may influence the manner in which programmes and courses are offered, for instance through the increased use of online learning and different forms of learning activities in both contact and open distance learning.



statement of self-assessment of the achievements of the vice-chancellor

The extent to which the goals and objectives set in the Annual Performance Plan for 2015 have been met will be apparent from other parts of this report. My singular responsibility for the 2015 academic year was to ensure that a new strategy had been developed for the NWU.

The process began in July 2014 and was completed in November 2015, when Council approved it. Council, when approving the new strategy, also approved in principle a new structure for the NWU. This structure, which will create a much more unitary and integrated university, is designed to enable the rapid implementation of our strategy.

The core business of the university has proceeded to achieve distinction.

Although our total enrolment figure of 64 070 did not meet our 2015 target of 67 435, it was still more than the 2014 enrolment figure of 63 135. However, when looking more closely, our undergraduate enrolment figure exceeded not only the 2014 figures, but also the targets set for 2015. Undergraduate enrolment increased from 49 735 in 2014 to 50 460 in 2015, which was above the 2015 target of 50 162.

We generated significant high-level skills for the country, with 15 597 graduates delivered in 2015, compared to the 15 254 of the previous year.

Our academic staff continue to develop their teaching-learning skills, with 45 lecturers receiving Institutional Teaching Excellence Awards (ITEA) in 2015. A total of 730

NWU permanent academic staff members have doctoral degrees and 13 415 postgraduate students were enrolled in 2015.

On the research front, our total weighted research output of 2 146 for 2014 was lower than 2013's total of 2 179, but was still more than the 1 900 we expected to reach during 2014.

Compared to the 2013 figures, we did very well concerning our postdoctoral fellows, NRF-rated researchers and doctoral degrees conferred in 2014. (The number of postdoctoral fellows rose from 140 to 164, the NRF-rated researchers from 171 to 182, and the doctoral degrees from 168 to 171.)

Our finances faced considerable challenges. These include our subsidy income declining in real terms (one contributing factor is that the DHET is phasing out the multi-campus subsidy), the volatility of the South African economy and a decline in third-stream income. The Fees Must Fall campaign also put considerable strain on the university's finances.

Despite these challenges, the NWU was still able to produce a modest surplus, use our own resources to contribute R186 152 908 or 27% of the NSFAS funding the NWU administered, and invest a total of R156,6 million in infrastructure and facilities.

With a total work force of 7 833 permanent staff members, the NWU had the skills to overcome these challenges in 2015, and will face future challenges with the same courage and determination.

In essence, in spite of severe financial constraints, the NWU has met the ever-increasing demands for resources by maintaining financial discipline while supporting the growing organisation within its capacity.



PROF ND KGWADI
VICE-CHANCELLOR



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This part of the annual report is about the value creation processes at the NWU.

Here, we would like to show you how we respond to our stakeholders' needs through our business activities, and how these activities lead to outputs and outcomes, thereby transforming the value of our six capitals.

In other words, this is about our performance against our capitals – how we fare in achieving our strategic goals and how our performance impacts our capitals.

Our performance against some of the Annual Performance Plan goals in this section has already been mentioned in the section on our performance assessment report. We do not want to duplicate these points here and therefore we only note where you can find them in our performance report.

However, in this section you can still read about the associated challenges, risks, stakeholder needs, future plans and issues influencing our sustainability.

how we
performed
against our
capitals

our intellectual capital

The NWU's intellectual capital comprises knowledge-based intangibles and together with human capital, intellectual capital is the lifeblood of knowledge-based, service-oriented institutions such as the NWU. This section is about how we manage our knowledge resources to create more knowledge and in this way, add value for ourselves and our stakeholders. It is also about the activities, policies, strategies and procedures that support these business activities.

The following will be discussed in this section:

- our teaching-learning
- our research
- supporting our core business activities

our teaching-learning

This section demonstrates how we achieved the relevant mission elements of the NWU's strategic document, the Annual Performance Plan and how our intellectual capital is transformed through our teaching-learning activities.

mission element 1

Drive transformation as an integrated, urgent, fair and well-managed process of fundamental and sustainable change to address institutional inequalities while accounting for the needs of the country and all its people. The NWU does this by empowering people through quality education, world-class research and the meaningful implementation of its expertise.

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

1.2 Access: Ensure at all campuses that policies, processes and practices are directed towards ensuring increased and broadened participation in line with enrolment targets.

our performance against our target

Supplemental Instruction was provided in 37%, 42% and 57% of the at-risk modules on the Mafikeng, Potchefstroom and Vaal Triangle campuses respectively. A comprehensive report on the impact of Supplemental Instruction, including possible risks and recommendations for improvement, was submitted to the Institutional Committee for Teaching-Learning (ICTL) in September 2015.

Promoting access among school learners

Ikateleng and the SETH Academy projects assisted secondary school learners to prepare for first-year university studies. In the case of Ikateleng, 300 learners started on the Potchefstroom Campus and 280 on the Vaal Triangle Campus. Introductory presentations were made on various topics including life skills, career guidance and 'successful living'.

The SETH Academy, which the Faculty of Engineering on the Potchefstroom Campus manages, completed its third year of operation. To be accepted, learners must have an 80% average, score at least 80% for mathematics and successfully complete a reading and mathematics evaluation. At the beginning of 2015, the academy had 39 learners in Grade 8, 10 learners in Grade 9 and 11 learners in Grade 10. On average, its learners performed 13%, 11% and 14% better than other Grade 8, 9 and 10 learners.

To see how we have performed against this target, refer to our performance assessment report, p74.

comments/challenges/disappointments

Although the foundation/extended programmes on the Vaal Triangle and Mafikeng campuses have good track records, it is disappointing that the dropout rates (between 15% and 20%) are so high. By contrast, the overall dropout rate in the first year of undergraduate studies is 13%.

We need to strengthen the support provided to students in foundation/extended programmes. In 2016, Senate is expected to take a decision on the continuation, mode of delivery and academic design of the UnivPrep programme, which has been in a pilot phase for the past four years.

risks involved

Key risks

- Students are not adequately prepared for tertiary studies and lecturers spend inordinate amounts of time and effort to achieve success.
- Strategies to improve access may not be effective.

Strategies to manage these risks

- The Transformation of Teaching and Learning project maps the student lifecycle, indicating what affects student access and success.
- The Forum for Access and Success was established so that relevant stakeholders can discuss strategies on access, retention and success.
- We revised the student Registration and Orientation programme to have a stronger focus on academic orientation.
- Life skills training and empowerment through peer mentoring are being added to student support programmes.
- Reading and writing laboratories help students improve their comprehension skills and language proficiency, and the writing laboratory services are being extended to postgraduate and open distance learning students.
- Academic literacy modules (AGLA/AGLE) are being redesigned over a four-year period.
- Extended programme provision was reviewed.

A favourable outcome of the Forum for Access and Success was the Student Access, Retention and Success (STARS) project. In collaboration with the University of Pretoria, it will track first-year students' performance and timeously identify students in need of academic or social assistance.

stakeholder needs



In terms of access and success, our main stakeholders are:

- Prospective students wishing to join an extended programme or UnivPrep.
- Secondary school learners striving to improve their competence and skills in subjects allowing access into economics, sciences and health programmes.

- Enrolled students needing academic support in one form or another.
- Academic staff seeking a formalised process to review academic literacy or support programmes.
- Academic support staff requiring formalised processes and research to inform design and delivery of support to staff and students.
- Other universities as partners in a collaborative effort to pool information and knowledge on teaching-learning.

mission element 2

Develop, educate and empower through innovative and high-quality teaching-learning, well-rounded graduates who are able to think laterally and critically in their service to the country and its people, the continent and the world.

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

2.1 Continue to improve the quality of teaching-learning through the Teaching-Learning and other relevant institutional strategies and regulatory compliance within the higher education sector.

our performance against our target

We carried out the following activities related to blended learning:

- The further development of the blended learning roadmap
- The completion of the pilot project for a blended learning design in the BEd Foundation Phase
- The planning and implementation of capacity development activities such as additional eFundi capabilities, a new Study Material Production System, and the development of e-guides.



For more information on our performance against this target, refer to our performance assessment report, p76.

comments/challenges/disappointments

A systematic framework for planning, implementing and reviewing teaching and learning activities is being developed.

The Quality Enhancement Project (QEP) Institutional Report is assisting us to assess the four focus areas of QEP Phase 1, which are:

- Enhancing academics as teachers
- Enhancing student support and development
- Enhancing the learning environment
- Enhancing course and programme enrolment and management.



Similarly, the Teaching Development Grant activities allow us to assess strategies for the capacity development of academic staff, student academic support, the systems that recognise excellence in teaching and learning, and the promotion of a scholarly approach towards teaching and learning.

Key challenge: ensuring internal stakeholders participate and take ownership of our strategies.



risks involved

Key risks

- Strategies to promote the use of technology may be fragmented across campuses.
- Students' learning experience may differ across campuses.
- Some academic development and support units lack capacity to implement effective strategies.
- The results of programme reviews are not adequately incorporated into improvement strategies.



Our various projects address these risks by creating an integrated planning framework, assessing the state of core teaching and learning and noting variances, and promoting staff collaboration.

stakeholder needs

External stakeholders: Using our reports, the DHET (for the Teaching Development Grant) and the CHE (for the Quality Enhancement Project) can monitor our progress, and in the case of the Teaching Development Grant, ensure that allocated funding is spent appropriately.



Internal stakeholders: All NWU academic structures, academic development and support structures and other support structures. Their interest in teaching and learning projects is multifaceted:



- The progress of projects helps them gain a coherent understanding of the core teaching and learning processes and strategies.
- Academic managers and academics gain a detailed understanding of the quality of their programmes.
- The design and implementation of teaching and learning technology tools support core teaching and learning.

plans and targets/outlook for 2016

During 2016 the Transformation of Teaching and Learning project will result in a teaching and learning framework that will pave the way for a teaching and learning plan to transform teaching and learning.

The framework will also set the scene for further work on teaching and learning technology and for developing future teaching development plans funded through the Teaching Development Grant.

material issues impacting our sustainability

The transformation of the NWU requires an integrated institutional culture in which staff members cooperate to promote a high-quality student experience and ensure consistency of standards.

The various projects are the mechanism for ensuring consistency and good practice across the NWU as they require cross-functional collaboration, monitoring and assessment.

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)


2.2 Use the enrolment plan developed in 2013 as steering mechanism to address academic planning in a balanced way across campuses in accordance with the targets.

our performance against our target

An **Enrolment Monitoring Report** was submitted to Senate. This report covers final NWU enrolments and success rates for 2014 and compares these against the approved enrolment plan for 2014 to 2019.

Pending the approval of the new strategic plan and given the Transformation of Teaching and Learning project, **academic planning** continued to receive the necessary attention. The plan for implementing the HEQSF-aligned programmes will inform the development of the principles and criteria for academic planning. Proposals on the **size and shape** of the NWU were incorporated into the Market Direction and Success Model that Council approved in November 2015 and will be submitted to the DHET by March 2016.

The original plan to develop an integrated framework for **open and distance learning** (ODL) did not materialise due to the time spent on developing the revised NWU strategy and the decision to incorporate ODL planning into the Transformation of Teaching and Learning project.

An international panel conducted an external review of the Unit for ODL, and the final report is available. The self-evaluation report preceding the review contained the results of student feedback. 

comments/challenges/disappointments

While we continue do to the standard monitoring and reporting that the DHET and Senate/the Executive require, only some of the information needed for future planning is available. This is because we do not have a systematic management framework in which enrolment planning and monitoring can be integrated, and do not have a dedicated institutional research and academic planning unit. While processes are under way to diversify the range of ODL programmes, the university's ODL provision is largely dependent on only three programmes in continuing teacher education, two of which will be phased out from 2019. An institutional academic plan, as opposed to different campus-specific plans, must be developed urgently to identify the range of ODL programmes that the NWU will present.

risks involved

Risks associated with academic planning


- A lack of academic planning capacity and dedicated academic planning staff and systems places undue strain on the Management Information Systems.
- Academic planning capacity will have to be developed to provide the NWU with real-time information for strategic and operational decision-making.
- The lack of an adequate range of accredited ODL programmes could lead to a significant decline in ODL enrolments from 2019 onwards.
- Existing partnership agreements in some areas of ODL provision do not adhere to the CHE requirements for quality assurance.

To mitigate these risks, the new NWU structure provides for a dedicated Unit for Institutional Research. Partnership agreements for ODL provision are being revised to adhere to all CHE requirements. Applications to introduce various distance learning programmes in business and management, public governance, information technology and law have been submitted to the external regulatory bodies.


stakeholder needs

The main external stakeholder for enrolment and academic planning is the DHET. The university has to manage its enrolments according to the targets approved by the DHET in the NWU's enrolment plan for 2014 to 2019. All academic qualifications and programmes have to be approved by the DHET as part of the university's Programme and Qualification Mix (according to which the DHET funds the university).

As academic planning has a three-year horizon, it will be necessary to engage with the DHET as the NWU's strategic plan might bring about a change in the focus of academic planning, which could mean amending the enrolment plan agreed upon by the DHET – for instance growth in SET enrolments.

With regard to the Unit for ODL (UODL), students have flagged a need for more detailed feedback on their assignments. The UODL and academic units need to revisit agreements with external partners, in line with communication received from the CHE in December 2015 about public-private partnership agreements. 

plans and targets/outlook for 2016


The platform has been established for better use of qualification and programme information. The key elements are the HEQSF alignment project and subsequent updating of the NWU Programme and Qualification Mix, coupled with the implementation of the electronic programme approval system. 

Further refinement of the data carried by the systems will be a focus for 2016, as will the UODL's interaction with external providers to address the CHE's requirements for quality assurance.

material issues impacting on sustainability

The implications of the impact that the NWU's new management model may have on teaching and learning should be clarified as soon as possible.

The sustainability of academic planning is under strain as the NWU does not have adequate academic planning capacity.

Finalising partnership agreements in a manner acceptable to the DHET and CHE is of the utmost importance as some delivery can simply not be done without entering into partnership agreements. 

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

2.3 Engage in a process of curriculum transformation, building on the HEQSF alignment project.

our performance against our target

The document that we developed to guide the implementation of the required **Higher Education Qualification Sub-Framework** (HEQSF) alignment of qualifications and programmes partially addresses the principles and guidelines for curriculum design and our HEQSF alignment implementation project plan informs decisions on the curriculum going forward.

The final phase of the HEQSF alignment project will also serve to refine the principles, criteria and guidelines for micro-level maintenance and further improvement of curriculum design.

The **Understanding the World modules** are an important mechanism for developing the NWU graduate attributes, helping students to think about the world as a whole consisting of related systems, and introducing them to different contemporary social problems.

In 2015 the Senate Committee for Philosophical Grounding monitored the implementation of these modules and reported that they were relevant to the achievement of the graduate attributes.

During 2015, the university used its participation in the HEAIDS-funded project for the curricular integration of HIV and Aids as a key mechanism to review some of the Understanding the World modules.

The project team aims to determine the extent to which the compulsory undergraduate Understanding the World modules improve students' understanding of HIV and Aids and, more generally, of diversity. The project is progressing well, and regular reports were submitted to HEAIDS.

The Institutional Committee for Teaching and Learning (ICTL) approved the integrated policy for work-integrated learning (WIL) and service learning, which will be submitted to Senate in March 2016.

comments/challenges/disappointments

Positive aspect: The HEQSF alignment process made it necessary to scrutinise all NWU qualification standards and programmes and necessitated a closer look at the design of curricula at different exit levels.

Challenges/disappointments

- As the NWU's new management model, and its implementation, was still under construction when this report was compiled, policy initiatives could not be finalised.
- The project for the curricular integration of HIV and Aids faces the challenge of limited staff capacity to engage with the project, as well as a limited understanding of how the realities of HIV and Aids cut across a wide range of disciplines.
- Campus data was not submitted in time and therefore a joint report on student involvement in service learning and work-integrated learning could not be submitted to Senate in October 2015. The issue will be addressed in 2016.

risks involved

Risks with regard to the **HEQSF alignment** project:

- Further delays in HEQSF alignment due to slow responses from external stakeholders.
- Lack of a suitable information management system to handle the large amount of associated information.

In managing these risks, an interim system has been designed and specifications clarified, and development commences shortly.

Risks with regard to **curriculum transformation**:

- That the Understanding the World modules are seen as a sufficient response to the challenge of curriculum transformation. They can only present part of a more comprehensive strategy for the development of curriculum frameworks or models that guide the design and delivery of qualifications and programmes.
- Resistance to the integration of perspectives from the HIV and Aids project into the curriculum.

To partly address this, there is regular reporting to institutional committees on the HIV and Aids project, as well as consultative workshops in which project findings are shared.

stakeholder needs

Key external stakeholders: the DHET and CHE, with whom regular interaction on the alignment of NWU qualifications with the requirements of the HEQSF occurs via the office of the institutional registrar.

Key internal stakeholders: academic management and staff, and academics concerned in curriculum design and development.

plans and targets/outlook for 2016

- Implementation of the interim system for supporting the HEQSF alignment.
- Further discussions on the implications of the curricular integration of HIV and Aids for the Understanding the World modules.
- Using Phase 2 of the CHE's Quality Enhancement Project to implement an institutional curriculum transformation project that builds on the results of the HEQSF alignment project.

material issues impacting our sustainability

It is essential that NWU develops a framework for curriculum transformation that presents an adequate response to the economic, social, cultural and technological challenges facing the country in an interconnected world.

This framework must promote an understanding of different knowledge traditions and worldviews, and help staff and students to develop an authentic identity as professionals and engaged citizens.

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

2.4 Ensure an effective academic programme development, management and review process that results in a dynamic, integrated, responsive and relevant PQM.

our performance against our target

The initial HEQSF alignment process at the NWU was completed in two separate phases to accommodate alignment of first the Category A and then the Category B qualifications. Following CHE accreditation and DHET approval of the Category A qualifications, an updated PQM reflecting the Category A decisions was submitted to the DHET in July 2015.

By the end of December 2015, the NWU had not yet received all the SAQA IDs (the identification code provided for each registered qualification on the SAQA National Learner Records Database) of the Category A qualifications, nor the final DHET approval or SAQA IDs for most of the Category B qualifications. After the NWU had received notice of eight category B deferrals, our feedback on these was accepted and the CHE accredited the qualifications concerned. Ultimately, on completion of the HEQSF alignment project, only three of the 376 NWU Category A and B qualification submissions were re-categorised by the CHE as Category C.

The NWU submitted 207 Category C qualifications to be phased out. The date of final student intake on these qualifications would hinge on our receiving SAQA IDs for all Category A and B qualifications that must replace Category C qualifications.

The procedures for programme development, management and review were designed and approved by Senate, and were incorporated into the specifications of the ICAS system. A total of 75 module and 33 subsequent programme amendments were approved through the electronic ICAS system that was completed in January 2015. The system was further upgraded and streamlined from October to December 2015.

The final phase of the HEQSF alignment process, namely the internal module and programme curriculum mapping process, will also promote and maintain alignment within programmes and modules offered across campuses.

comments/challenges/disappointments

Positive aspects

- The HEQSF alignment process assisted in the review of the qualification and programme offering of the NWU.
- The ICAS electronic system offers a comprehensive programme management instrument that feeds into the NWU student registration system.
- Both the HEQSF alignment process and the ICAS system promote the alignment of cross-campus module and programme offerings.

Challenges/disappointments

- Slower-than-expected feedback and approval from external bodies affected the planned timelines for internal curriculum mapping of modules and programmes for approved and accredited NWU qualification standards.
- As with the implementation of any new electronic system, the ICAS system testing presented challenges that necessitated system amendments.

risks involved

Risk: The CHE deadline for phasing out non-HEQSF-aligned qualifications is the end of 2017, yet the slow external approval processes of the Category A and B qualifications make this implementation date almost impossible. There will not be enough time for the internal alignment activities, including preparing marketing material and recruiting and enrolling students.

Managing this risk, the NWU has flagged its concerns about the propose deadline in our response to the CHE communiqué.

Risk: The extensive scope and nature of the required alignment on each of the three NWU campuses, and also across campuses. There is a lack of clarity about the roles and responsibilities of academic and support structures, potentially leading to breakdowns in cross-campus cooperation. Managing this risk, we have established a project team to plan and coordinate the alignment activities on and across campuses. The project team made a proposal on the alignment process to the ICTL in September 2015, and in October 2015 it presented a modified plan to Senate. The project plan was further revised during November 2015 to take account of Senate input and changing external dates.

Risk: Insufficient capacity to provide ICAS system support to all end-users. Managing this risk, we refined the user interface of the ICAS system to require less training and support in the actual accessing of the system.

Risk: That the approval and implementation of the new NWU management model might necessitate a delay in finalising certain outdated NWU policies such as the Policy for Programme Development, Management and Review.

To manage this risk, we designed and implemented the system for academic programme development, management and review. However, the policy will only be finally amended when the new management model has been finalised and implemented, as the new deans will have to approve it based on their changed needs.

stakeholder needs

All NWU academic and support structures were involved. External stakeholders were the DHET, CHE Accreditation Committee and SAQA.

plans and targets/outlook for 2016

The work on both the HEQSF alignment project and the system for programme development, management and review has laid the foundation for the upcoming curriculum mapping process as the penultimate phase of the alignment project. From February to September 2016, all programmes linked to Category A qualifications will be mapped against the approved qualification standards. A similar process will be followed from January to September 2017 for the Category B qualifications. In the interim, the NWU will construct the new version of the consolidated PQM to reflect the results of the complete HEQSF alignment process. The HEQSF-aligned PQM must be submitted to the DHET by the end of February 2016.

material issues impacting our sustainability


A dynamic, integrated, responsive and relevant PQM is crucial for the NWU's success in producing well-rounded graduates and thus also for the university's sustainability within the higher education environment. Accreditation of qualifications and academic programmes by the various accreditation bodies, (including duly mandated professional bodies) is essential for sustainable delivery of teaching and learning. Much of the work done to effect alignment with the HEQSF, as well as cross-campus alignment, seeks to strengthen the NWU's sustainability. However, the HEQSF alignment project is labour intensive and, if not executed correctly, may result in the loss of academic programmes and the income that goes with them.




KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)


2.5 Utilise diverse strategies to promote a culture of excellence in teaching and learning.


our performance against our target

The Higher Education Learning and Teaching Association of South Africa (HELTASA) conference was hosted in November 2015 to promote good practice in teaching and learning. In addition, three staff members are participating in the HELTASA Teaching Advancement at Universities programme, which will run from 2015 to 2016. 


For information on the NWU's participation in the annual HELTASA excellence in teaching and learning awards and our internal Institutional Teaching Excellence Awards (ITEA) please refer to the subheading Awards and achievements on p59.

The university-wide implementation of Scholarship of Teaching and Learning (SoTL) continued and 14 projects were funded. Communities of practice were established to focus on enhancing the student learning experience and various staff development sessions were organised. 

The Institutional Course for New Lecturers (ICNL), the Teaching Development Grant, the Quality Enhancement Project and the Transformation of Teaching and Learning project were also important initiatives for **academic staff development**. A further review of the academic promotions policy was initiated to **ensure adequate recognition** of performance in teaching and learning. 

As part of the development of the Quality Enhancement Project report, ITEA participants were invited to comment on the system. While their feedback was generally positive, they called for greater clarity on the criteria and moderation process for the Distinguished Teaching Excellence Award and more support in the development of their teaching portfolios. 

comments/challenges/disappointments


The steady number of participants in the ITEA, ICNL and SoTL projects confirms the value these add to academic staff, as does the feedback received. Only a limited number of staff can be accommodated on the three annual offerings of the ICNL programme, and demand outstrips the capacity to offer the course. Even so, there is room for improvement in the number of academic staff members who participate in initiatives to encourage teaching excellence. A review of the promotions policy should address ways to recognise participation in ITEA and other projects to enhance teaching for career advancement and promotion. 

risks involved


Key risks

- The outcomes of SoTL research projects may not always be implemented and may thus not have any noticeable impact on the student experience or lecturer conduct.
- Although the NWU has adopted a multi-modal approach to the delivery of teaching and learning, adequate resources may not be available to promote innovative teaching and learning.

stakeholder needs

Our stakeholders in academic development are: 

- Students, who would benefit directly from competent lecturers.
- Academic staff members, who have good subject knowledge but are often not qualified as teachers.


Some academic staff members underwent peer evaluation for the internal ITEA awards or nationally through the HELTASA awards process. The campus academic development and support services also arranged training for academics. 

plans and targets/outlook for 2016

A review of the criteria and process for the **Institutional Teaching Excellence Awards (ITEA)** is planned for 2016. A further revision of the **Institutional Course for New Lecturers (ICNL)** is planned to strengthen the link between the two phases of the course and to improve logistics and record keeping.

material issues impacting our sustainability

Teaching excellence should be boosted by mapping the lecturing lifecycle through the Transformation of Teaching and Learning project and information is also gathered during the Quality Enhancement Project on staff development.

The decision of the NWU to embrace a multi-modal approach for wider and better use of technology will require considerable time and financial resources for academic staff development and redevelopment of learning materials. 


KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

2.6 Implement diverse strategies to improve student access and success (this section provides an elaboration on the transformation elements of access and success with specific respect to teaching and learning).


our performance against our target


Please note that the previous section addresses the strategic aspects that underpin the work reported on here. That information should be read together with this section.

A draft **Framework for Student Access, Retention and Success** was developed and presented to the NWU Access and Success Forum, the ICTL and Senate.


Projects to **promote student preparedness and improve access** are the **SETH Academy and Ikateleng projects**, as well as the Access and Success part of the Transformation of Teaching and Learning project, as reported earlier. 


In addition, we have developed a framework for reviewing access provision. By November 2015, we had compiled two reports on access provision, covering the **UnivPrep programme** and student success in **foundation/extended programmes**. The reports, containing various recommendations on the UnivPrep programme, will be submitted to the ICTL and Senate in 2016.


The report on foundation/extended programme provisioning was submitted to and approved by the DHET. In March 2015, we reported to Senate on the findings of the **First Year Experience Survey** conducted during 2014. The findings offer campuses invaluable insights on issues affecting students' ability to adapt to the higher education environment. 

The four-year project for the redesign of the **academic literacy modules** was implemented from the start of 2015. In October 2015, we submitted a report to Senate on student success and on provisional trends relating to student success in the first semester of 2015. A comprehensive report on the impact of **Supplemental Instruction**, possible risks and recommendations for improvement served at the ICTL in September 2015. 

comments/challenges/disappointments

Some of the academic support activities, such as the development of the Framework for Access, Retention and Success, were only fully launched during 2015 and it will take time to understand their impact. The Supplemental Instruction system continues to result in measurable improvements in the academic performance of participating students. 

The study done on foundation/extended programmes on the Vaal Triangle and Mafikeng campuses showed these were producing good results. The UnivPrep programme has been in a pilot phase for the past four years and Senate will take a decision on its continuation and future format during 2016. 


Student support services such as formalised mentoring and tutoring still need further development and work sessions have been conducted across campuses as a starting point. The restructuring of academic support services at the NWU will provide an opportunity to reorganise and consolidate student support. 

risks involved

Key risk: The impact of the considerable investment in student support services may be diluted if students are not sufficiently aware of them and if proper institutional capacity is lacking.


Strategies employed during 2015 to address these risks:

- The student lifecycle was mapped as part of the Transformation of Teaching and Learning project, offering an improved understanding of factors affecting student access and success.
- A draft Framework for Access, Retention and Success was prepared to systematically support student success.

Other steps being taken: 


- The introduction of peer mentoring and tutoring
- A stronger focus on academic orientation at the beginning of each year
- Greater emphasis on the reading and writing laboratories to assist students
- The redesign of the academic literacy modules (AGLA/AGLE)
- The review of extended programme provision
- The STARS project in collaboration with the University of Pretoria to track the performance of first-year students.

stakeholder needs

For student support, the main stakeholders are: 

- Prospective students who would benefit from an extended programme or the UnivPrep programme
- Learners in secondary schools who need access to the university's economics, sciences and health programmes
- Enrolled students who receive academic support
- Academic staff members requiring information on first-year students' experience
- Academic support staff requiring formalised processes and research projects on student support
- Other universities with whom we collaborate on student access and success.

plans and targets/outlook for 2016

The following future initiatives are important: 

- Continued improvement of the curriculum design, quality and delivery mode of the UnivPrep programme
- Continued efforts in the design and offering of extended programmes, especially on the Potchefstroom Campus where no extended programmes are currently offered
- Revision of the academic literacy modules to address the needs of underprepared students
- Changing the structure and coordination of existing student support services as part of the development of the new organisational structure.

material issues impacting our sustainability

More comprehensive records management and analysis in this environment is essential. Although the NWU is now generating valuable information on access and success, a lack of integrative capability hinders full use of the information, which is not readily available to decision-makers.

This is because information on students' academic achievement is collected in various documents, and by various sections within the university, but this information is not integrated into one database that allows staff to form a coherent understanding of patterns relating to student retention and drop-out .

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

2.7 Develop and implement an Employability Strategy to promote the career prospects of NWU graduates, through the articulation between teaching and learning activities and the Career Centre.

our performance against our target

The Career Centre facilitates the creation of networks and networking opportunities for employers, alumni and NWU academics to improve the employment prospects and employability of students and graduates. They offer the following:

- Regular visits to employers and networking events
- Eight career fairs held in 2015, attended by 126 representatives from companies
- Free advertising to companies to promote employment opportunities to our alumni on our LinkedIn page
- The Symplicity package as a career services management system to manage effective liaison with employers, alumni and faculty engagement.

Using the findings of the SAGEA Employer and Candidate Surveys, the Career Centre has prepared a report on employment trends and the unique NWU student profile.

The Career Centre also offers students career consultation and preparation services, using platforms such as career fairs, open days, CV and interview preparation workshops, employer presentations and guest lectures, as well as company listings in the career guide and on the website.

During 2015, the career consultant assisted 4 157 students with CV development and interview preparation, compared to 2 821 assisted in 2014. Our Pace Career Guidance Programme assists current students in identifying potential careers, and prospective students in identifying available NWU programmes linked to their career ambitions.

The Career Centre conducted the Graduate Destination Survey on all campuses and the final report was submitted to the Teaching Learning Forum in November 2015.

For more information about the activities and achievements of the Career Centre, kindly refer to the subheading Awards and achievements on p59.

comments/challenges/disappointments

Positive aspects

The Career Centre is an institutional service with a strong campus presence. Its work receives external recognition, winning several awards.

Challenges/disappointments

- The Career Centre must explore best practices to increase the response rate for the Graduate Destination Survey, which will allow detailed analysis per qualification

- As student demand for career services increases, more staff capacity must be created.

We are not yet measuring performance on the achievement of graduates attributes, and further research is needed to determine an acceptable employment rate among graduates within six months of completing their studies.

risks involved

Key risks

- Students might not be adequately prepared for the world of work.
- Gaps exist between skills required in the workplace and the content of the academic programmes offered.
- Graduate attributes are not adequately articulated in the draft Teaching and Learning Strategy, or in the design of academic programmes.

stakeholder needs

Internal stakeholders

- Senior management, campus leadership and academic leadership, who are well equipped to give feedback about the expectations of students and employers
- Students seeking to enhance their employability.

External stakeholders

Employers considering NWU graduates for graduate vacancies.

plans and targets/outlook for 2016

The Career Centre will focus mainly on the following in 2016:

- Develop an employability strategy for the NWU
- Continue with the Graduate Destination Survey
- Implement and provide training of the Symplicity career services management system
- Involve subject advisors in giving students career information
- Improve engagement with alumni
- Focus on student part-time work and internships, especially in our campuses' footprint areas
- Implement an Employability Award programme.

material issues impacting our sustainability

To ensure the university's sustainability, it is vital to offer students an effective career consultation service and have an effective employability strategy.




KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

2.8 Optimise the NWU's involvement in continuing education.


our performance against our target

We further refined the approved framework for **continuing education**. The aim was to enhance risk management and to create an enabling environment for the growth and sustainable management of various non-formal programmes.


The NWU assisted to draft the "Guidelines for Good Practice for Learning that does not lead to a Qualification or Part-Qualification". After it was in the Government Gazette of April 2015, SAQA dealt with feedback received, with a view to determining the future status and management requirements for continuing education provision at universities. 

Internally, all known existing courses except the complete portfolio of the Centre for Environmental Management (CEM) courses are being revised and ICAS approved over a three-year period ending in February 2016 – 10 months ahead of schedule. The process has been accelerated to help mitigate risks as listed on the NWU risk register.

A web-based interface for capturing programme and event information for display on the NWU website was completed, paving the way for the more comprehensive management system to be developed during 2016.


The interim system will be implemented in 2016 to provide clarity on the scope of continuing education activities and to inform a business model for managing third stream income from these activities. 

risks involved




Risk: The offering of non-formal programmes remains high on the NWU risk register. There is a lack of clear guidelines in respect of NQF levels and proposed credits of continuing education offerings. Ways to manage this include communicating to external stakeholders on levels and credits of offerings and regularly updating policies and processes for the management and quality control of non-formal programmes. 

Risk: There are inadequate system capabilities to monitor and manage the approval and presentation of continuing education offerings. We are managing this by developing and implementing the web-based interface for the capturing of programme and event information.

Risk: Contracts, service level agreements and memoranda of understanding do not ensure proper academic ownership and responsibility for continuing education provision at the NWU.

To counter this, a committee will scrutinise our agreements with external partners. 

stakeholder needs

Internal stakeholders: faculties, business units and research units. 
External stakeholders: some SETAs, the National School of Government, SAQA, CHE and DHET, several government departments, private enterprises and professional bodies. 
We share the general concern over the use of fake and fraudulent certificates and have revisited our certification practices and the quality of continuing education offerings. We welcome the work that SAQA and universities are doing to align continuing education offerings with SAQA guidelines and, in particular, the envisaged official recognition of continued education offerings so that successful candidates may register on the National Learners Database. 

plans and targets/outlook for 2016

Pressure to generate third stream income will increase, thus necessitating careful monitoring and management of our activities. Our planned web-based interface for capturing programme and event information will allow for more systematic continuing education management and gathering of information.

The more sophisticated continuing education management system envisaged for 2016 will manage information on participants, courses, events, finances, certification and record-keeping.

material issues impacting our sustainability

A number of external and internal challenges may affect the sustainability of continuing education.

External challenges

- Non-compliance or fraudulent practices by members of staff may result in reputational damage, law suits and/or de-accreditation.
- Failure to ensure national recognition of continuing education would place the NWU at a disadvantage.

Internal challenges

- There is a need for improved cost recovery, responsible marketing, correct issuing of certificates and more effective utilisation of administrative support staff.
- To attain these benefits, we need a new business model. However, existing practices and vested interests may impact severely on the ease of implementation of such a model.


general hindsight


Matters considered as the most material and most relevant to the NWU and our stakeholders

One of our projects that was of particular relevance was the Transformation of Teaching and Learning project, which aims to map the core aspects of teaching and learning and redesign the work of the portfolio to ensure excellence in student access, retention and success.

Two important subprojects are:


- The national Higher Education Qualifications Sub-Framework (HEQSF) alignment project that, via the DHET, impacts significantly on the programme and qualification mix of every university and leads to SAQA recognising new or amended qualifications.
- The valuable yet time-consuming Quality Enhancement Project (QEP) of the Audit Directorate of the CHE that focuses on core items of the Transformation of Teaching and Learning project.

A second major initiative was the long-awaited implementation of the electronic ICAS system which brought with it significantly improved capabilities for programme development, management and review. 


The third major initiative is the design of the NWU's proposed graduate attributes, based on the Career Centre's work on the graduate profile and graduates' career destination. 

Most important strategic actions taken to create value and how it influences our long-term decision-making

The Transformation of Teaching and Learning project represents the strategic decision to transform teaching and learning at the NWU at a deep level.


With this we aim to ensure: 

- cohesive programme design, delivery and review that takes into account graduate attributes
- that NWU academics are appropriately empowered for teaching in a technology-rich environment
- a sharper than ever focus on student access, retention and success.

The implementation of the ICAS system was a major value-adding, strategic milestone that has delivered better record keeping, streamlined programme approval and the online availability of programme information. 

Most important instances of external engagement and internal alignment, influencing value creation for the NWU

The scale and scope of teaching and learning initiatives in 2015 made this a year of intensive engagement with the CHE, especially its Higher Education Quality Committee, the DHET and SAQA.

Apart from our interaction on the three major projects of 2015, we engaged the CHE, DHET and SAQA on the accreditation of new and existing qualifications and programmes and on academic planning and funding. Our staff also assisted external bodies with their projects. 

All this created value in and improve the teaching-learning environment.


future outlook


How our current performance will impact on the value created for and performance of the NWU in the long term

The main achievement of 2015 was a more systematic approach to teaching and learning. In particular, the Transformation of Teaching and Learning project creates a clear teaching and learning framework and key systems, processes and structures.

We have also made good headway in improving the way we manage continuing education offerings, ensuring clear lines of accountability, effective provision of programme information, the competent management of risk, and the ability to plan adequately.

Building on the achievements of 2015, in the coming year this portfolio will focus on the following to prepare for the NWU's new management structure and strategy:

- Finalising the Teaching and Learning Strategy 
- Reviewing our policies
- Continuing the HEQSF alignment project
- Transforming the curriculum
- Reviewing professional staff development
- Continuing work on the Framework for Access, Retention and Success
- Developing an employability strategy
- Making recommendations on an appropriate framework for managing continuing education.

The value that these initiatives will add includes underpinning the implementation of the integrated faculty structures, providing academics and students with a vital reference point for programme design and delivery and developing a placement and assessment system. 



our research

This section demonstrates how we achieved the relevant mission elements of the NWU’s strategic document, the Annual Performance Plan and how our intellectual capital is transformed through our research activities.

mission element 3

Develop and maintain high-quality, relevant and focused research, aligned with national priorities, supplying innovative solutions to challenges faced by the scholarly community, the country, the continent and the world.

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

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

our performance against our target

The Research Support Office consists of four clusters that provide services to NWU researchers:

- Finance cluster, responsible for financial support to grant holders and other researchers
- Funding agencies cluster, responsible for pre and post-award administration of all research grants and rating applications
- Reporting cluster, responsible for all information captured in and administered through InfoEd, which is the Research Information Management System supplied by the Department of Science and Technology (DST) and the National Research Foundation (NRF) and used by most South African universities.
- General support cluster, responsible for programmes such as the Postdoctoral Fellowship programme and Developing Researchers programme.

The Institutional Research Excellence Awards (IREA) incentive scheme amounted to R28 168 640, paid out to 1 312 researchers.

A total of 487 ethics applications were received and distributed to the appropriate ethics committees for consideration, 465 ethics certificates were issued and nine gatekeeper-applications were administered.

In 2015, we began developing a framework for the management of research ethics at the NWU, for approval and implementation in 2016. This will consist of a Research Ethics policy, Code of Conduct and Rules for the various committees. The process has taken longer than expected, delaying the roll-out of the Research Ethics Module on InfoEd.

To stimulate research activities at all levels, the NWU again increased the numbers of postdoctoral fellows (see the table below). The improved management system for postdoctoral fellows now allows us to set targets for each campus and faculty.

	2006	2007	2008	2009	2010	2011	2012	2013	2014
Mafikeng Campus		1	2	3	6	14	23	35	43
Potchefstroom Campus	18	32	35	42	58	71	88	104	110
Vaal Triangle Campus		1	1	3	5	4	3	7	8
Total	18	34	38	48	69	89	114	148	164

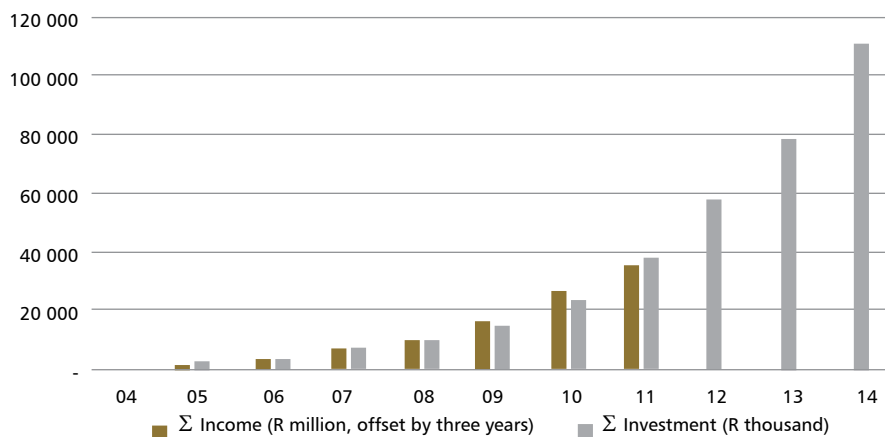
Cost analysis of the postdoctoral fellows programme:

	2008	2009	2010	2011	2012	2013	2014
Publication units generated	13	17	29	26	54	87	72
R value (M)	R1,6m	R2,1m	R3,6m	R3,3m	R6,3m	R10,2m	R8,3m
NWU investment	R3,3m	R4,7m	R9,0m	R13,5m	R19,5m	R21,6m	R31,6m


Assuming a three-year lag from submission to publication, the programme runs close to the break-even point, taking into account direct costs only. The postdoctoral programme provides an excellent return on investment in the form of research outputs and support for research.

The Technology Transfer and Innovation Support (TTIS) Office is involved in new funding generation opportunities locally and internationally, for both research and commercialisation. (For more information, refer to p79 under the heading, Research funding in our performance assessment report.)

Postdoctoral fellows: Σ Direct investment & Σ Direct income




comments/challenges/disappointments

The research support activities are continuing smoothly in spite of capacity constraints. A significant part of the staff budget is funded from the NRF grant deposit. While the research outputs over the past year have increased dramatically, staff levels have risen only marginally. 


The roll-out of the InfoEd Research Ethics module is hampered by the slow progress of the policy framework, poor participation from the research ethics committees and a lack of capacity in the Research Support Office.


Although the postdoctoral fellowship programme is nearing the break-even point, there is room for performance improvement and a need to monitor its impact on our own-graduate training programme.

The availability of research and commercialisation funding is critical as it helps to fund research support staff and supports internationalisation. 


risks involved

The research ethics process at the NWU is at risk. Failure to comply with the stipulations of the NHREC will in the worst case lead to a suspension of all health-related research activities. In other research areas, ethics issues are being avoided for fear of restrictive rules being imposed. This could result in unethical behaviour.


A reliance on single-source funding, such as from the NRF, becomes a risk if such sources change priorities or focus and no alternative funding is on hand. The changes to the THRIP programme pose a major risk to the NWU. Managing the risk, we are identifying and developing additional funding streams. 

Research equipment is increasingly funded from external sources, such as the National Equipment programme of the NRF. All of these external equipment grants require co-funding from the NWU. Due to the current budgetary constraints, the NWU may not be able to supply all of the co-funding as needed. 

stakeholder needs

Internal stakeholders: staff and students seeking support with research and innovation activities, including commercialisation and community engagement. Few, if any, requests for support could not be met and the general feedback from the NWU's research community was positive. 

External stakeholders: funding agencies such as the National Research Foundation, Technology Innovation Agency and Medical Research Council, along with other research or science councils such as the CSIR and Agricultural Research Council, and government departments such as the Department of Science and Technology and the Department of Trade and Industry.


Our work with and for these organisations spans the research and innovation value chain and includes licensing, venture creation and other aspects of commercialisation. 

plans and targets/outlook for 2016

A short-term priority is to resolve the ethics issues as soon as Senate approves the policy framework. We will continue improving the management and monitoring of the postdoctoral fellowship programme, and will closely monitor the transition management of the THRIP programme and develop new strategies accordingly. 

More broadly speaking, it is worth noting that the NWU's research, innovation and commercialisation strategies, plans and targets/outlooks are part of a continuous institutional planning, reporting and management process. Many projects span multiple years and each year's outputs lay the foundation for the next year.

material issues impacting our sustainability

Income from the entire research-innovation value chain (including commercialisation) is key to sustaining a research environment that attracts the best students and staff. 


Any deterioration in funding and research support staff will impede our research sustainability.




KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)


3.2 Improve the research profile of the NWU in terms of total research output, the qualification profile of staff, productivity and focused excellence in order to position the NWU among the top six universities in terms of total research and innovation output.


our performance against our target

During 2015, the NWU submitted 51 rating applications to the NRF. Of the 27 applications for new ratings, 21 were successful. All but two of the re-rating applications were successful. Of the two, one was not rated and the other was requested to submit an application in 2016. 

According to the NRF, the NWU had a total of 182 NRF-rated researchers on 5 May 2015.

In October 2015, we acquired the services of an experienced contractor who has weekly meetings with prospective rating candidates. 

Four unsuccessful applications for SARCHI research chairs were submitted in 2015. After the NWU lodged an appeal, the NRF conceded that their process had been flawed. They are consulting with the relevant Minister and we anticipated that at least three chairs will be awarded to the NWU. 

Mobilising seed funding for commercialisation is an important way to help improve and sustain research productivity and develop the capacity of our researchers. This funding is used for all aspects of commercialisation, from business plan development through to prototyping certification and the licensing of technologies. 


comments/challenges/disappointments

The participation of our researchers in the NRF rating programme is satisfactory. The number of accredited publications is not matching the growth trend of the past five years.

This was predictable given the extraordinarily high growth rate reached, which is not sustainable at current staff levels. However,



the NWU still maintains a fairly strong growth pattern over the medium to long term.

A stronger emphasis was placed on finding external funding for research equipment. We submitted numerous applications to the NRF NEP program, and received a fairly substantial amount for one application. 

The NWU's Technology Transfer and Innovation Support Office succeeded in achieving a QS five-star rating, which also contributes to the university's overall rating goal.

risks involved

The sustainability of the NWU research equipment programme is at risk because of the reliance on external funding, which may not be forthcoming.

It would be more effective to fund expensive equipment from capital allocations for infrastructure. Insufficient research equipment could impair performance in those areas where up-to-date equipment is needed, further reducing publication outputs and the associated subsidy.

Negative publicity in recent years has negatively affected fund raising. We urgently need to pay special attention to marketing the NWU's positive contributions to society at large.

Intellectual property (IP) declaration is low as many researchers do not understand the IP registration process and its advantages. Project funding support initiatives and continual advocacy of IP declaration could alleviate this.

Many researchers have a poor understanding of the impact of non-compliance with the Intellectual Property Rights from Publicly Financed Research and Development Act. A rigorous IP management regime and awareness could address these gaps.

stakeholder needs

External stakeholders are commerce and industry, the Department of Trade and Industry, the Industrial Development Corporation and science or research councils such as the NRF, MRC, ARC and CSIR.

Our interaction with them covers community engagement, government and industry projects, human capital development and commercialisation, whether through licensing or new venture creation.

plans and targets/outlook for 2016

At least two more significant grant applications of between R36 million and R48 million are in the pipeline for the next three years. A first amount of R3 million was expected in January 2016 as part of the application for IDC Regional Innovation Support.

We have developed a new strategic plan, innovation, community engagement, international liaison and IT for research, effectively aligning the portfolio with the NWU Success Model, which is part of the new NWU strategy that will be implemented in 2016.

Initiatives and interventions are in place to increase research outputs, including the appointment of an NRF application writer to assist with these applications.

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

3.3 Develop research staff capacity.

our performance against our target

For more information, refer to our performance assessment report, p78.

comments/challenges/disappointments

We have established a positive, dynamic research environment through proper reporting and structured information sharing, development opportunities and support.



However, the following remain challenges:

- The huge workload of research staff, as too few researchers generate research outputs
- Transformation in the research community
- No systematic system employed for sabbaticals
- Too few A-rated researchers.

risks involved

The pace of developing or appointing top researchers is too slow to achieve the objectives of the Success Model.

stakeholder needs

We created research and commercialisation opportunities for staff and students through inter-campus cooperation and collaboration.

For instance, the Serious Games Institute (SGI) on the Vaal Triangle Campus was introduced to staff from the School for Nutrition on the Potchefstroom Campus, resulting in a series of new products. Similarly, researchers from the Metabolomics Platform on the Potchefstroom Campus met with researchers from the Faculty of Agriculture, Science and Technology on the Mafikeng Campus.

The NWU's prominent role in the national Collaborative Programme

on Additive Manufacturing (CPAM), comprising seven universities and an industrial partner, has brought new high-end infrastructure to the NWU and is creating opportunities for undergraduate students. Additive manufacturing as introduced at the NWU already incorporates engineering, health sciences and natural sciences students.

With regard to the inclusion of OHS (Department of Physiology) in the national CPAM programme, are all indications that the NWU will become the international authority in this field, and serves as a prime example of awareness created by the Technology Transfer and Innovation Support Office at an appropriate time (feedback/information of evident industry needs/requirements to the NWU research community). Internally, this presents an opportunity for new research specialisation, with the resultant value chain for the NWU.

plans and targets/outlook for 2016

In general, a new strategic plan for research, innovation, community engagement, international liaison and IT for research has been developed in order to align the portfolio with the NWU Success Model. Various measurable outputs were identified.

Initiatives and interventions are in place to increase research outputs. New initiatives include the appointment of an NRF application writer to assist in the writing of NRF rating applications. Researchers are encouraged and supported to explore external research funding opportunities through numerous initiatives in all offices of the portfolio.



material issues impacting our sustainability

The low attrition rate and insufficient funding for new appointments hamper efforts to accelerate transformation, although we have created growth opportunities in the research-innovation value chain.





KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

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

our performance against our target

The six-yearly cycle of external evaluations was concluded in 2014. The final report from the evaluation panel, received in 2015, was extremely positive and research entities are implementing the suggestions made.

The Research Support Commission reviewed all research niche areas in 2015 and reported to Senate. The reviews and discussions with research leaders were received in a positive and constructive manner. 

The NWU now participates in at least two NRF research centres of excellence, namely the DST-NRF Centre of Excellence in Food Security and the DST-NRF Centre of Excellence in Mathematical and Statistical Sciences. At least three research clusters were further developed. Senate has approved the Research Infrastructure Policy, but a lack of funding and capacity is delaying full implementation. 


comments/challenges/disappointments


It is disappointing that a research infrastructure management system is not yet even in the planning stage, due to insufficient resources.

risks involved

Proper implementation of the research entities model remains a challenge, given funding constraints. The continuation of the model within the new NWU management model needs careful monitoring.

stakeholder needs

The NWU research entities model has been optimised over a number of years and enjoys considerable acceptance within the research community. 

Communication of mining industry needs to HYSA resulted in a R24 million grant. 

plans and targets/outlook for 2016

We have developed a new strategic plan with measurable outputs for research, innovation, community engagement, international liaison and IT for research, aligned with the NWU Success Model.

In 2016, our priority will be to align new initiatives with the management model and to further develop the clustering of research entities in themes.

material issues impacting our sustainability

Funding for all research activities remains a challenge. The main constraints are lack of support staff capacity for monitoring and managing research ethics and in developing a virtual research infrastructure system. There is not enough cross-campus participation in research entities, ostensibly due to the previous management model.



KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

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

our performance against our target

The roll-out of the approved postgraduate student monitoring system reached an advanced stage in 2015 and several smaller improvements to the current student system were made, leading to a dramatic improvement in the available management data.



comments/challenges/disappointments

The management of postgraduate students is inconsistent, in the absence of a system. This has prompted some faculties to develop their own systems.

risks involved

The risks associated with the absence of a singular, integrated postgraduate management system will have to be carefully

managed when the new system is completed and implemented in 2016.

plans and targets/outlook for 2016

As mentioned, we plan to implement the new postgraduate student management system in 2016, ensuring greater consistency and effectiveness.

material issues impacting our sustainability

The economic slow-down and concomitant financial constraints impact negatively on all aspects of research and could detract from our reputation as an attraction environment for postgraduate students and our potential to innovate and commercialise our intellectual property.



KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

3.6 Refine quality assurance processes and mechanisms.

our performance against our target

The quality office has been instrumental in developing a monitoring and evaluation programme mechanism for research-related master's

and doctoral programmes. Senate approved this mechanism in 2015 and it is now being implemented. It will be used in conjunction with the regular internal reviews that the Research Support Commission conducts.

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

3.7 Optimise strategies to explore fully research funding opportunities in the sector.

our performance against our target

The NWU has been one of the most successful participants in the dti THRIP programme and in 2015 received several grants for staff and research development from the NRF, MRC and DST.



Please refer to the section under Research funding on p79 for a list of grants and grant income received in 2015.

comments/challenges/disappointments

Despite the capacity in our research entities, the NWU is not succeeding in attracting sufficient funding from local or international funding instruments.

risks involved

Failure to attract significantly more research funding will lead to NWU research output stagnating.

stakeholder needs

The NWU's research community is in need of a research environment conducive to generating quality, high-impact outputs. Funding constraints hamper this.



plans and targets/outlook for 2016

In 2016, we will start using the newly developed strategies for increased fund generation.



material issues impacting our sustainability

The ability to write compelling proposals for research and innovation is limited. Investing in this capability will increase the success rate of funding proposals.

mission element 4

Implement our expertise in teaching-learning and research, both commercially and community-directed, for the benefit of the province, the country, the Southern African region, the continent and ultimately the world.

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)
4.4 Refine quality assurance processes and mechanisms.

our performance against our target

Owing to significant changes and new projects, processes and programmes being implemented in the Technology Transfer and Innovation Support (TTIS) Office, we began developing a new quality manual. This will set the scene for a "soft review", followed by an external review.



risks involved

The lack of a comprehensive report to highlight the NWU impact on its environment remains a risk. Capacity constraints prevented completion in 2015.



The quality review for the TTIS Office is seen as an empowering activity that will support it in realising its objectives. The process is expected to be concluded in July 2017 and will involve all relevant internal and external stakeholders.








general hindsight

Matters considered as the most material and most relevant to the NWU and our stakeholders

The development of the Research Ethics Framework is important in ensuring we strike the right balance between generating increased research outputs and implementing appropriate controls and complying with legal requirements.

We have obtained Council support for the acquisition of legal entities to be used as holding companies for NWU intellectual property and IDC Support funds and this will have a positive effect on research and innovation at the university. Moving commercial activities to the Innovation Highway Enterprises, a wholly owned NWU company, will significantly reduce commercialisation risks while accelerating the commercial activities in an appropriate environment conducive to venturing.  


The availability of commercialisation support funding has had benefits for the Technology Transfer and Innovation Support Office, other departments in the portfolio and several faculties. 


Most important strategic actions taken to create value and how it influences our long-term decision-making

Improving the research ethics approval process and establishing a regional innovation office are priorities for the NWU. Steps taken towards realising these in 2015 were the development of the Research Ethics Framework and a regional innovation structure, underpinned by a support contract with the IDC.

Strategic planning affecting all units within the portfolio was a hallmark of 2015 and saw the team reviewing the research, community engagement, internationalisation, technology transfer and environmental strategies.

Most important instances of external engagement and internal alignment, influencing value creation for the NWU


The Research Support Office was restructured, ensuring better alignment with the NWU research strategy. 

The regional innovation office structure that has been developed is a holistic approach towards regional economic development. It incorporates research, innovation, community engagement and technology transfer, and brings together the university, government, business and industry, and the community. 

future outlook

How our current performance will impact on the value created for and performance of the NWU in the long term

The restructuring of the management model of the NWU will undoubtedly lead to an improvement in alignment and productivity.

The proposed Innovation Highway will operate as a regional innovation system/forum in the North-West and Southern Gauteng provinces, focusing on a number of existing, emerging or planned innovation themes that can potentially contribute towards meeting local and regional industry and community needs. These themes would largely match the existing centres of expertise at the NWU. 

This expertise, combined with our research infrastructure and collaboration with the region's industrial skills and knowledge base, could open up significant innovation opportunities. These would be unlocked by advancing regional economic development, influencing research agendas and accelerating the local commercialisation of home-grown innovation and intellectual property, such as by negotiating local manufacturing rights, and facilitating inward investment. 

supporting our core business activities

This section demonstrates how we achieved the goals that are linked to our support services and how our intellectual capital is transformed through our support activities.

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

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

INSTITUTIONAL REGISTRAR ENVIRONMENT

our performance against our target

The 2016 placement and registration action plans for the three campuses were reviewed by the end of May 2015 in line with student diversity targets.

We began preparing for the development of an NWU access master plan that takes the principles of the National Development Plan into account. A report on the parameters of the master plan was submitted to institutional management in June 2015 and to Senate in August 2015.

For more information, refer to the performance assessment report, p72 and p73.

comments/challenges/disappointments

Pending the development and approval of a comprehensive access master plan, the NWU Enrolment Plan that Council approved in 2014 serves as an interim master plan. Admittedly, much still needs to be done to utilise the enrolment plan effectively as a guiding document. In the meantime, the policy document informing access planning at the NWU is the Ministerial Statement on Student Enrolment Planning (2014/15 to 2019/20), which informed the NWU enrolment plan that Council approved in November 2014.

For more information about enrollment at the NWU, refer to our performance assessment report, p73.

risks involved

A residual risk is that targets set in the enrolment plan and agreed upon with the DHET are extremely challenging. The science, engineering and technology (SET) targets are a particular challenge given the limitations experienced in mathematics teaching within the basic education environment.



stakeholder needs

A bottom-up process was followed for the establishment of the NWU enrolment plan rolling up from faculty level to campus level and to the Institutional Office level, particularly involving academic staff. However, it is evident that an integrated process is needed in which all involved internal stakeholders are to remain involved in the implementation of the enrolment plan.



plans and targets/outlook for 2016

In the interest of the university's ability to continue attracting students and staff of a high calibre, it is important to establish an integrated planning environment.



KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

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

our performance against our target

A number of **new policies** were developed or revised in 2015 in accordance with the NWU policy revision schedule. The newly developed policies are testimony to the process owners' commitment to ensuring that the internal policy environment is kept abreast of external policy changes.



An important milestone was the streamlined policy development and revision process put in place in 2015 to ensure optimal stakeholder input.

A benchmarking exercise was also done in 2015 to determine the appropriateness of NWU policies in comparison to the policy environments of other South African universities.

The NWU also utilised 2015 to prepare itself at system and policy levels for optimal compliance to the Protection of Personal Information (POPI) Act. A task team was established to guide the implementation process.



comments/challenges/disappointments

The streamlining of the policy development and review process added substantial value in that it ensured that the NWU is fully abreast of external policy developments.

risks involved

Gaps in internal policy development could arise if process owners are unaware of external developments that need to be taken into account in the university environment. Managing this risk, we have established a web portal where all relevant legislative changes and national directives are published. We have also made a concerted effort to educate process owners about the implications of POPI.



stakeholder needs

In accordance with the NWU Policy on Policies, care was taken that all relevant role players were involved in policy development and revision. The NWU is confident that the performance in respect of



policy governance and oversight has improved over the past few years.

plans and targets/outlook for 2016

Ongoing streamlining will continue, ensuring that the university is up to date with all external policy developments in the higher education sector.

material issues impacting our sustainability


Institutional management is confident that, after the addition of a checklist that needs to be completed with the submission of each NWU policy for approval, the overall performance in regard of policy management has improved substantially.

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

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

our performance against our target


The large-scale strategy revision-process that started in July 2014 and ended in November 2015 included a redefinition of the values statement of the NWU.


The new statement, which was drawn up through an inclusive and consultative process is as follows: To foster engaged and caring staff and students and to embed the following foundational values, based on the constitutional values of human dignity, equality and freedom, namely ethics in all endeavours; academic integrity; freedom of intellectual inquiry; responsibility, accountability, fairness and transparency; and embracing diversity. 

Council approved this values statement on 20 November 2015. A process now needs to be embarked upon to inculcate this set of values in all relevant activities at the NWU.

For information on the integrated brand strategy and synergies in terms of corporate and campus communication, refer to p121 in the section on our social and relationship capital, under the heading Advancement activities.

comments/challenges/disappointments


The values statement, which is firmly based on the constitutional values of human dignity, equality and freedom, speaks particularly to the academic environment and also contains the NWU's commitment to embracing an environment conducive to diversity in all its facets. 

In this regard, the university is confident that the newly phrased values statement will play an enabling role in strengthening the moral fibre of the university community. 


risks involved

A possible risk may be that staff and students (as well as other external NWU stakeholders) will not make the new values their own, working against the creation of a cohesive, unified and values-based institutional culture. Thorough communication and motivation in this regard may mitigate this risk.


stakeholder needs

While defining the new value statement for the NWU, consultation with the internal academic stakeholder community, including faculty boards and Senate, took place. This gave these stakeholders the opportunity to use their own personal values to add to the NWU's value statement. 

plans and targets/outlook for 2016

It is envisaged that, if implemented with the necessary rigour, the inculcation of this set of values will impact positively on the NWU community in all its endeavours with internal and external stakeholders. 

material issues impacting our sustainability

If the staff and students (as well as other external stakeholders) do not buy into the new value statement, we will not be able to reach our goal of greater unity. 

POLICIES

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

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

our performance against our target

Over the past five years much effort has gone into closing the gaps identified during 2008 in preparation for the 2009 HEQC quality audit. These gaps have been gradually integrated as part of the rolling institutional plans. Within the context of the quality improvement cycle, action steps towards continuous quality enhancement have been planned, sequenced and documented in a systematic way in institutional plans from 2009 onwards. The ongoing aim of this has been to improve processes, outcomes of processes and other related deficiencies.

While the NWU was confident that it had completed the process associated with realising the recommendations from the HEQC audit report received in 2010, it learned in July 2015 from the HEQC that some of the gaps were regarded as not being sufficiently closed. A process driven from the office of the vice-chancellor followed to see to the active involvement of all relevant role players in taking appropriate action to finalise the matter.

The following matters were indicated as outstanding issues:

- Racial imbalances in the student profile of the Potchefstroom Campus and the lack of diversity at the Mafikeng Campus
- Increasing the diversity of the Potchefstroom Campus through the employment of staff from the designated groups
- Addressing staff shortages and morale issues at the Mafikeng Campus.

The opportunity that had been provided to rethink the fitness for purpose of the NWU during the strategy review process over the past 18 months was also an occasion to examine in detail the challenges and opportunities lying ahead of the university. Scrutinising the outstanding issues from the 2009 quality audit report formed part of this process.

The final progress and feedback report to the HEQC covering the remaining outstanding issues that had not been adequately addressed will be submitted to the Council on Higher Education in April 2016.

The NWU participated fully in the Quality Enhancement Project (QEP) driven nationally by the Council on Higher Education, as well as in the meetings of the QEP Deputy Vice-Chancellors' Forum. Four task teams were formed at the university to develop the NWU QEP report.

Ongoing quality enhancement remains part of the core business to a considerable extent, as evidenced by the key role of the Institutional Quality Office in enhancing quality assurance and inculcating an awareness of quality in both the academic and support environments.

For information on quality management for teaching-learning, refer to our performance assessment report, p76 and also to the section on our intellectual capital, p94.

comments/challenges/disappointments

The university is addressing quality shortcomings as systematically and holistically as possible. The first step is to summarise the core issues, deficiencies, areas for improvement and areas at risk identified in academic programme evaluation reports, as well as the reports on the reviews of support units/departments. These issues are then highlighted and tabled at the appropriate fora so that a

coordinated and integrated plan of improvement or project can be formulated.

One project that emanated from the findings of academic programme quality reviews is the Transformation of Teaching and Learning Project and its associated subprojects. This is a timeous exercise as several policies dealing with teaching-learning are outdated; however, the review and updating of these policies will have to await the outcomes of these subprojects.

risks involved

Within the academic domain, a definite area of risk is the lack of updated policies in support of teaching and learning. The outcomes of the subprojects of the transformation of teaching and learning project are awaited so that revised policy directives can be issued. Some outcomes of subprojects are definitely adding to an improved understanding of the complexities associated with academic quality.

A further area of risk, associated with support service units/departments is the lack of intercampus alignment, resulting in non-comparable outcomes. The revised NWU strategy and structure can be regarded as the core point of departure for aligning and standardising practices and outcomes or outputs across all delivery sites.

stakeholder needs

The main stakeholders with regard to academic programme quality are school directors, faculty deans, vice-rectors, the deputy vice-chancellor for teaching and learning, institutional management and the Senate.

For all support service-type activities, the stakeholders include business unit managers, their direct line managers, senior managers at campuses and the Institutional Office, for instance the deputy vice-chancellor for research, innovation and technology.

These stakeholders benefit from evaluation and review reports by gaining a coherent understanding of which core issues meet or exceed the minimum standards and which are in need of attention.

plans and targets/outlook for 2016

One of the aims of the Transformation of Teaching and Learning Project is the development of a comprehensive Teaching and Learning Framework that will provide the basis for the renewal of several teaching-learning policies. This in turn will inform all related processes and practices in support of the academic project. The revised NWU strategy and structure will inform better ways to standardise processes and practices and to promote intercampus collaboration in both the academic and support domains.

material issues impacting our sustainability

The transformation of the NWU into an efficient organisation with multiple sites of delivery requires standardised processes and practices that provide comparable outcomes across all delivery sites. It will be necessary for all staff members to work together more closely in an attempt to reach the dream of this institution.

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

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

our performance against our target

The principles of redress and the need to rectify systemic and organisational imbalances featured prominently in the development of the new NWU strategy and structure. The importance of benchmarking was also highlighted. These matters will receive focused attention when the NWU Statute is revised in 2016. For more information, refer to p75 in the performance assessment report.

comments/challenges/disappointments

The strategy revision process provided an optimal platform for embedding the principles of redress more deeply into the fabric of the university.

risks involved

After the new strategy has been implemented, the policies, processes and priorities aimed at redressing systemic and organisational imbalances and inequalities must be put in place. If not, historically entrenched practices will not be rectified and the goal of redress will not be achieved.

stakeholder needs

The extensive consultative process that accompanied the strategy revision process involved a multitude of internal and external stakeholders, such as staff, students, alumni, donors, Council, among others.

plans and targets/outlook for 2016

The focus of 2016 will be on the revision of the NWU Statute to provide the necessary guidelines and to facilitate redressing imbalances at the NWU.

material issues impacting our sustainability

The Statute will assist in providing a governance and management environment conducive to ongoing transformation, redress and sustainability.

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

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

our performance against our target

The implementation of the Department of Higher Education's Reporting Regulations for higher education institutions in South Africa, as announced in 2014, played a major role in the way in

which sustainability planning and reporting are done at the NWU and provided the framework for this process.

For more information on sustainability, refer to the statement of Council on sustainability.

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

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

INSTITUTIONAL REGISTRAR ENVIRONMENT

our performance against our target

The business process optimisation process for the registrar's environment that was started in 2014 was finalised in February 2015. The benefits derived from this include closer alignment between the campus operations and the registrar's environment.

Alignment has also been boosted through the establishment of the Registrar's Management Committee, whose mandate is to ensure optimal alignment and sound decision-making on operational processes and to advise institutional management.

comments/challenges/disappointments

The establishment of a dedicated management committee for the registrar's environment is of vital importance for the further alignment and implementation of the newly approved NWU strategy.

risks involved

Without effective, aligned support functions and integrated business systems, the core business of the NWU might suffer.

stakeholder needs

All relevant internal staff members were involved. They are, among others, campus registrars and staff members or managers involved in the academic administrative support functions and business systems.

plans and targets/outlook for 2016

The groundwork done during the business process optimisation exercise will impact positively on the value add of this portfolio and its performance. The establishment of the Registrar's Management Committee as a tangible result from the optimisation process already provides an appropriate platform for decision-making with

regard to of all aspects related to the portfolio of the institutional registrar.





material issues impacting our sustainability

The optimisation process paved the way and provided the baseline for the repositioning of the registrar's portfolio in the envisaged

general hindsight

Matters considered as the most material and most relevant to the NWU and our stakeholders

- An extensive project to optimise all relevant business processes in the institutional registrar's portfolio was completed in 2015. The project sought a common understanding of the general registrar's function at the university with a view to sustaining appropriate governance, skills, structural arrangements and culture, in order to enhance ownership of function, collaboration and transparency. 
- The Registrar's Management Committee was established as a forum to streamline decision making and to see to optimal alignment of registrar-related processes across the NWU. 
- A number of projects were launched to ensure alignment and synergy in the portfolio, including the alignment of graduation ceremonies across the NWU, and the alignment of job families in the respective registrar environments at campus levels.


new structural arrangements that will flow from the university's new strategy that Council approved in November 2015.

In light hereof, the institutional management is confident that the process added substantial value by enhancing understanding about the repositioning of the registrar's portfolio. See previous comment.

Most important strategic actions taken to create value and how it influences our long-term decision-making

Strategic actions include optimising relevant business processes in the institutional registrar's portfolio, the establishment of the Registrar's Management Committee and the alignment projects (as mentioned before). These will lead to a more aligned environment, which will enable more streamlined and effective decision making in future.

Most important instances of external engagement and internal alignment, influencing value creation for the NWU

The portfolio's most important stakeholders are the Department of Higher Education and Training, the Council on Higher Education and statutory bodies. A healthy relationship exists between the university and these important stakeholders, ensuring compliance with national directives. 

future outlook

How our current performance will impact on the value created for and performance of the NWU in the long term

Our performance during 2015 will lead to the integration of all registrar-related activities across the NWU.





KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)


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


LIBRARY

our performance against our target

A report on the adequacy of budget provision for library services should be taken into account in the development of the NWU budget model. 


Approximately 4 500 new hard copy book titles were acquired during 2015, and the NWU community had access to more than 280 electronic databases, 189 812 eJournals, and 11 599 ebooks. A further 120 000 ebooks were available through the eBooks portal. In all, library services recorded 12 442 775 searches on databases and 780 746 full text downloads. 



During 2015, some 3 291 items were added to the institutional repository (Boloka) which houses the NWU's theses and dissertations, with 99 733 hits recorded. The repository is accessible to the world and thus promotes the visibility of the NWU's research output. 

During the year, the NWU's libraries provided information literacy training to 11 188 users. LibGuides, accessed more than 129 444 times during 2015, assisted users in accessing digital collections and searching library resources and research information by subject area. The libraries also provided Endnote training support, and in some cases, in Ithenticate/Turn-it-in to detect plagiarism. 


comments/challenges/disappointments

The Institutional Library Forum, which meets twice a year, is an effective mechanism for coordinating library services across the


three campuses. Task groups comprising members from all three campus libraries are working on issues such as policy alignment and resource development. The three libraries held a strategic planning workshop in October 2015 to develop a set of common goals. 

The library webpage recorded 286 504 views in 2015 and off-campus access to resources recorded 9 686 319 views. It seems that our distance students are also benefiting from the availability of online resources.  


risks involved

The increasingly unfavourable exchange rate and above-inflation increase in the cost of library resources from international suppliers pose a serious risk to our sustainability. 

A further risk is that the need for access to high-quality information resources is set to increase as staff and students relate their work to the demands of the knowledge society.


Maintenance of the existing standard of service delivery is under severe pressure as a result of the financially constrained environment. 

stakeholder needs

The primary stakeholder groupings are students and academic staff across campuses. Collaborative ventures, for instance faculty information librarians attending faculty board meetings, ensure that library services are firmly integrated into teaching and learning. 


INFORMATION TECHNOLOGY

our performance against our target



An Information Technology (IT) advisory board was established in 2015 to fulfil an IT governance function. It consists of three executive directors of IT from top South African universities and one representative from teaching and learning on the Potchefstroom Campus. 

The advisory board expressed its general satisfaction with the three-year IT strategic plan and emphasised the importance of having a formal governance framework for IT, focusing on alignment, prioritisation, transparency, engagement, shared responsibility and accountability.


comments/challenges/disappointments

A clear distinction must be made between disaster recovery, business continuity, business impact analysis, risk management and service level agreements. Roles and responsibilities associated with these aspects also need to be clarified. 

risks involved

The biggest risk in IT remains lack of resources. We are understaffed and the capital and operational budgets have come under immense pressure due to the fall in the rand (74% of our budget is tied to the exchange rate). The staff risk was escalated through the channels to the Council's Audit, Risk and Compliance Committee (ARCC) and the capital and operational budget will be escalated in 2016.  

stakeholder needs

Our stakeholders are students, staff, institutional management and Council's Audit, Risk and Compliance Committee, all of whom expect best-in-class IT services commensurate with a world-class university, in a dynamic, fast-developing IT environment. 

plans and targets/outlook for 2016

Continual benchmarking with (appropriate) best practice is the norm.

In the table below, RPO stands for Repair Point Objective, meaning how far back we must be able to repair or restore a service in case of a disaster. RTO stands for Repair Time Objective, in other words how long we have to repair a service in case of a disaster. The percentages indicate our progress in obtaining the ideal percentage of the service that we should be able to repair or restore.

RPO/RTO]	2014	2015	2016	Ideal
One hour/One hour	0%	1%	1%	5%
One day/One day	1%	5%	5%	10%
One day/One week	50%	70%	84%	80%
One day/One month	49%	24%	5%	5%

material issues impacting our sustainability

As with other IT areas, resource constraints remain prevalent in the execution and implementation of an effective disaster recovery strategy.



FINANCES

our performance against our target

We continued to refine our systems with a view to ensuring optimal integration. The Management Information System (MIS) was not used for financial reporting in 2015. Instead, to avoid duplication of effort, we made use of variance and management reporting prepared by the finance departments. The operational managers could then use the reports from the financial system and IDU for reporting purposes. (IDU is a software programme we use for budgeting and variance reporting.)



Owing to insufficient capacity, no development was done on the IDU system regarding cash flow planning.

The Quali Financial System (KFS) went live on 5 January 2015 and was successfully implemented according to plan. System issues identified during the stabilisation period were timeously rectified.

Change champions and end users were trained beforehand and involved in the test phase, ensuring their familiarity with the system. Manuals are readily available for all on our website and user training is ongoing.



The advantages of implementing KFS include cost savings as no licence fees are payable. Electronic workflow and approval of transactions means we use less paper. Users always know the status of their financial transactions.



We adhered to the normal timeframes for financial reporting during 2015, with minimal problems. New DHET requirements to submit mid-year reports were met as financial data was readily available.

Following the initial KFS "go live" on 1 January 2015, we successfully introduced new functionalities by December 2015.

We established a system sustainability function called Financial System Management (FSM) to enhance the relationship between functional users of information systems and the providers or developers.



We are continually improving and evaluating our procedures and guidelines to keep up with best practice. In accordance with the revision schedule, the Policy on the Delegations and Schedule of Authorisation Levels were revised and Council approved them on 20 November 2015.

The KFS user system coordinators have a good relationship with their counterparts in other universities both abroad and locally. They also collaborate regularly with the Quali Company, the system vendor. Furthermore, the NWU and Stellenbosch University continued to engage each other on the establishment of the Quali Zuid Africa Consortium (KZAC). Third-party vendors such as OpenCollab and Quali Co were part of these discussions.



comments/challenges/disappointments

Ample communication to users before, during and after implementation in January 2015 ensured the optimal functioning of KFS. The main challenges encountered with KFS are responding to the frequent changes in reporting requirements and complying with the policies and rules of the NWU and regulations and requirements of the DHET. The only disappointment is that a few users are not yet fully committed to the changes that KFS has brought to the financial environment.



risks involved

Developing and implementing a new financial system always comes with risks. The fact that we used our own developers for KFS helped to reduce this risk as they are immediately available when needed.



For cash flow planning, a manual money market calculation was done monthly to determine if enough cash is available to pay all the expected expenses.



stakeholder needs

The finance department and financial staff are the main stakeholders in KFS and were involved in the project from the outset. Stakeholder needs were managed through effective prioritisation and well-executed communication.



A new committee, the Financial Management Committee, was formed to address any issues needing attention.



plans and targets/outlook for 2016

As the KFS system has entered the maintenance phase, the emphasis in 2016 will be on enhancing and improving the capabilities of the system, maximising the available output and training users. We will continue to share our knowledge with other universities, such as Stellenbosch University, which is implementing KFS.



There will be an even stronger focus on financial management in 2016, when the NWU implements its new strategy. Another project planned is the development in 2017/18 of an electronic cash flow management report.



material issues impacting our sustainability

The KFS system is helping to transform the internal financial environment, building in more checks and balances, making it more process driven and empowering users. The absence of licence fees for KFS is important given the restricted budget.



KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

5.10 Maintain a strong focus on risk management and compliance.

our performance against our target

To address gaps in risk abatement strategies, the registrar's office is implementing a more effective risk management process at all levels and functions.



The changes entail:

- Ensuring that risk management responsibilities are included in all managers' performance agreements
- Refining risk categories and reporting in line with best practice
- Reporting strategic risks to ARCC and Council twice per annum
- Ensuring that the Conflict of Interest, General Financial Guidelines and the Schedule of Delegations are revised in order to ensure compliance with the amended Section 34 of the Higher Education Act. (The Act stipulates that no employee may conduct business, directly or indirectly, with the NWU, if this entails or may entail a conflict of interest with the NWU, unless the business transaction has been approved by Council).





The registrar's office ensured that the annual report was submitted to the DHET by 30 June 2015.

We monitored the implementation of the new reporting guidelines of the DHET, and discussed the Annual Performance Plan at the institutional management meeting in March 2015.

For more information, refer to the section on how we mitigate our risks, p16.

comments/challenges/disappointments

Following the risk identification exercise at the beginning of 2014, the following risk management activities were undertaken in 2015:

- We began involving all campus-specific business process owners in identifying possible operational risks.
- 
- Appropriate mitigation strategies were established to manage strategic risks, with special focus on control effectiveness
 - We began moving towards a web-based central risk register. A template for this was developed and populated to streamline the ongoing identification and management of strategic and operational risks.
- 
- We started a project to include risk identification and risk mitigation in all quality manuals of academic and support departments.
 - The extensive strategy revision process also made provision for a risk and opportunity assessment, resulting in the identification of a number of risks/opportunities that found their way to strategic projects.

risks involved

Although it is evident that business process owners across the NWU are taking more responsibility for risk management generally, risk management at the university is still not yet being approached in a sufficiently integrated way.

As a means to mitigate this internal risk, the institutional management approved the following processes that need to be followed to ensure the ongoing inculcation of risk management into core business process management:



- The inclusion of risks in quality manuals for both academic and non-academic areas of functionality
- A compulsory bi-annual reporting cycle to the management and to the Audit, Risk and Compliance Committee.

stakeholder needs

The ongoing management of risks and opportunities primarily takes into account stakeholders involved in the management and governance of the university (although the effects and outcomes of risk management have a bearing on the full range of stakeholders of the university). While management is confident that internal stakeholders have been involved sufficiently in the university's risk management processes, we need to refine the process for involving external stakeholders.



plans and targets/outlook for 2016

Over the past two years, the foundation has been laid for the continuous alignment and inculcation of risk management at the NWU. Management is confident that a much more integrated process will be pursued in the short to medium term. This will come about as we enhance control effectiveness and the utilisation of risk management as opportunity management.

material issues impacting our sustainability

The university management is fully aware that, without proper risk identification, management and mitigation, the effective functioning of the university may be impeded and that consequences may include legal action against the NWU, financial loss and damage to property and systems.



Above all, management is aware that the NWU brand and reputation might be at risk if sufficient risk management is lacking.

While it is evident that these factors will negatively affect the sustainability of the university in the future, all possible measures are being put in place to see to accountable and responsible risk management at the NWU.

NWU libraries:

12 442 775

searches on database

11 188

users received
information
literacy training



297
community
initiatives

749 710

students used eFundi
learning management system

01/01/2015

Kuali Financial System
went live at NWU



our social and relationship capital

The NWU realises that to increase the value of our social and relationship capital, it is vital to effectively identify and engage with our external stakeholders. In fact, because of the interrelatedness of our capitals, a strong social and relationship capital can also add value to our other capitals.

When alumni donate money to the university, they add value to our financial capital and when we use that money to build our research capacity, both our human and our intellectual capital is eventually increased.

advancement activities

This section demonstrates how we achieved mission element 5 of the NWU's strategic document, the Annual Performance Plan (see p65), and how our social and relationship capital is transformed through our advancement activities.

mission element 5

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


KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

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


our performance against our target


While the consultative process was under way to develop a new strategy and structure for the NWU, we focused on telling good news stories around our activities to offset the serious reputational risks the NWU was facing.

Advertisements were placed in major newspapers to:

- announce the winners of the NWU Alumni Awards 
- wish the 2015 matric learners well with their upcoming exams (this also involved a digital campaign)
- communicate the involvement of the NWU in uplifting the communities we serve (accompanied by editorials)

The following functions were held during the year:


- Alumni Award ceremony 
- Annual NWU Spokesperson of the Year award ceremony
- Two meetings with the Board of Donors
- Long service awards for members of the Institutional Office
- Rapport Top Lecturer awards


In addition, the NWU again sponsored the National Press Club Journalist of the Year Award and the Newsmaker of the Year Award, ensuring substantial exposure for the university. 

comments/challenges/disappointments

The lack of brand equity across the NWU remains a major challenge. The reason is that brand initiatives are still not being aligned and so do not have maximum impact. (See the next section on risks for more details.)

risks involved


The old management model and certain Council approvals dating back to 2006 have hampered the establishment of an aligned NWU brand. The lack of alignment among the four business units means that resources, especially finances, are wasted because a joint approach could have had a bigger impact. 

We mitigated these risks by promoting a unified approach, striving for maximum impact with limited funds and engaging the Financial Office about consolidating the budgets of the institutional office and the three campuses. 

material issues impacting our sustainability

We have to ensure an aligned approach toward brand application to sustain integrated marketing, communication, development and design.

stakeholder needs

Our focus was on addressing the needs of these stakeholders: 

- Government (They wanted to know how the transformation process was unfolding.)
- Alumni (They wanted to know if their alma mater was still an institution they could be proud of.)
- Business and donors (They wanted to know if their donations were spent wisely.)
- Staff (They wanted to be informed of anything that influences their work environment.)
- Students (They wanted to know if the NWU is still offering them high-standard services.)

Coordinated messages promoting the idea of a unified NWU were compiled and distributed to all stakeholders across the business units, using different internal and external channels.

plans and targets/outlook for 2016

Resources:

- The process of appointing a dedicated branding agency will commence in 2016. (During 2015, we still used the services of McCann /Weber Shandwick.)
- The position of brand specialist at the Institutional Office was filled at the end of 2015.
- The approval of the new strategy and structure might bring certain changes in the structure of Institutional Advancement, as well as the Marketing and Communication offices of the campuses, resulting in a more unified approach and outcome.



Events: We want to hold more stakeholder events in 2016 and to guide this process, we will conduct a survey asking our stakeholders what they want to know and how they prefer to be informed. In 2015 the categories for the Alumni Awards were streamlined to ensure optimal recognition for outstanding alumni, and we will continue refining these in future.



Stakeholders: The focus up to now has been on engagement sessions to address the strategy review process. Once this process has been finalised, an extensive stakeholder engagement plan will be put in place.



KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

5.2 Develop an integrated online stakeholder engagement framework that is aligned with the NWU brand strategy, communication plans, campus operational plans and departmental plans, incorporating appropriate platforms such as the NWU website, mobile applications, social media, and other online user technologies used in online communication and marketing.



our performance against our target

To see how we have performed against this target, refer to our performance assessment report, p83.

comments/challenges/disappointments

Social media development will undoubtedly broaden the stakeholder framework. While there is still much work ahead, there is already a willingness to share information across campuses.

The biggest challenges towards achieving a representative online framework are external websites and social media profiles developed without input from NWU communication professionals, causing brand fragmentation.

risks involved

Loss or disruption of content is always a risk when changing the theme of a large site such as the NWU's. Unrealistic or mismatched expectations of target audiences is another.

The team mitigated this by communicating our intent to all publishers and staff, detailing exactly what would happen and why. The switchover went smoothly, with no broken links, and minor display issues on some pages with custom designs were easily addressed.

Some target audiences found it difficult to navigate the new layout and we used their feedback to rearrange some of the links and content. There was a noticeable decrease in complaints.



stakeholder needs

Campus communication departments played a visible role in the new theme development and are constantly involved with sub-site development. This empowers them to meet the specific needs of their own target audiences.

Improvements such as the unified approach on the homepage ensure better access to the NWU as a whole for web users (including staff, students, parents, media and more). Interlinked information (such as the Newsroom and experts portal with automated news feeds), mobile scalability and quality of content are all geared towards an improved user experience. Better access to information because of an improved user experience will lead to better stakeholder satisfaction and improved perceptions about the NWU.



plans and targets/outlook for 2016

The new web theme and web establishment process should pave the way for more departments to refresh web content. Sub-site roll-out will continue in 2016, for instance providing sub-sites to each of the eight faculties that will form part of the restructured NWU. Our social media presence will also receive close attention and the NWU Online Publication policy will be reviewed.

material issues impacting our sustainability

The revised structure of the NWU website, which is moving towards arranging content in a more unified manner, supports the idea of one NWU. The faculty sub-sites will also reinforce this idea, as will consistent, sustained use of the unified approach.

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

5.3 Redevelop the NWU intranet as an important internal communication tool to ease daily workflow, enhance user experience and to facilitate employee engagement.



our performance against our target

The intranet has been moved to the Drupal 7 environment. The project is being handled in phases and as needs arise from departments. Existing updated pages are currently being moved to the Drupal 7 environment and, simultaneously, other departments are being accommodated.



comments/challenges/disappointments

Although much progress has been made in redeveloping this tool, it will only be finalised during 2016. The work was put on hold while we addressed other urgent needs such as communication on the strategy review process and the national student protests, but we are using the limited resources available to ensure the project is finalised in 2016. This includes advertising and filling a new position created for the intranet specifically.

Unnecessary information has already been removed from the intranet so that it only carries content that adds value to clients.



risks involved

Even though the intranet has not been fully redeveloped, the most important components have been completed, such as human capital and finances. Other pressing needs not previously accommodated on the intranet were addressed in the interest of smooth day-to-day operations.

plans and targets/outlook for 2016

The appointment of an intranet officer in 2016 will largely alleviate the capacity problems experienced.

stakeholder needs

The information of departments already accommodated in the redevelopment is fully up to date. Other departments are also continually assisted to make changes and update new information.



material issues impacting sustainability

Redevelopment of the intranet will be handled more systematically when the intranet officer is appointed. In the meantime, we have made sure that immediate intranet requirements received attention.

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

5.4 Increase the frequency of national media coverage in order to enhance the university's public profile.

our performance against our target

The services of MarketIQ and Meltwater were used throughout 2015 to monitor the media.

Institutional Advancement handled all media inquiries about the NWU as a whole, while the vice-chancellor's spokesperson handled inquiries related to the vice-chancellor.



The Newsroom on the NWU website is playing a major role in communicating good news stories that counter negative publicity about the university. The campuses are the primary sources of news for this platform, which the Institutional Office manages ensure consistency and optimal exposure.



For 2015, 8 958 articles with an advertising equivalent of R197 090 792 were monitored. Of these, 3 972 appeared in the print media, 608 on radio, 167 on television and 4 211 on online platforms. This compares well with the 7 229 articles with an advertising equivalent of R96 857 851 carried the previous year.



The media policy of the NWU was completely redrafted to address various concerns, especially among the academic fraternity, and the changes brought about by social media. Council approved the revised policy on 20 November 2015.

comments/challenges/disappointments

The turbulence that the NWU experienced during 2015 posed various challenges. The public airing of conflicting views about the approach towards the new strategy and structure resulted in some negative reporting, mixed messages and misperceptions. Council and the institutional management called for calm and placed limits on who could talk about the issues of the day. Once this was properly



observed, much of the negative publicity died down. The NWU responded to the student protests at the end of 2015 with a much more unified approach, ensuring consistent messages. The electronic newsrooms of the three campuses were monitored daily to ensure information was constantly updated.



risks involved

The biggest risk was mixed messages going out to stakeholders and damaging the university's profile and reputation. When approved, the new media policy and the proposed new structure will largely address the issue of "speaking with one voice".

stakeholder needs

Once staff, students, parents, alumni and the media had access to accurate, timely information about the development of the NWU's strategy and structure, a sense of calm prevailed. This underlined the importance of conveying consistent information from one source.



plans and targets/outlook for 2016

The new media policy will be implemented in 2016, as will the proposed changes to the structure of Institutional Advancement and the campus marketing and communication departments. This will pave the way for closer cooperation, a unified approach and better coordination in the use of financial and human resources.

material issues impacting sustainability

A sustained increase in national media coverage will be possible once all parties are observing the newly approved media policy and the newsrooms are continually updated.

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

5.5 Enhanced engagement with and mobilisation of the NWU's primary stakeholders with the aim of establishing viable, sustainable and mutually beneficial partnerships nationally and internationally.

our performance against our target

We have decided to use DevMan software for Development and Alumni Relations, as well as for Community Engagement. A project plan was put in place and the required development done to suit the needs of the business units. After due diligence testing and acceptance, the Community Engagement module went live at the end of September 2015.



We continued updating alumni contact details on the current database, with the assistance of the campuses. The alumni database contains 177 467 alumni profiles, of which 8 733 were created in 2015 and 20 852 were updated in 2015. The structure of the 2014 stakeholder version of the NWU Annual Report was again revised during 2015 to bring it closer to the principles of integrated reporting. The stakeholder report is a more concise version of the full NWU annual report that was submitted to the Department of Higher Education and Training (DHET) at the end of June 2015.



An array of platforms was used to enhance internal communication. These included recordings and messages from the vice-chancellor on issues of concern, and a strategy review page on the intranet.



A dedicated channel was created so that the chairperson of Council could communicate to all stakeholder groups on issues of importance.



A new channel for staff, the *NWU in a nutshell*, was created and is distributed every week.



comments/challenges/ disappointments

Owing to the limited availability of valid contact details for alumni, the NWU can make contact with only 23,1% of the database at this point. We contacted 93,8% of alumni in this segment during 2015.



As far as annual reporting is concerned, we have now combined the DHET annual report and the stakeholder version into one report to tell the NWU's unique value creation story.

The distribution of important messages from the Council chairperson and the vice-chancellor ensured that matters of strategic importance were communicated timeously.



risks involved

We have postponed the integration and transfer of alumni and stakeholder data until 2016 to ensure that proper data protection processes can be guaranteed.

stakeholder needs

The NWU has been working towards integrated reporting for the past three years, and a fully integrated report is now within reach.

plans and targets/outlook for 2016

Another three phases are planned for the DevMan development project, with the last phase due to be completed in August 2016. This work will enable us to improve data integrity and streamline communication, analysis and reporting.



material issues impacting our sustainability

The measures already in place and those planned for 2016 will to a large extent enable the university to maintain sustainable partnerships with stakeholders.



KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

5.6 Develop a strategy for the optimal functioning of an Institutional Advancement Office with specific reference to alumni relations and development activities.

our performance against our target

At the beginning of 2015, we revised job descriptions in the department and created or changed the following positions:

- A dedicated internal communication officer
- A dedicated social media officer
- An intranet officer
- An administrative officer
- An events coordinator.



The positions were advertised during December 2015 and will be filled at the beginning of 2016.



Since August 2014, we have conducted various workshops with alumni officers to formulate an integrated strategy for alumni relations and alumni giving. To optimise alumni governing structures, we held a workshop with the Exco of Convocation and the Alumni Association.



The integrated strategy will guide us in overcoming obstacles to alumni giving, such as the absence of a structured but flexible programme for giving. The strategy provides for an NWU Legacy Fund, which is an endowment fund to which all alumni can contribute.

We are currently focusing on three existing giving campaigns:

- The Meal-a-Day programme
- The Absa Affinity Card
- The Affinity Ring, a new initiative, for which sales started in October 2015.



Council approved the NWU's first Development and Fundraising policy on 18 September 2015 for immediate implementation. This policy seeks to integrate and unify the university's development strategy and fundraising model.

On 31 July 2015, Council approved the NWU's first Alumni Relations policy and guidelines for establishing alumni chapters.



The NWU participated in the annual survey of the Kresge Foundation and Inyathelo to determine the state of philanthropic giving at South African higher education institutions. The results will be available early in 2016.

comments/challenges/ disappointments

Roles in the department have not yet been fully clarified, especially for fundraising, but our participation in the Kresge survey should help with this important aspect.

The Development and Fundraising policy provides for the professionalisation of fundraising at the NWU, ensuring the strategic advancement of the university.

To ensure proper coordination of fundraising activities, a single bank account for all funds raised has been opened for the NWU and will start functioning in 2016.



risks involved

For the NWU to remain financially stable, close attention will have to be given to fundraising.




For the time being, the NWU has a hybrid fundraising model where campuses will run their own projects and institution-wide projects will be run from the Institutional Office. A director for alumni relations and development has not been appointed yet, and this is a serious gap.


It is crucial for us to have an up-to-date donors list at all times. A template for reporting donations has been compiled and provided to campuses for feedback.




stakeholder needs

A priority is finding exciting, visible ways to give alumni regular, up-to-date information on the impact of their contributions. We are also considering producing an annual donor recognition publication. 

plans and targets/outlook for 2016

The giving campaign will be launched in 2016 at alumni events. To facilitate alumni giving, we will introduce a variety of giving opportunities and mechanisms, including an online giving mechanism. 


At institutional level, alumni will choose from three focus areas: Access to Education (bursaries/tuition fees), Meal-a-Day and Promotion of Excellence at the NWU. At campus level, alumni 



general hindsight

Matters considered as the most material and most relevant to the NWU and our stakeholders



The Development and Fundraising policy, the alumni relations policy, guidelines for establishing Alumni Chapters and the revised Media policy set the scene for a much more integrated approach than before.

Most important strategic actions taken to create value and how it influences our long-term decision-making

By clarifying the roles and responsibilities of the divisions within Institutional Advancement, we are able to focus more effectively on addressing the needs of identified stakeholders. 

The integrated alumni relations strategy will enable us to improve alumni communication and increase the involvement of alumni in the fundraising efforts of the NWU.  


will be able to contribute to predetermined campus priorities and projects.


Alumni communication mechanisms (such as the NWU&U publication) will in future cover alumni giving and the impact of their funding. The August 2015 alumni communication audit will also assist with more targeted feedback. Each contribution will be acknowledged through a letter electronically signed by the vice-chancellor and a tax certificate.  

material issues impacting our sustainability

With the alumni and fundraising strategies in place, the university is in a position to sustain the optimal functioning of this department.


Most important instances of external engagement and internal alignment, influencing the value creation for the NWU

Our ongoing efforts to update the alumni database support effective communication with alumni, especially around the strategy review process. 

High-profile events such as the Alumni Awards and the Newsmaker of the Year event profiled both the NWU and the vice-chancellor among various stakeholder groups. 

future outlook

How our current performance will impact on the value created for and performance of the NWU in the long term

Through continual stakeholder engagement, we are helping to strengthen relationships between the NWU and stakeholders. Where there are no existing baselines and targets, these will be established during 2016 to demonstrate tangible progress in future. 



other partnerships and collaboration

mission element 4

Implement our expertise in teaching-learning and research, both commercially and community-directed, for the benefit of the province, the country, the Southern African region, the continent and ultimately the world.

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

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

our performance against our target

Refer to the section on research funding on p79 in the Senate report for a list of examples of how we implement our expertise and commercialise research results.

Community engagement focused mainly on internal matters in 2015. We reviewed the community engagement policy, compiled a database and set of management structures at the Potchefstroom Campus. Campuses were reluctant to adopt new structures in light of the restructuring process.

comments/challenges/disappointments

The contribution of the Technology Transfer and Innovation Office to the funding or co-funding of research and innovation activities has been growing exponentially. This upwards trend started in 2014 when a new research and innovation framework was introduced, producing positive results. Consequently, we have gained the trust of our stakeholders in government, industry, commerce and our research community.



risks involved

There is insufficient emphasis on managing the public image through marketing of positive outcomes or strengths.

stakeholder needs

Our efforts to intensify engagement with external funders and the NWU research community are helping to build trust and strengthen relations.



plans and targets/outlook for 2016

We expect stakeholder involvement to grow as a result of our consistent, positive performance.



material issues impacting our sustainability

Success in implementing expertise and commercialisation creates sustainability and opportunities for growth and transformation within the NWU and in local and regional economies.



KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

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

our performance against our target

To see how we have performed against our target, refer to our performance assessment report, p80.

risks involved

The risks of failing to maintain an effective community engagement presence are considerable. They include the perception that the NWU is divorced from society and does not deserve its "licence to operate", limited opportunities for work-integrated learning, reduced external income and poorer prospects of project sustainability.

stakeholder needs

The last stakeholder study was conducted in 2013/14. In 2016, we plan to conduct a new study on the impact of the university and the needs and assets in the municipal areas around our campuses.



plans and targets/outlook for 2016

A strategic planning session is scheduled for January 2016 to address the representativeness of the board of the NWU Community Development Trust and the appointment of new members.



Other priorities that will be discussed are ways to generate more external funding, develop social entrepreneurship and do impact monitoring and benchmarking.



material issues impacting our sustainability

Securing a consistent external funding stream is crucial for the financial sustainability of the institution and its community engagement initiatives. This necessitates systematic impact monitoring and evaluation of our interventions, together with a strong focus on social entrepreneurship.




KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)


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

our performance against our target

To see how we have performed against our target, refer to our performance assessment plan, p81.

risks involved

There is a lack of collaboration between campuses and the Institutional Office, raising the risk of inadequate alignment and coordination. We believe that the new management model at the NWU will overcome the challenges of misalignment and will improve communication and decision making. 


Other risks relate to the incomplete community engagement database and some faculties' inability or unwillingness to provide data given the lack of systems for capturing data in the past. Faculties do not consistently manage volunteerism and student outreach. 

The management of external stakeholder expectations about wider collaboration in development activities is problematic.

An example is the absence of a DST-approved Regional Innovation Forum (RIF), resulting in fragmented communication between the NWU, Northwest Development Corporation (NWDC), NW Provincial Government, TIA, etc. This necessitated a significant effort to rebuild relationships, manage perceptions and rebuild trust relationships. 

In addition, funding that was pledged for the collaboration was not available. We foresee that the finalisation of the NWU-IDC grant for establishing a regional innovation office will give new impetus to the collaboration plans.

stakeholder needs

Internal stakeholders have expressed a need for better communication, a single database to capture community engagement projects and a customer relationship management system for managing external stakeholder relationships. 

External stakeholders need to access the expertise within the university. Leveraging this expertise will positively affect sustainable community development and assist industry in being competitive and sustainable.



our performance against our target

Since adopting the Internationalisation Framework document, the NWU has entered into joint doctoral degree programmes with high-ranked universities abroad and set targets for international student enrolments. We are developing the bursary system accordingly.



Participating in international rating and ranking exercises will be a major focus of our future internationalisation efforts.

An important indicator of success in internationalisation is that about a third of the approximately 180 postdoctoral fellows at the NWU are international.



comments/challenges/disappointments

The International Office is represented on the Institutional Committee for Research and Innovation but not on Senate or the university executive.

Internationalisation at the NWU faces a number of obstacles and challenges:

- There is limited institutional debate on the role of internationalisation and a fragmented approach towards it.
- The Internationalisation Framework document is not yet filtering through to the core activities of the university.
- Research is conceived as the driving force for internationalisation. There is more emphasis on international agreements and collaborations than on the internationalisation of the curriculum (except in certain niche areas such as education, economics and technology).

risks involved

Risks related to internationalisation are not sufficiently represented in the NWU risk register.

plans and targets/outlook for 2016

The Internationalisation Framework document will need to be updated once the new revised NWU strategy is approved.

Any review should take into account internationalisation of the curriculum, internationalisation at home and trends in internationalisation. Furthermore, all campus and faculty plans should be reformulated to reflect internationalisation as a driver of the institution.

The director for international liaison should be a member of Senate in order to move internationalisation from the periphery to the core of the university, and may also need to participate on the Institutional Committee for Teaching and Learning.



stakeholder needs

The Internationalisation Framework document was thoroughly workshopped with internationalisation staff members from all three campuses before being finalised.



For more information, see the report of the chairperson of Council under the heading Working with industry on p38 and the report of the vice-chancellor under the heading Relationships with the community, both academic and service, p90.





3 192
instructional/
research
professionals

110

students benefitted
from Meal-a-Day project
on Mafikeng Campus

93

students assisted by
Centre for Students with
Disabilities on the
Potchefstroom Campus



5th annual
Culture Day Festival
held on
Vaal Triangle Campus

57,1%

female
staff members


42,9%



male
staff members

our human capital

It is common practice for companies and institutions to see their employees as human capital, but in our case, we also include our students under this section. There are two reasons for this.

In the first instance, our relationship to this very important group of stakeholders (who are also our main clients) is just as close as our relationship to our employees. Studying at the NWU, students (especially our contact students) see the university as their “home away from home”. From our side we

strive to develop them in a holistic way to become well-rounded people. This involvement in almost all aspects of their lives strengthens the relationship even further. 

Secondly, our students (as human capital) also add value to our other capitals. They increase our financial capital, for instance when they pay their tuition fees, and add value to our social and relationship capital by being part of our community engagement projects. 


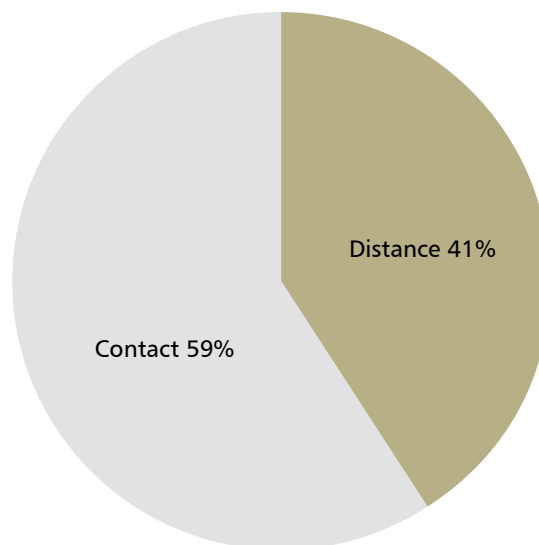
> meet our students

our student statistics

Composition and size of student body

Students enrolled for 2015	Mafikeng	Potchefstroom	Vaal Triangle	Total
First-time entering undergraduates	2 446	4 967	1 994	9 407
Seniors	8 356	40 980	5 327	54 663
Total	10 802	45 947	7 321	64 070

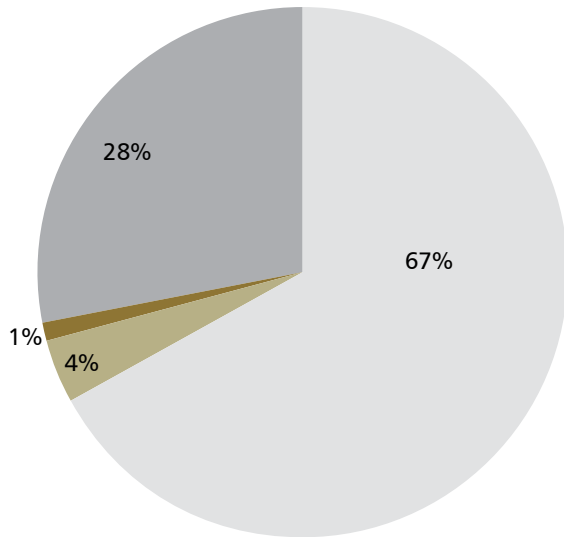
Students enrolled in 2015: contact and distance



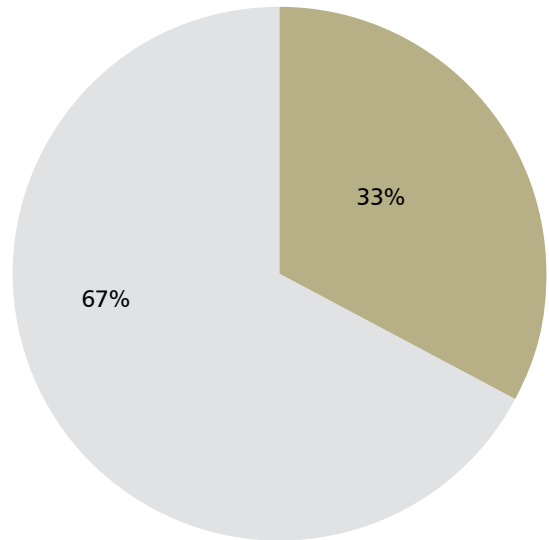
Racial and gender composition of student body

Year	RACE					GENDER			Total
	White	African	Coloured	Indian/Asian	Unknown	Male	Female	Unknown	
2014	17 780	40 564	2 686	489	1 616	20 516	42 619	0	63 135
2015	17 370	40 772	2 897	528	2 503	21 006	43 064	0	64 070

Racial composition of students



Gender composition of students




- Unknown
- African
- Coloured
- Indian/Asian
- White


67% Female
33% Male




supporting our students

Our students are our main clients and adding value to this important human capital group through our business activities is of the utmost importance.

Through our teaching-learning and research activities we add to their knowledge and skills, empowering them to enter the labour market as highly qualified graduates who are able to contribute to the economy of South Africa. 

But we also do more: we create an enabling environment for our students to develop into well-rounded people. We offer a host of cultural and sport activities and look after our students' financial, physical and psychological health and well-being. 

This important human capital group also contributes to our other capitals. By paying their tuition fees, they add value to our financial capital, and when they graduate, they become alumni who add value to our social and relationship capital. 


For more information on how we support our students, refer to the vice-chancellor's report, p88.

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)


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

MAFIKENG CAMPUS


our performance against our capitals

There are 14 extended programmes in the Faculty of Commerce and Administration and 19 in the Faculty of Agriculture, Science and Technology, offering students a wide variety of study options in these fields. 

The Law Faculty does not offer extended programmes. However, in order to broaden access to legal education, the faculty will be introducing a BCom Law degree from January 2016. Other postgraduate programmes are in the pipeline.

The short learning programme Maths for BCom will be piloted in January 2016 to increase access to BCom studies. 

Our recruitment strategy is aimed at both local and international undergraduate and postgraduate students, and we have extended our recruitment drive to Southern African Development Community (SADC) countries.


A special focus for the campus was recruiting minority students by visiting targeted schools and providing information on programme offerings, admission requirements, financial assistance, fees, accommodation, sport and cultural activities. We also gave motivational talks, held campus tours, advertised in school magazines and sponsored school sports events. The Science Centre continued to be a useful conduit for recruiting science students, especially from the surrounding disadvantaged schools and communities. 


Care was taken to align recruitment across the three campuses by:

- Sharing career exhibitions, marketing material and presentations
- Marketing all three campuses during school visits and career guidance sessions
- Facilitating cross-campus student exchange when certain programmes at the other campuses were full

Where applicants did not succeed in registering with the university, the campus referred them to the Central Application System.


comments/challenges/disappointments

Insufficient NSFAS funding meant that the campus could only register a limited number of qualifying students. Most of the 

applicants who were turned away were from economically disadvantaged groups. 

There were also too few residences to cater for the student population. The fact that Mahikeng as a town has serious accommodation challenges exacerbated the shortage.


risks involved

- The demand for NSFAS and other funding is growing every year but available funds are not keeping pace.
- The shortage of residences on campus poses a potential crime risk for students, who are also exposed to other societal ills.
- Challenges in recruiting minority students hamper the campus's ability to meet our equity target. 


stakeholder needs

There is ongoing, two-way engagement with all stakeholders (alumni, parents, industry, professional bodies and local, provincial and national government). We receive regular feedback from the professional bodies on the quality of our academic programmes.

plans and targets/outlook for 2016

Enrolment plans for 2015-2019 were submitted to and agreed on with the DHET, and we are confident of meeting our targets. To meet our science, engineering and technology (SET) target, the campus will continue with the Science Centre, Winter School and Ikateleng projects for learners from grades 10-12. Most of them end up registering with the university. The campus will be rolling out online registration to all faculties from 2016. 

material issues impacting our sustainability

It is a real challenge to meet the recruitment and equity targets for women, people with disabilities and minorities. The lack of space for the growing population of students with disabilities is a concern that works against broadened participation in line with the enrolment targets agreed upon with the DHET. Student unrest and political and socio-economic factors affecting funding for higher education have implications for our sustainability. 

POTCHEFSTROOM CAMPUS

our performance against our capitals

The recruitment strategy of the Potchefstroom Campus plays an important part in broadening access and meeting enrolment targets. This strategy is based on the campus enrolment plan (down to faculty level and including transformation equity targets), and covers both undergraduate and postgraduate students.

A total of 4 280 first-year students were enrolled in 2015, which was in line with the campus enrolment target of 4 592. The campus set an enrolment target of 4 500 first-year students for 2016. The marketing team, working with Student Recruitment on recruiting students for the following year, exceeded all its goals set in the Institutional Enrolment Plan.

The Potchefstroom Campus aligned its recruitment efforts with those of the two other campuses by:

- Sharing school research information
- Planning joint secondary school visits
- Planning joint career exhibitions
- Discussing and developing school presentations and speeches that project a unitary image of the NWU
- Developing a single marketing brochure for the three campuses.

The campus used the opportunity to make inputs into the NWU's application system, focusing especially on the electronic application form.

comments/challenges/disappointments

When it comes to managing enrolments and access, one of the performance barriers the campus experiences is that the electronic application system is outdated, fragmented (not centralised) and requires a functional improvement to meet national best practice.

The initial unavailability of sufficient NSFAS funding meant that a substantial number of academically qualifying black students could not be admitted.

risks involved

Although the Potchefstroom Campus is the biggest NWU campus, we receive only 21% of NSFAS funding available. This unequal distribution of NSFAS funding for the campus with the biggest

intake hampers the campus's efforts to meet transformation goals. Further alignment of enrolment plans and market needs is needed so that the NWU can recruit the best students in a limited market.

stakeholder needs

Our key stakeholders are faculties, grade 12 learners and secondary schools. Through research on the needs of prospective students, career guidance exhibitions and relations with secondary school principals, we strive to bring the university's academic offering to the relevant stakeholders' attention.

plans and targets/outlook for 2016

In our enrolment planning for 2016 and beyond, we take into account that, on average, only 150 000 matriculants nationally are eligible for admission to university studies, of who 30 000 pass mathematics with a mark of 60% or higher and 20 000 pass science with 60% or higher. All 26 universities are competing for these students.

This small pool of matriculants is especially important for science, engineering and technology (SET) targets. The admission requirements for SET subjects require an average mark of 60% for mathematics and science.

The Potchefstroom Campus is currently conducting extensive research among potential students to determine the factors influencing their decision making about the choice of a university. We are also developing an electronic career guide system for secondary schools. This will be a market first.

material issues impacting our sustainability

Any campus instability and unrest have a negative impact on the university's image, and therefore on enrolments, especially since the Potchefstroom and Mafikeng campuses lack strong geographical feeder areas.

A full transition from a paper-based recruitment system to an e-based system is imperative for reducing our carbon footprint and strengthening our environmental sustainability.

VAAL TRIANGLE CAMPUS

our performance against our capital

The Admission Policy is aligned and the admission requirements of the aligned programmes are the same across the campuses, ensuring a level playing field for all applicants.

We achieved the growth target of enrolling 1,5% more first-time students than in 2014. The enrolment target for first-time entering undergraduate students for 2015 was 1 719. The actual number was 2 023, including 283 distance students registered for the newly introduced Grade R Teacher Diploma.

To broaden access, the campus introduced extended programmes, enrolling 426 students for extended BSc programmes and 611 for extended BCom programmes. As a result, total BSc enrolments came to 555 and total BCom enrolments to 1 371. Similarly, 204 of the 467 students who enrolled for BCom Chartered Accountancy enrolled for the extended programme. These figures illustrate how the extended programmes contributed towards the campus achieving the enrolment targets.

Our integrated student recruitment strategy for the 2016 intake was finalised towards the end of 2014, taking into account the

campus enrolment target and feeder schools. Student recruitment staff visited schools in the target provinces, placed advertisements in newspapers and marketed the campus on radio.

Other activities aimed at increasing access were:

- an extended degree programmes awareness campaign
- an open day for more than 3 500 prospective students
- the campus's first postgraduate open day
- the second Life Orientation Educators workshop
- Saturday workshops to capacitate accounting teachers from secondary schools in the Fezile Dabi District
- the introduction of "Bridging the Mathematical Gap", a programme designed to help learners improve their mathematics scores and then register for BSc or BCom studies
- Two breakfast events for school principals, strengthening relationships between the campus and the principals of our major feeder schools.

comments/challenges/disappointments

- Late applications remain a challenge even though learners are encouraged to apply in time.

- Poor mathematics results in the final senior certificate examination continue to limit the number of learners who qualify for admission to the BSc and BCom degree programmes.
- Learners are poorly informed about the correct subject choices for admission to degree studies.
- Some school principals do not see the value of the information sessions of the student recruiters at schools.
- The campus does not have the means to offer sport bursaries and lacks a prominent profile in the competitive sporting codes, deterring some sport-oriented learners.

risks involved

- There is limited financial support for needy students, preventing some good prospective students from registering. Of major concern is the 'middle' group of students who are too affluent to qualify for NSFAS funding and too poor to afford tertiary education.
- Inadequate career guidance at secondary schools limits learners' career prospects.
- Our current marketing and recruitment strategy concentrates on feeder schools that deliver substantial numbers of learners who qualify for degree studies, and might overlook excellent learners from other schools with lower numbers of qualifying learners.

stakeholder needs

- The findings of a 2014 survey on the needs of first-year students were used to refine the student recruitment strategy. Another such survey will be conducted in March 2016.
- At some schools the learners need career education and information but we lack sufficient recruiters to meet the demand.

plans and targets/outlook for 2016

As in 2015, the student recruitment plan and activities will be informed by the campus enrolment targets and the availability of NSFAS funding. The student recruitment strategy for the 2017 intake was finalised towards the end of 2015; marketing among Grade 11 learners also started towards the end of the year.

material issues impacting our sustainability

Funding for students is always the main factor that excludes students from accessing the university.

Campus marketing and student recruitment are costly and depend on the available operating budget.

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)
 1.10 Student experience: Ensure that a suitably enabling environment is created for students, conducive to the creation of a balanced student experience as regards academic, social-cultural and sports activities in and across campuses; and also in terms of the development of students into leaders.

INSTITUTIONAL STUDENT REPRESENTATIVE BODY (ISRC)

our performance against our capitals

The ISRC's constitution was tabled at Council for approval during 2015. As ISRC members could not agree on the quorum needed for decision making, Council referred the consensus clause back to them for finalisation. (The rest of the constitution was approved.) When the ISRC members could not come to any agreement about this and other matters, their dispute was referred to the vice-chancellor and Council. All ISRC meetings were suspended pending the outcome of the dispute, which was only resolved at the start of the ISRC's 2015/16 term.

comments/challenges/disappointments

The ISRC was dysfunctional for the entire 2014/15 period, which had serious implications for the quality of student leadership on the campuses and meant there was little cross-campus interaction among students.

risks involved

The ISRC could not provide the required support and/or guidance to the Campus SRCs. ISRC-related activities such as the Intercampus Sport and Social Day could not be held.

During the all-campus SRC leadership camp, additional training was provided in an attempt to prevent future dysfunctionality within the student leadership.

stakeholder needs

The Campus SRCs functioned effectively despite the ISRC dispute and no student was disadvantaged due to this. Management ensured coherent and consistent student practices by corresponding directly with the campuses' student deans and SRCs.

plans and targets/outlook for 2016


The 2015/16 ISRC (inaugurated in September 2015) has been functional and no negative impact on the student experience is foreseen. The current ISRC pledged their cooperation in ensuring a fully functional and effective ISRC.

material issues impacting our sustainability

Disagreements between ISRC members impacted negatively on the sustainability of the ISRC, but the newly elected ISRC (for 2015/16) remedied this situation.

MAFIKENG CAMPUS

our performance against our target

The campus provides Supplemental Instruction (SI), which is a peer collaborative learning experience, for students in certain at-risk modules. 

Opportunities to interact with external experts and to participate in national, regional or international events are an important part of preparing students for life after university. During 2015, many such opportunities were made available:

- Five students (one per faculty) attended the 6th University Leadership Symposium held in Hong Kong, China, in August 2015. 
- Law students visited the Constitutional Court in Johannesburg, and participated in the Inter Campus Trial Advocacy and Mock Trials. Two law students took part in the 24th African Human Rights Moot Court Competition in Lusaka, Zambia. Experts from the State Pathology Laboratory visited the campus to talk about forensic medicine, and a judge from the Supreme Court of Appeal gave a public lecture.
- Deputy Minister of Transport Sindisiwe Chikunga took part in a round table discussion with final-year students of Transport Economics and Logistic Management, and the Commerce Council held a Commerce Week. 
- Science and Technology Minister Naledi Pandor addressed over 4 000 people at the launch of National Science Week at the Mafikeng Campus. Another important scientific milestone on campus was the opening of the Mahikeng Astronomical Observatory, which has a state-of-the-art telescope for research and for the use of local schools and the general public. 


The campus has 21 sporting codes, 18 of which are affiliated with University Sport South Africa (USSA). The other three are affiliated to provincial and national federations.

comments/challenges/disappointments


Owing to the national Fees Must Fall campaign strike during 2015, the USSA December tournaments were cancelled. Only six teams, namely badminton, basketball, cross country, hockey, netball and korfbal, participated in USSA tournaments.


There is a need to improve problem analysis within the different sporting codes.

risks involved


Partly completed repairs to hard surface courts can adversely affect the availability of facilities and expose players to the risk of injury. The lack of facilities for spectators at soccer matches played on campus could limit the growth of this important sport, and we believe that a proper stadium is needed. The campus also lacks adequate facilities for rugby, cricket, softball and cultural events.  Budgetary constraints, limited sport and cultural bursaries and the campus's location pose a risk, as they make it difficult to recruit and retain the best performers and attract sponsors.

stakeholder needs

In the areas of sport and culture, our stakeholders are students, sporting bodies, the provincial Department of Education and Sport, Department of Arts, Culture and Traditional Affairs, Mmabana Arts, Cultural and Sports Foundation, provincial SA Football Association, schools and the community. Their requests for access to the campus's facilities and coaching and training expertise were addressed, subject to availability. 

For example, we opened our facilities and assisted with supervision for community learn to swim programmes and circuit training, and held sport clinics in table tennis, tennis, netball, rugby and korfbal. 

plans and targets/outlook for 2016

Each year, more and more students are participating in the various sporting codes, making it a priority to improve the facilities and provide professional coaching. 


material issues impacting our sustainability

The main constraints are limited facilities for players and spectators, the cost of maintaining facilities and challenges in recruiting professional coaches.




POTCHEFSTROOM CAMPUS


our performance against our target


The campus continued with its extensive and balanced programme of sports opportunities and excelled in developing new opportunities. For example, the soccer league has grown from only a few teams to nearly 50. 

comments/challenges/disappointments

The Potchefstroom Campus again excelled in giving students opportunities to participate in recreational, inter-university, national and international sports competitions. The exceptional performance of our sports teams speaks for itself. 

risks involved

A drawback in our efforts to create more sports opportunities for students is the lack of funds for facilities to accommodate and host more sporting code competitions (such as swimming). Funding is also lacking for better spectator facilities at the rugby and netball fields. The toilet facilities are in dire need of improvement. Another hindrance is lack of funds for sport bursaries. 


These risks were managed by providing high level coaching to athletes and by implementing intensified marketing strategies. 


stakeholder needs

In terms of campus sport, our stakeholders are students, coaches, sponsors, internal units such as Marketing and Communication and 


Finance and Facilities, Varsity Sports and University Sport South Africa (USSA). We addressed their needs by focusing on a high level of professionalism in coaching, marketing, safety, the quality of existing facilities, sponsor engagement, opportunities to participate in competitions and skills development, among others. 


plans and targets/outlook for 2016

Our current performance in sport is conducive to the development of students and the positioning of the NWU as a provider of a balanced and stimulating sports experience that leverages the expertise of the High Performance Institute and its coaches. 

The kind of competitions hosted at the Potchefstroom Campus and the media coverage these events receive enhance the positive image of the NWU. By contrast, the inadequacy of facilities for spectators impacts negatively on the experience of non-athletes. 

material issues impacting our sustainability

Several sport bursaries (although not sufficient) have been granted to students from underprivileged backgrounds and the wide range of sporting codes (20 in total) caters for the needs of our diverse student body. 

The requirement of Varsity Sports to include a certain number of black students in participating teams has been strictly adhered to. A concerted effort is being made to assist students to excel on the sports field and also maintain an acceptable academic performance. 



VAAL TRIANGLE CAMPUS

our performance against our targets

We manage the student experience holistically, bringing together the academic environment, academic, physical and emotional support, social-cultural experience and sport participation. Our lecturers continually improve their lecturing skills and we use the latest teaching practices and technology enhanced learning development and support.

To improve academic success, we offer academic support such as:

- Supplemental Instruction (SI), a peer tutor-based academic assistance programme for students enrolled in at-risk or historically difficult modules.
- The academic peer mentor programme, which assists first-year students in making a successful transition into university life. The mentors are senior students who undergo comprehensive training.
- A tutor programme, launched in 2015 in three modules with a low throughput rate.
- Residence supervisors are available 24 hours a day to help create an environment conducive to learning.
- A work readiness seminar for final-year students was held in August.

comments/challenges/disappointments

First-time entering students are underprepared for the demands of tertiary education, even though we offer numerous support programmes and thoroughly inform students about these during first-year reception and orientation.

Another challenge is the absence of an integrated student tracking system, especially for at-risk students.

In terms of sport, it is a major challenge to find good sportsmen and women who qualify for admission to degree studies. We are unable to compete with the big universities in close proximity to major sport unions.

risks involved

Programmes for the support of first-year students especially were introduced in the residences, and peer helpers were trained, supported and monitored. The risk is that we may not be able to reach those students who need support, but reside outside the residences.

Students involved in high-performance sport programmes may be at academic risk unless the balance between participation in

competitive sport and their academic responsibilities is carefully managed.

The campus manages the risk of injury in sport in accordance with federation and league requirements, which include training officials and ensuring the availability of first aid medical officers.

stakeholder needs

First-time entering students very often look forward to an outstanding social experience at university. An objective of the reception and orientation programme is also to shift the focus to a more academic and personal development opportunity. If the campus were able to attract, retain and develop high-quality players and athletes, we could contribute towards the diversity targets of provincial and national sport federations.

plans and targets/outlook for 2016

Our main goal is to improve the throughput rate and increase the retention rate, especially of first-time entering undergraduate students.

We will also emphasise the development of students into well-rounded citizens.

The diversity targets for sport in 2016 were set in 2015, when the student recruitment process started.

Considerable effort will be made to improve the quality and availability of opportunities for recreational sport and the campus inter-residence league.

material issues impacting our sustainability

The financial and emotional needs of students coming from very poor circumstances place a heavy burden on our provision of student support services.

The current agreement with Varsity Sport stipulates that every university may enter only one team in the competition. This is very discouraging for the campus's students as teams that qualify are excluded if they are lower on the log than another campus's team.

Sport is an expensive department, both in terms of operating costs and capital expenditure.

For information on access to financial aid for students, refer to:

- Our Senate Report, under the heading: Access to financial aid, p61.
- Our Financial Capital, under goal 1.2, p151

For more information on student wellness and sport and cultural activities, refer to p88 in the vice-chancellor's report.

ensuring adequate staffing levels

In 2015 the university continued to monitor specific academic and support departments to ensure adequate staffing, particularly in critical areas.

Staff complement of the NWU

NWU employees	2014	2015
Permanent	3 687	3 876
Temporary	4 014	3 957
Total	7 701	7 833


Employment categories

Category	2014	2015
Crafts/Trades	28	29
Executive/Administration/Management professional	112	107
Intructional/Research professional	3 160	3 192
Non-professional administration	3 180	3 286
Service	399	389
Specialised/Support professional	558	565
Technical	264	265
Total	7 701	7 833



> caring for our employees

The NWU is a service-oriented institution producing knowledge and ideas, but to be able to do this, we need skilled, healthy and motivated people.

The knowledge and experience that our employees bring to their work is one of the greatest drivers of our success, making them our most valued asset. 

We treasure their willingness to support the NWU's values and strategic goals, their loyalty, skills, knowledge and experience, and their motivation to innovate and add value to our other capitals, especially our intellectual capital.

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

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


our performance against our target

As the process of compiling a new strategy and structure for the NWU was only finalised at the end of 2015, we decided that no value would be added by conducting a culture and climate survey during the year.


comments/challenges/disappointments

Given the pending changes in the university's strategy and structure, it makes sense to put the next culture and climate study on hold until these are in place.

risks involved

Employees experienced uncertainty during the process of compiling the new NWU structure and strategy. Regular communication between senior management and employees helped to counter this. 


stakeholder needs

We addressed our staff members' need to be kept abreast of developments around the strategy review process. 

plans and targets/outlook for 2016

As part of the new NWU strategy (2015-2025), we will conduct an organisational climate survey on a three-year cycle. During 2016 the baseline metric will be established, capturing the various items pertinent to measuring organisational climate.


material issues impacting our sustainability


Uncertainty among staff as to their future at the NWU could make it more difficult to attract or retain talent, which could negatively affect the sustainable future of the NWU. 


KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

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

our performance against our target


Grow our own timer (GOOT): This initiative provides undergraduate and postgraduate bursaries for candidates who the university employment after their studies. We are expanding the GOOT initiative to all levels of academic and support staff so as to substantially improve the NWU's employment equity profile. 

Capacity building fund: This fund is used for bridging finance to appoint employment equity candidates for up to three years. 

Measures to improve the programme are included in the NWU employment equity plan for 2016-2020. 

DHET's Staffing South African Universities' Framework: This project aims to recruit, support and retain black (African, coloured and Indian) and female academic staff to address their under-representation in the sector. The NWU has actively participated in this project and appointed seven new employees according to the framework. To read more about how we have performed against this target, refer to our performance assessment report, p74. 

risks involved

For the university to achieve its teaching-learning and research aspirations, it is vital that we attract the right calibre of staff and students. 

plans and targets/outlook for 2016

Employment equity targets 2016-2018

	2016 target	2017 target	2018 target
Male			
African	610	629	645
Coloured	88	93	95
Indian	18	18	19
White	851	837	829
Female			
African	581	604	627
Coloured	129	135	142
Indian	24	26	30
White	1 347	1 344	1 332
Total	3 719	3 757	3 790


We will implement the non-numerical goals of the employment equity plan from 2016 to 2020.




KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

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


our performance against our target

We finalised the NWU's job structure for support positions on all grades and completed job alignment by December 2015. The groundwork was done for the remuneration alignment project which is to be launched in 2016. 

We have implemented PNet, an online recruitment system, and are successfully using it to shorten the selection process. 


comments/challenges/disappointments

A challenge for business process renewal is to improve the administrative employee data system and its associated processes. This cannot be addressed owing to capacity challenges.


User training for the PNet system could be improved and this is envisaged for 2016. 

risks involved


In compiling the NWU employment equity plan, an audit was done of the policies, processes and systems that could pose barriers to equal employment. A number of goals and associated projects were identified and will be addressed from 2016 onwards. These projects include business process renewal at various levels.

All users must be able to use PNet effectively and efficiently so that the university derives the anticipated benefits of online recruitment. 


stakeholder needs


Employees expect to be remunerated fairly and equitably, and the Employment Equity Amendment Act (2013) requires "equal pay for equal work". The completion of the job alignment project sets the foundation for remuneration alignment across the NWU. The PNet system addresses the need of HR practitioners and other staff for a more effective and shorter selection process. PNet users' need for training will be addressed in 2016. 

plans and targets/outlook for 2016

Following the completion of job alignment in 2015, the remuneration alignment project, envisaged to run from 2016 to 2020, will address remuneration alignment. User training is planned for 2016, ensuring that users are familiar with the PNet system. 

material issues impacting our sustainability


With continuous pressure on the NWU budget, remuneration alignment will be implemented with the necessary controls and oversight to ensure financial sustainability is not compromised. 

Online recruitment is becoming a preferred recruitment channel among employers and job-seekers alike. To compete effectively for talent, it is essential that the NWU has a strong online recruitment presence. 



our performance against our target

Health and productivity management


Health and productivity management is the first objective of employee health and wellness. In 2015, we used the Ecare email system to educate staff about health topics such as mental wellness, environmental care and time management. Just over 10,7% of employees were registered Ecare users and 0,5% (18) used the service to contact our wellness professional. 


Here are some statistics on staff usage of health and wellness services:


- 1 109 staff received flu and Vitamin Bco vaccinations.
- More than 550 employees had health screenings and received postural awareness advice.
- Approximately 280 employees took part in pap smear, breast examination and PSA campaigns.
- 233 employees received primary healthcare and 18 antenatal care, while 242 were diagnosed with chronic illnesses and 439 with minor illnesses.
- 53 employees were diagnosed with malaise, 220 received contraception, 28 were diagnosed with sexually transmitted infections and 691 received HIV testing.
- 145 occupational health assessments were conducted with staff, along with 14 workplace health assessments and three office ergonomic assessments.

Wellness management


Staff had access to a wide range of services, from counselling and stress management to training on how to manage substance abuse. Here are some highlights:


- 258 employees received individual counselling and 59 were group participants. 
- 59 managers, mostly from the Potchefstroom Campus, used NWU wellness4U for both work and personal issues.
- Where employees asked for assistance, 98,6% of their legal issues were resolved, as were 78,6% of financial issues and 100% of family care and information-giving issues.
- 96,6% of the telephonic counselling issues and 82% of the face-to-face counselling issues were resolved.
- Stress management and resilience training was presented to 42 employees at the Mafikeng and Potchefstroom campuses.
- Three workshops were presented on how to manage substance abuse within the workplace.
- 53 employees attended workshops on early retirement planning and 65 attended the 'living financially free' workshops.
- Within the licence project, 16 international vehicle permits and 32 licences were obtained on behalf of employees in 2015.
- NWU Wellness4U had 1 510 requests for work-life balance services, including assistance with travel, legal, investment and vehicle-related matters. These services saved employees an estimated R868 474.


Currently, counselling is available in all 11 official languages, as the Wellness4U approach is a unitary service for all staff. In terms of HIV and Aids services, we focus on non-discrimination and destigmatisation. 


Staff contributed to community engagement by donating 122 units of blood and by donating gifts for 85 children who are HIV positive. Institutional Health and Wellness Coordinating Committee (IHWCC) meetings were conducted. 


HIV/Aids

HIV counselling and testing (HCT) reached 724 staff and students, and the 'First things first' campaign reached 1 744 staff and students. Screening for sexually transmitted infections (STIs) and tuberculosis was conducted with 1 171 employees and students. One staff member and nine students were trained in HIV counselling and testing. 



In addition, 75 students were trained as advocates on HIV-specific issues, girl empowerment and women empowerment, substance abuse, stigma and discrimination, dual protection, gender-based violence, intergenerational sex, rape and post-exposure prophylaxis. 

A total of 24 132 male condoms and 1 569 female condoms were made available to students and staff during 2015. Medical male circumcision (MMC) was available to staff and students at the Mafikeng Campus. 


HIV and Aids activities were conducted during RAG and student orientation week on all three campuses. The Red Chair campaign was initiated in residences to encourage dialogue around HIV, sexuality and discrimination. Some 217 employees were reached during the New Employee Orientation, which included HIV and Aids in the workplace. 

Activities with regard to the global funding (through the Global Fund to Fight Aids, Tuberculosis and Malaria) from HEAIDS took place, as did a verification exercise of activities and spend against budget. 


comments/challenges/disappointments

- The Fees Must Fall campaign affected various projects, such as the build-up to World Aids Day the Be active day at the Mafikeng Campus. 
- Stress management and resilience training did not take place at the Vaal Triangle Campus as too few staff registered for it.
- Managing absenteeism within the workplace is challenging given the absence of a centralised IT system to track trends and lack of cooperation from managers. 


risks involved

Substance abuse and suicide were the main employee risks identified. The following factors had a significant impact on work performance: relocation, HIV, money management, personal development, child and family care, legal issues and trauma. Discrimination and resources had a moderate impact on work performance. Counselling services were available in all cases. 


stakeholder needs

There were 1 510 requests from employees for services rendered by NWU Wellness4U and the resolution rate of the core counselling and advisory services was 96,6%. 

plans and targets/outlook for 2016

Managers need training on dealing with absenteeism and on job engagement management, while employees need training in communication skills. Job engagement at the NWU needs to be measured to establish a baseline. 

material issues impacting our sustainability

It is critical to ensure that health and wellness services are provided equitably, confidentially and in a non-discriminatory way. A healthy, well-cared for staff complement is vital for maintaining the high quality of the NWU's core business activities and for reaching the university's strategic goals. 

our performance against our target

A culture of understanding **occupational health and safety** (OHS) has been entrenched through regular, mandatory safety meetings at campuses. OHS representatives receive ongoing training.



Most elements of the OHS system have been developed and introduced on supervisory level.

That said, we encountered a number of shortcomings in OHS reporting and in the functionality of our OHS system, resulting in our performance score being significantly below the target set. An external audit at the end of November 2015 confirmed that training on the implementation of the OHS had shortcomings, especially with regard to Subsection 16.2 appointees. The schedule for 2016 has been updated to correct this.



(According to Subsection 16.2 of the Occupational Health and Safety Act, a chief executive officer of an institution may delegate health and safety duties to a Subsection 16.2 appointee.)

Too few informal OHS audits were conducted in 2015. Specific items and objectives have not been set for 2016 to provide a control mechanism for ensuring that audits are carried out as scheduled.

Another shortcoming was that twice-yearly OHS reports were not tabled at the institutional management in 2015.

comments/challenges/disappointments

The occupational health and safety (OHS) system is not available electronically and key elements of the system have not been rolled out to Subsection 16.2 appointees. Plans are in place, however, to make all elements accessible on a central electronic information system.



risks involved

We have identified the major risks relating to elements of the OHS system that have not been implemented, and compiled a project plan to address these as a matter of urgency in 2016.

stakeholder needs

As previously mentioned, stakeholders appointed in the Subsection 16.2 capacity have not received sufficient training but safety representatives have been sufficiently trained.



plans and targets/outlook for 2016

The schedule for 2016 has been updated to focus on the training of Subsection 16.2 appointees.

Quarterly Institutional OHS meetings will be re-introduced in 2016 and an electronic information system will be implemented.





general hindsight


Matters considered as the most material and most relevant to the NWU and our stakeholders.


A breakthrough for the NWU was the compilation and approval by Council of a well-researched employment equity plan with quantitative and qualitative goals and targets.

MAFIKENG CAMPUS


Two university-wide transformation projects, Growing Our Own Timber (GOOT) and the New Generation of Academics programme (nGAP), were instrumental in building capacity on the campus in 2015. 


Seven capacity development positions were allocated to the campus under the GOOT project, two for the Faculty of Human and Social Sciences, two for Education and Training, one for Law and two for Agriculture, Science and Technology. 


For the nGAP, Commerce and Administration had two positions for developing capacity in accounting. 

In addition, 10 staff members obtained their doctoral degrees in 2015 and four were given short sabbatical leave to work on their PhDs. Funds from the Research Development Grant were used to assist 40 members of staff from different faculties to undertake short research visits, attend conferences and pay PhD tuition fees. Eleven staff members each received R30 000 in funding from the Emerging Researchers programme to complete their PhDs. 

POTCHEFSTROOM CAMPUS

Grow our own timber (GOOT): The NWU sets aside a certain amount of money specifically with the purpose of grooming young upcoming academics from previously disadvantaged groups. For this purpose 12 postgraduate students from different faculties received bursaries of R80 000 each. These young academics go through mentorship programmes, receive opportunities to assist in teaching and learning projects, and participate in research projects. Some candidates have already become permanent employees of the NWU or joined other higher education institutions. 


New Generation of Academics (nGAP): The DHET has introduced a framework for the staffing of South Africa's universities, and the nGAP is Phase 1 of this staffing initiative. In the first round of phase 1, the NWU was allocated seven of 127 posts allocated to all South African universities. In the second round, the NWU again made use of the opportunity and submitted 12 applications, the results of which are still pending. A number of applications are awaiting the third round. 

Capacity building – Equity: In pursuit of achieving a diverse staff population, the capacity building fund was managed as a steering mechanism. Through this fund, a position is funded for three years, after which it is absorbed in full by the budgetary unit concerned. To date, the following appointments have been made: 

- Positions fully absorbed in the system: 25
- Positions currently funded: 19
- Positions approved in 2015 and still in the process of appointment: seven

Strategy review process: The Potchefstroom Campus has been part and parcel of the strategy review process under way at the NWU. We have contributed constructively through the Management Committee and Rectorate, deans and faculties and the Senate Ad Hoc Committee.

Change management was successfully conducted on all levels, keeping staff informed about the strategy process and promoting buy-in.

The strategy review process included identifying and optimising niche markets and new markets for the campus. 


VAAL TRIANGLE CAMPUS


Some of the matters that most materially affected the campus and our stakeholders in 2015 were the university's strategy review process, student protests and action and the failure of the current financial model to accommodate redress and the need for equitable resource allocation.

Most important strategic actions taken to create value and how it influences our long-term decision-making.


The approved employment equity plan is strategically important in creating value and influencing long-term decision making. It is thus of the utmost importance to successfully implement the NWU's Employment Equity Goals Setting and Management Policy over the next few years.

POTCHEFSTROOM CAMPUS


Postgraduate open day: In line with the strategic objective to become more research directed, we hosted an open day for postgraduate students in 2015. A total of 773 prospective master's and doctoral students attended. 

Open day for international students: Each year, we hold a special International Welcome, Orientation and Multicultural Day to welcome international students and introduce them to the academic, cultural and social environment of the Potchefstroom Campus and the city. In 2015, various events were held at different venues on the campus and the day ended with a visit to a community engagement project. 

Most important instances of external engagement and internal alignment, influencing value creation for the NWU.


The alignment of job grades was completed at the end of December 2015, setting the foundation for the remuneration alignment project. Its aim is to align remuneration over the next five years without affecting the financial sustainability of the NWU. 

POTCHEFSTROOM CAMPUS


The Potchefstroom Campus is committed to broad transformation, including race and gender equity. As far as equity goes, we plan to reach the goal of 30% black academic staff members by 2018, having exceeded 27% in 2015. This planning has entailed identifying posts that will be filled by black and/or female academic staff, and using the Grow our own timber and nGAP initiatives to build capacity. 

future outlook

How our current performance will impact on the value created for and performance of the NWU in the long term

The foundation of a value-creating human capital strategy is that line management must understand their role and responsibility in managing employees. Human capital, as a functional division, provides technical and strategic human resources services that enhance line management's responsibility towards employee management. 


These services are:

- Effective and efficient recruitment, selection and promotions policies and practices
- Workforce planning processes, including employee development and career pathing, to ensure the effective supply of skills, compensation and performance management policies and practices that attract, retain and motivate high-performing employees. 

The current capacity constraints within the human capital division prevent it from optimally contributing to value creation for the NWU.

MAFIKENG CAMPUS


An important partnership was cemented when the Office of the President of South Africa teamed up with the campus Disability Unit

to empower disabled graduates and enable government to meet its target of employing at least 2% disabled people in every department. 

POTCHEFSTROOM CAMPUS


The campus has reiterated its stance on broad transformation, which includes much more than race and gender equity.

As far as equity goes, it has planned to reach the goal of 30% black academic staff members by 2018, having attained more than 27% in 2015.



This planning has been done very specifically, identifying posts that will be filled by black and/or female academic staff, and capacitating persons from these categories through the GOOT and nGAP and capacity building positions. 

VAAL TRIANGLE CAMPUS

We strive to become an innovative university campus that is internationally recognised for scholarship in teaching and learning, and conducting research relevant to the societies we serve.

We do this by, among others, maintaining an enabling and supporting environment where staff and students can flourish, and by offering student-centred, technology-enhanced learning and teaching by passionate staff who give attention to individual student needs. 

REMUNERATION

By using an approach of "guaranteed plus non-guaranteed remuneration", the NWU remuneration system aims to achieve the following in the short, medium and long term:  

- attract, motivate and retain the calibre of staff that will enable the university to accomplish the NWU goals in support of its strategy
- provide salaries that are competitive with comparable jobs in the higher education sector and other relevant external economic sectors
- provide salary structures and individual salaries that equitably reflect real differences in positions and responsibilities
- allow the implementation and administration of performance management and salary increase planning systems that will achieve and sustain equitability
- consistently complement the other elements of NWU compensation
- administer remuneration in compliance with all legal prescriptions of the country, as well as contractual obligations toward employees, with specific reference to the Employment Equity Amendment Act (2013)
- exercise sound management principles in the application of remuneration.



**R3 527
million**

total income
10,0% growth

**R3 339
million**

total expenses (excluding IAS
19 valuations) 6,5% increase

R81 million

net surplus
after income tax
(including IAS 19 valuations)

38,8%

income from state subsidy
as % of total income

**R170,1
million**

bursaries from own funds
2,7% increase

R249

million
cash flow investment
in total assets
9% increase



our manufactured capital

Our manufactured capital can be described as everything owned, leased or controlled by the NWU that makes our core business and service delivery possible. This includes buildings, equipment and other infrastructure.


Once again, this capital is interrelated to the other capitals. Constructing a new building decreases our financial capital due to the building costs, and decreases our environmental capital due to waste creation, but it adds value to our intellectual capital because it is used for delivering academic programmes and doing research.

If the building is designed on green principles, as were the Engineering building and the building for Life Sciences, both on the Potchefstroom Campus, it adds value to our environmental capital and, as an item on our list of assets, it adds value to our financial capital.


KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

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

our performance against our target


We made good progress in aligning security systems among the campuses so that staff and students have general access to all three campuses. 

The electronic access alignment project was finalised and went live on 12 October 2015.

Vehicular and pedestrian access systems on campuses have been integrated by sharing a common database, enabling all staff and students of the NWU to gain access to general areas such as main gates, pedestrian turnstiles and libraries on all campuses. 

Access control has been integrated with the NWU's core administrative processes and business rules. For example, when staff are appointed or resign, or students register or discontinue their studies, access control is adapted accordingly.

Each campus retains its own autonomy and flexibility in respect of specific access control areas and security systems.


The feasibility of aligning security systems and protocols across campuses was investigated and proposed as a second phase of the original project. We have already standardised and aligned processes, data and documentation across the campuses, and created a common information platform. 

For more information on how we have performed against this target, refer to the report of the chairperson of Council, under the headings Campus development (p37) and Facilities and major capital works (p37). Information about our manufactured capital is also available in our performance assessment plan, p146.


comments/challenges/disappointments

Operational maintenance is a decentralised function for which the campuses are responsible. Institutional management has therefore


not received a consolidated report on operational maintenance budgets and related operational infrastructure and building issues relating to this decentralised responsibility. This shortcoming needs to be addressed as part of the new strategy.

Physical Infrastructure and Planning's procurement section managed the tender process for 94 infrastructure tenders. 

risks involved

The maintenance of infrastructure on campuses will not easily be monitored and managed at an institutional level without assigning responsibility to an institutional functional owner. 




stakeholder needs

A service was provided to all teaching-learning and support entities within the NWU with regard to the planning and execution of infrastructure projects. 

plans and targets/outlook for 2016

At the end of 2015, the infrastructure priorities for 2016 had not yet been approved and were under review owing to the budget deficit created by the 0% fee increase announced by the Presidency. The focus will be on investment in growth and macro maintenance.

material issues impacting our sustainability


The 0% increase in tuition fees resulted in the reduction of expense and capital budgets, potential constraining growth, quality or the realisation of the NWU's strategic objectives. The uncertainty over future funding from DHET and tuition fees makes it difficult to plan. 



KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)


5.11 Develop a strategic infrastructure plan (SIP) that is informed by the enrolment plan, research plan, support function plans as well as the various audits (Maintenance Audit, Disability Audit, OHS and Risk Audits) and standards (environmental, sustainability and internal technical standards).

our performance against our target


The Physical Infrastructure and Planning department has submitted an infrastructure plan to the DHET.

The infrastructure policy was developed in consultation with the campuses. Council has approved it and institutional management has approved procedures guiding infrastructure applications. The 2016 infrastructure applications were included in the budget process for the first time, in line with the new Infrastructure Policy. 

Integrated planning was identified as a strategic project during the new strategy formulation process. New infrastructure requests will be measured against the norms of the DHET and future enrolment planning.

Physical Infrastructure and Planning has presented a plan to address deferred maintenance at the NWU. 

The successful implementation of the plan depends on two factors. One is the implementation of the campuses' formal planned preventative maintenance plans. The other is the availability of enough funding to reduce deferred maintenance in accordance with the macro maintenance plan.

We began clarifying the roles and responsibilities of the campuses and the Institutional Office. Control measures will be implemented to identify possible gaps in the preventative and day-to-day maintenance process. 


Physical Infrastructure and Planning keeps and updates a list of approved projects. Information is available electronically and details of projects are presented to the Assets Committee of Council twice a year.

Owing to shortcomings in the current space management (SPM) system, current space utilisation information could not be compared to the DHET norms and used as a basis to evaluate new infrastructure requests.


Cash flow forecasting was completed for 2015 projects after formal approval of the projects.


general hindsight

Matters considered as the most material and most relevant to the NWU and our stakeholders

Deferred maintenance of infrastructure at the NWU can only be addressed if adequate funding is provided during the next 10 years and formal planned maintenance plans are introduced by campuses. 

Most important strategic actions taken to create value and how it influences our long-term decision-making

The university adopted a policy on infrastructure and facilities. A strategy for deferred maintenance of infrastructure at the NWU was approved by the institutional management, although this is dependent on funding to roll out. 



The monthly cash flow forecast will be submitted within two weeks of obtaining approval for projects for 2016. 

comments/challenges/disappointments


The deferred maintenance plan can only be successfully implemented if the maintenance plans of the facilities departments of the Institutional Office and the campuses are aligned.

Aligning the infrastructure plan with an integrated institutional strategic plan is still a challenge for the university.

risks involved

The major risks related to infrastructure are deferred maintenance, fragmented planning and failure to optimally utilise infrastructure. These factors could affect the financial sustainability of the NWU and the fulfilment of stakeholders' operational needs.  



stakeholder needs

Various stakeholders were consulted but internal planning processes of the NWU have not been refined to ensure alignment of strategic planning on infrastructure. 

plans and targets/outlook for 2016

We are recommending that Council approves a three-year infrastructure plan, in line with the DHET's Reporting Regulations.

material issues impacting our sustainability

Optimal use of space will become more important in future as the cost of infrastructure rises and deficits in the budget become a reality.  



our natural capital

The NWU's ability to add value through our core business depends on the use of all our capitals, but these capitals are in the end all based on natural capital.

We need water, for instance, to sustain the lives of our staff and students (our human capital), and we need land to build on if we want to add value to our manufactured capital.

However, we realise that these natural resources are scarce and should be managed sustainably to ensure their future availability.

environmental sustainability

The university has been dealing with environmental issues in a structured, systematic way since February 2013, when we released the final report on our first environmental legal compliance audit.

Following the audit, an implementation strategy for the NWU action plan was compiled. This strategy was supplied to the campuses as a guideline to address the issues identified. The campuses worked in cooperation with the institutional Green Campus Initiative (GCI) committee, which the institutional director for community engagement coordinates.

Most of the recommendations from the audit concern administrative processes that have to be addressed. In 2015, a 'soft' audit was done to measure the progress made and suggested ways to finish implementing the audit recommendations.

Notwithstanding the progress made, the biggest obstacle to finalising the outstanding compliance issues was that none of the green campus coordinators were working full time on the project and had to rely on a variety of staff and departments to do the work, making it difficult to assign accountability.

This should be addressed as part of the role clarification and management restructuring process in 2016.

Baselines of current consumption

The Potchefstroom Campus, together with Physical Infrastructure and Planning, is busy establishing baselines for the management of water, electricity and waste, among others.

Meters are being installed to measure water and energy consumption and the waste management contractors are required to submit reports. This will help to effectively measure changes in usage and behaviour, as well as possible savings. Progress with regard to metering on the other campuses varies.

Ride sharing and transport

All three campuses are participating in the provision of ride-sharing options to students and staff, using an online booking platform. These options include the following:

- Find a Lift, a university-wide project that uses the services of an independent contractor to provide lift solutions to students and staff.
- The Mobility, Parking and Shuttle Service committee investigated ways to address the parking shortage on the Potchefstroom Campus and to reduce its carbon footprint. This included considering the use of off-campus parking and bringing students to the campus by shuttle. The finding, however, was that this would be too expensive to implement.
- Other solutions being investigated are paid parking, bicycle-friendly routes, safe walkways and the use of walk-in turnstiles from January 2015.

For more information on our endeavours to increase the value of our natural capital, refer to the statement of Council on sustainability, p24.

60

primary schools use
sustainability curriculum
developed by
Education Sciences

25 000

items
of clothing collected
for communities

80%

of water in dams
is grey water

R2,3

million

saved with electricity
savings initiative since
2012

80%

of marketing
material
now digital



**R1 386,6
million**

income from state:
subsidies and grants

**R1 171,3
million**

student-related
income

**R946
million**

research, entrepreneurial,
investment income

**R2 533,1
million**

net assets

**R1 819,9
million**

staff remuneration

**R1 337,7
million**

operating expenses



our financial capital

Our financial capital comprises the pool of funds available to the NWU. This capital releases its value when converted into other forms of capital.

By spending money to upgrade research laboratories, for instance, our financial capital is converted into manufactured capital. This also demonstrates the interrelatedness of the capitals, because upgrading laboratories adds direct value to our manufactured capital, while adding indirect value to our human and intellectual capitals. (Benefiting from better facilities, our researchers are able to achieve higher research outputs.)

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

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

our performance against our target

Our financial aid offices did their best to manage the National Student Financial Aid Scheme (NSFAS) allocation effectively amid challenging circumstances, with demand by far outstripping the supply of funding and growing uncertainty about future funding.

The NSFAS allocation (including Social Development and Funza Lushaka bursaries for 2015) amounted to R318 536 104, representing 45,50% of the total amount administered by the financial aid offices of the NWU. Owing to the efficiency of these offices and their staff, we were in a position to allocate the total amount in line with the NSFAS guidelines. An amount of R2,6 million was claimed early in 2016 after approval was obtained from NSFAS in December 2015 to transfer this amount from the Final Year fund to the NSFAS General DE fund.

comments/challenges/disappointments

The NSFAS allocation from 2014 to 2015 increased by less than 5% and was lower than the inflation-related increase in tuition fees. This meant fewer students could be assisted in 2015. Furthermore, the number of applications increases every year. As a result, we estimate that only 40% of applicants at the NWU could be assisted with NSFAS funding in 2015.

risks involved

The financial aid offices have to make sure they only approve students within the NWU NSFAS allocation. They must also communicate in advance with students who did not qualify for NSFAS funding due to insufficient funds. The intention is to manage the risk of students arriving at the university without funding and to reduce the possibility of protests and bad debt.

The goal of increased and broadened participation cannot be achieved if funding is decreasing.

stakeholder needs

The biggest stakeholder group when it comes to NSFAS funding is financial needy students who qualify for admission but cannot be accommodated within the available funds. The NWU is represented on the executive committee of the Financial Aid Practitioners of SA, which represents university financial aid offices and has direct access to NSFAS management. The financial aid office networks regularly with external bursary donors to recruit more bursary opportunities.

plans and targets/outlook for 2016

The NWU depends on NSFAS funding to assist needy students. In late 2015, the DHET made additional funding available for students with debt incurred between 2013 and 2015. The NWU will receive additional funding of R30,5 million in recovering debt from previous years, and an additional allocation to assist these students for the 2016 academic year.

The NSFAS allocation did not increase for 2016, although the Minister made an announcement in early 2016 that all first-time entrants who qualify for NSFAS funding should be allowed to register (within the enrolment targets of universities).

material issues impacting our sustainability

Although the higher education sector welcomed the announcement on additional funding for first-time entrants, no commitment was received from the DHET or NSFAS that funding is indeed available. We believe these students should be financially assisted for the total academic lifecycle and uncertainty remains as to whether funding will indeed be made available.


Furthermore these students need money for books, accommodation and food before the NWU receives the funding, which puts pressure on the cash flow of the university. This poses a material financial risk for the NWU, and places great strain on the capacity of the financial aid offices.

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)


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

our performance against our target

Investing in, maintaining and reporting on building infrastructure is an important stepping stone towards ensuring equitability of provision on the three campuses.

Finance reported to the Assets Committee of Council twice in 2015, first in May and then in October. The expenditure reported on was for infrastructure projects per campus and included any external funding, Infrastructure and efficiency grants from the DHET, internal capital funding, deferred maintenance expenses and minor building works. An annual audited report was presented to the DHET in April on Infrastructure funding allocations. 

For strategic procurement and broad-based black economic empowerment, we adhered to stringent internal and external requirements.


The Schedule of Authorisation Levels, as approved by Council, requires that all procurement transactions exceeding R100 000 must be awarded to suppliers via a tender process. In line with the Public Procurement Act, and as stipulated in paragraph 5.2 of the NWU's General Financial Guidelines, all tenders were awarded using a points system. 

Any deviations from these requirements were fully motivated and approved by the director for financial administration in terms of authority delegated by the institutional management.

The Annual Performance Plan target for BBBEE procurement spend for 2015 was set at 60%. We exceeded this target by a considerable margin, and achieved a percentage of 80% for 2015.

For more information, refer to our performance assessment report, p75.

comments/challenges/disappointments


Strategic procurement: The department of Physical Infrastructure and Planning's procurement section managed the tender process for 94 infrastructure tenders, while the number of tenders managed by the Financial Administration department increased from 53 to 120 in 2015, putting pressure on the capacity within the central procurement department. 

Occasionally, poor planning on the part of managers necessitates deviations from the tender process to avoid interruptions in critical processes or services. From May 2015, the Department of Trade and Industry implemented new BBBEE codes. Because these codes are more difficult to comply with than the previous codes, preliminary calculations indicate that with our next BBBEE certificate due in April 2016, our BBBEE level will possibly drop to Level 6. This is a dilemma facing all universities and stems from the requirement for "BBBEE Supplier Development" for which we are not yet geared.

risks involved

Strategic procurement: Stakeholders' priority is to receive their goods on time, at the best quality and at the right price. From time to time, the points system of tender adjudication does not guarantee that all stakeholder needs will be met.

To minimise this risk, the tenderer with the highest score is often evaluated in terms of ability to deliver the required quality goods or services on time. References are followed up and previous experience is taken into account. If the risk is substantial, approval is obtained to award the tender to the supplier with the next highest score.

The main risk of focusing on the increase in the BBBEE spend levels (and therefore excluding suppliers that will not contribute to these levels) is that this might come at a financial cost to the NWU or have quality implications. 

The expected decrease in the BBBEE status of the university might negatively affect our ability to obtain tenders for government work, and thus might impact on future third stream income.


plans and targets/outlook for 2016

We need to strengthen our tender departments due to increased tender volumes and to maintain high-quality service. We also plan to improve the standard tender documentation by focusing on user-friendliness. For 2016 we aim to improve planning by raising awareness among responsible managers and keeping a tender register to track tenders that are due to expire.

We plan to stabilise our BBBEE spend at the current 85%. A priority for 2016 is to initiate programmes to support Supplier Development with a view to improving our expected BBBEE level 6 status. Cost-benefit analysis will be done first.

material issues impacting our sustainability

The 0% increase in tuition fees resulted in the reduction of expense and capital budgets, potential constraining growth, quality or the realisation of the NWU's strategic objectives. The uncertainty over future funding from the DHET and tuition fees makes it difficult to plan.

The drastic weakening of the country's currency could impact negatively on our financial viability through a material exposure to indirect imports via our suppliers. The uncertainty of the future value of the Rand could negatively impact longer term supply contracts. 

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

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

our performance against our target

Each budget unit (the three campuses and the Institutional Office) takes ownership of its own budget and has a budget committee. The Institutional Budget Committee (representing all the budget units) then recommends the overall budget to institutional management, which approves and recommends it to the Finance Committee. Council finally approves the budget at the recommendation of this committee.

Thus, the NWU budget process is interactive. Different levels of management participate actively in compiling the budget for the next year, taking into account past trends, risks and concerns, benchmarking and future goals and plans.

The budget target was compiled per budget unit based on ratios (expenses measured as a percentage of core business income, which consists of tuition fees and subsidy) with a break-even budget (in income stream 1 and 4) on a cash-flow basis as a goal.

Equitable and transparent resource allocation is key to ensuring that agreed outputs are achieved. Pending the finalisation of the NWU's new strategy, the baseline used to compile the budget was made up of the mission elements in the current Annual Performance Plan, cascaded down into goals and action plans. The strategic funds as budgeted will be used to support strategic initiatives that were not covered in the operational budgets of the business units. We continued to implement and report on an inclusive, appropriate budget process.

The initial 2016 budget was completed and ready for recommendation to the Finance Committee and Council as planned. The infrastructure plan and budget were included in this process for the first time. The Presidency's announcement on 23 October 2015 about the 0% fee increase for 2016 meant we had to revisit our 2016 budget. The budget will be tabled for approval by Council at their meeting in March 2016.

comments/challenges/disappointments

Every year the biggest budgetary challenge is to reach a break-even cash flow budget where the decrease (in real terms) in subsidy income, growth in outputs and internal inflation rate is higher than CPI. In the 2016 budget, the income (before the 0% fee increase announcement) only increased by 6,8% mainly due to the 1,3% increase in subsidy income, while the internal inflation rate was calculated as 8,2%.

Another disappointment was the 0% fee increase announcement on 23 October 2015. The net result was a R55 million shortfall on the 2016 budget.

risks involved

A detailed list of risks and concerns is included in the risk management report on p16. These risks and concerns can be summarised as follows:

- The 1,3% increase in subsidy does not cover higher education Inflation or growth. Thus in 2016 the NWU will need to make up for the decrease in subsidy (in real terms) by means of additional tuition fees and external income, both of which are under pressure due to slow economic growth and the depreciation of the Rand.
- Fewer actual first-time entrants and pipeline students enrolled in 2015 against the enrolment plan. This deviation is a direct result

of the matric mathematics and science results and the decrease in NSFAS funds (in real terms) available each year. To achieve the first-time entrants target in 2016, the number of first-time entrants needs to grow by 7,9%. If not, the NWU will not be able to meet the enrolment plan as submitted to the DHET.

- Faculties have indicated that the economic climate has an unfavourable impact on the availability of external contracts, leading to a decrease in external income.
- The increase in permanent personnel costs of 8,6% is more than the increase in income of 6,8%.
- Immediately after the 0% fee increase announcement on 23 October, all three campus finance departments reported slower recovery of outstanding student debt and additional provision for bad debts had to be made.
- The internal inflation rate (8,2%) is higher than the net growth in income (6,8%), which is not viable in the medium to long term.
- The decrease in the value of the Rand has a big impact on our buying power and will affect books and periodicals, software, licences, computer and other IT-related costs.

stakeholder needs

The NWU budget process is an interactive process involving the three business units and different levels of management, ensuring that the needs of all internal stakeholders are taken into account.

The proposed budget is then evaluated and approved by institutional management, the Assets Committee (in the case of the infrastructure budget), Finance Committee and Council.

plans and targets/outlook for 2016

The NWU had to compensate for the shortfall due to the 0% increase by reducing the expense budget and capital budget for 2016. The recurrent surplus as a percentage of recurrent income is projected at 0,9% for 2016, while the target is 3-6%.

material issues impacting our sustainability

The risks identified above are real issues that will impact on the sustainability of the NWU if not managed actively. Measures must be put in place to further mitigate these risks.

The 25% deficit on tuition fees and residence fees in 2016 could be a permanent loss. The NWU will not be able to make up this deficit in the short or medium term by means of additional increases (on top of an annual increase and continued implementation of phased-in premiums).

Included in the tuition fee increase for 2016 was the continuation of the implementation of the phased-in catch-up with the market premiums on first-year modules as approved by Council for the 2013, 2014 and 2015 budgets.

Although it was included in the calculation for 2016 and was part of the 75% contribution from the DHET, it was in effect stopped and is at risk for incomplete implementation.

If the DHET continues to regulate tuition fee increases, we cannot simply postpone the implementation of the premiums planned for 2016-2018 to 2017-2019. This poses a material risk on realising planned income and therefore the financial viability of the NWU.

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

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

our performance against our target

The project budget model was revised and during October 2014 institutional management approved a new indirect cost recovery method. The 2015 financial year was used to phase out the old method and phase in the new one.

A memorandum explaining the new cost recovery method was issued to all managers in July 2015 to assist them during the 2016 budget process. The new method was discussed at the campus budget information sessions, as well as with smaller stakeholder groups.

The project budget model is a key tool for managing the NWU's third stream income. During 2015, the revised project budget model was finalised. With regard to cost recovery, a rate of 20% on turnover has been approved.

The executive director for finance and facilities has been given responsibility for developing the NWU's new incentive model. The project will start early in 2016.

comments/challenges/disappointments

The biggest challenge implementing the new cost recovery method is change management. A consequence we have noted is that managers have budgeted conservatively for external income as the new cost recovery method is based on percentage of turnover.

risks involved

The following risks are involved:

- The NWU relies on third stream income to subsidise its core business.

- There must be a good balance between incentivising staff to generate third stream income and having a viable contribution towards balancing the books.
- Project managers and participants spend insufficient time planning and determining the financial viability of third stream income activities before engaging in contracts.
- Indirect costs of these activities might be under estimated putting pressure on scarce resources.

stakeholder needs

Various stakeholders were involved in revising the cost recovery method. A task team with representatives from Finance, Internal Audit, Human Capital, Innovation and the academic management (faculty deans) investigated numerous options before a final recommendation was made to institutional management.

The old cost recovery method was perceived as cumbersome and too elaborate for many projects. The new method is straight forward and easier for non-financial stakeholders to understand.

plans and targets/outlook for 2016

The new cost recovery method will be fully implemented during 2016. We will also start an investigation on automated cost recovery via the financial system.

material issues impacting our sustainability

If the NWU does not generate a sufficient surplus from third stream income, this will have a material impact on the financial sustainability of the NWU.

KEY PERFORMANCE INDICATOR (PERFORMANCE TARGET/ OPERATIONAL OBJECTIVE)

4.5 Focus on business development

our performance against our target

For 2015 the focus was on consolidating and maintaining current investments already made and on revisiting the strategy going forward. Therefore the deferred maintenance of Cachet Park (investment property) was quantified and implementation plans put in place.

risks involved

Investments in non-core activities will not generate the desired rate of return on the investment and will absorb scarce resources that will now not be available for the core business.

plans and targets/outlook for 2016

The evaluation of current investments will continue, while we actively explore opportunities to subsidise the income from the core business.


material issues impacting our sustainability

The low economic growth of South Africa and its impact on the return on our investment (and the sustainability of any business), should be compared with the opportunity costs involved in managing investments which are vastly different from the core business.


general hindsight

Matters considered as the most material and most relevant to the NWU and our stakeholders

The successful implementation of our customised Quali Financial System (KFS) was the major achievement of 2015.

An important strategic action in 2015 was the establishment of the Financial Management Committee, consisting of all finance directors. The committee's task is to encourage cooperation, alignment and collaborative decision making in the financial environment. It has started discussing the possible re-organisation of the NWU's financial management and administration structure. 

A major concern and risk is the 0% fee increase announced on 23 October 2015 and its financial impact on the NWU and the higher education sector as a whole.


How well we manage the consequences remains to be seen and will depend directly on the extent to which government handles the funding of the higher education sector going forward. Universities' management and governance bodies will have to be innovative in delivering and managing higher education in the future. 

Most important strategic actions taken to create value and how it influences our long-term decision-making

In 2015, we implemented KFS and formed the Financial Management Committee.

The NWU and Stellenbosch University are discussing collaboration on the Quali Financial System.

Most important instances of external engagement and internal alignment, influencing value creation for the NWU

The executive director for finance and facilities was appointed by the Board of Universities South Africa (USAf) as a member of the Funding Strategy Group (FSG). Its main role is to identify strategic issues in the funding of higher education and advise USAf on funding issues, and to engage with the CHE and the DHET to improve quality of funding policies and monitor implementation of such funding policies. 

future outlook

How our current performance will impact on the value created for and performance of the NWU in the long-term

The tertiary education sector is experiencing increased financial challenges over fees, the ever decreasing state subsidy and NSFAS contributions in real terms, and the decreasing value of the Rand. It remains to be seen what the outcome and impact will be of the recommendations that the special task teams appointed by government will make with regards to fee-free education and a new funding framework for public higher education institutions. Realistic alternatives need to be found and put in place to generate additional outside funding to enable the NWU to meet its financial goals.


Integrated planning will add the most value going forward. Such planning would take into account student enrolment planning, impact on staffing needs, infrastructure investment (including IT), and funds and resources available in order to assess the financial viability of the university. In other words, integrated planning would take a holistic view of all the resources needed and the viability of the plans.




annual financial review

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

The purpose of this report is to present a summary of the financial results of the university for 2015 and to provide information regarding the following:


- Budgeting and budgetary control processes 
- Overview of financial achievements


budgeting and budgetary control processes

The budgeting process at the NWU is an interactive process whereby different levels of management take ownership of their budgets and participate actively in compiling the budget for the next year, keeping in mind the trends of the past as well as future goals/plans. 

During the past three years the Institutional Budget Committee approved a budget target (compiled by a Budget Task Team with representatives from Finances, Human Capital and Academic Management), before the budgetary units started with the budgeting process. The approach followed by the Budget Task Team in 2015 compiling the target was similar to the previous year. This was namely that the target should not just be a guideline to the budgetary units based on the status quo of the previous year, but should rather steer the NWU towards fully supporting the Annual Performance Plan.


The Budget Task Team therefore focused again on compiling a target that was based on ratios and the core business (tuition and subsidy) rather than on amounts (the latter being calculated on the basis of income and expenses of the past), with a breakeven budget on a cash-flow basis as goal. The target was therefore compiled per budgetary unit based on ratios (as opposed to using the historical budget/actual amounts as a basis for calculating amounts that are translated into ratios), namely:

- Staff cost to income 
- Operating cost to income
- Capital cost to income
- A contribution towards the shared cost of the Institutional Office
- A breakeven budget on a cash-flow basis (excluding investment in infrastructure).

The ideal remains that the ratios will be used to steer the NWU towards an ideal combination of income and expenses, not only for the NWU as a whole, but also per budgetary unit AND also on lower levels, with the main purpose of ensuring financial sustainability in the long term for the NWU. 

Each budgetary unit (the three campuses and the Institutional Office) takes ownership of its own budget and has a budget committee that oversees the budget process of the budgetary unit. The Institutional Budget Committee (with representatives from all the budgetary units) is the committee that recommends the budget to the institutional management team, which approves the budget and recommends it to the Finance Committee. The Council finally approves the budget at the recommendation of the Finance Committee.

Because the budget process is closely linked to the Annual Performance Plan and the strategic priorities, all the different levels of management remain involved. In the course of any given year all staff members who deal with finances remain closely involved through the monthly variance reporting structures. Variance reports are monitored up to Institutional Management level on a quarterly basis.

Each budgetary unit submits a risk abatement plan during the budget process wherein they indicate their plans to manage identified risks and document the proposed adjustments when financial targets are not met. The budget is reviewed at the end of June as a standard procedure even if no major variances occur. For source of funds (SOF) 2, 3 and 5 only income actually received is allowed to be spent. Minor overspendings are also followed up by the finance offices. 

overview of financial achievements

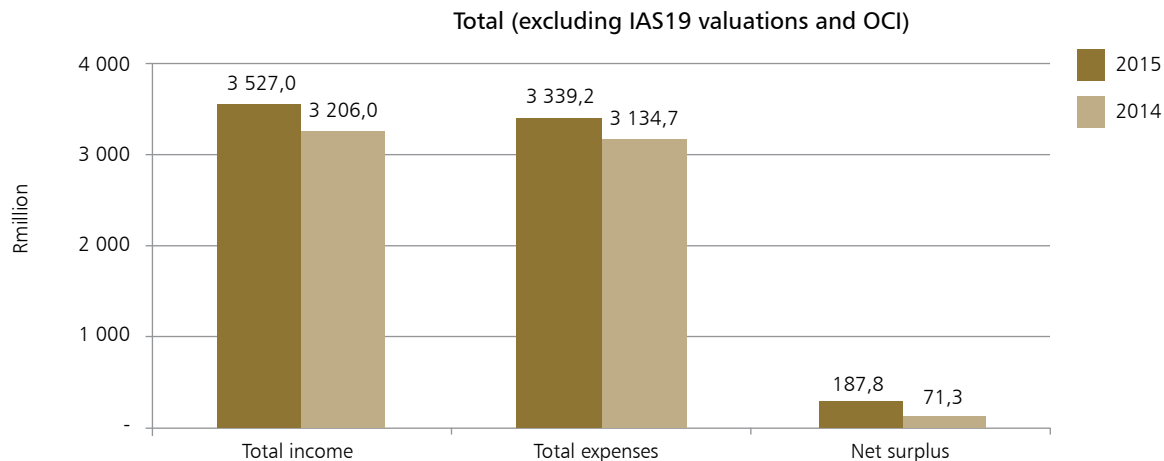
The financial review for the year ended 31 December 2015 is presented under the following headings:

> profitability and growth

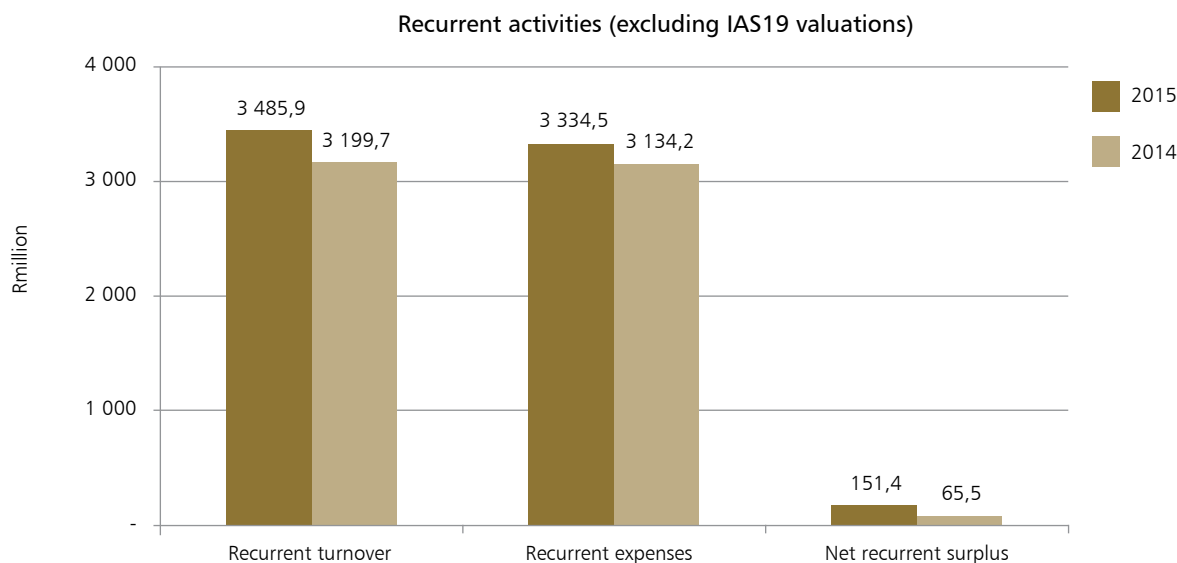
The total income of the university increased by 10,0% to R3 527,0 million (2014: R3 206,0 million), while the total expenses (excluding the effect of IAS19 valuations) increased by 6,5% to a total expenditure of R3 339,2 million for the 2015 financial year (2014: R3 134,7 million). Therefore the surplus for the university's operations (recurrent and non-recurrent) is R187,8 million for 2015 (2014: R71,3 million).

The impact of IAS19 valuations on expenses is an increase of R106,8 million for 2015 (2014: R152,5 million increase).

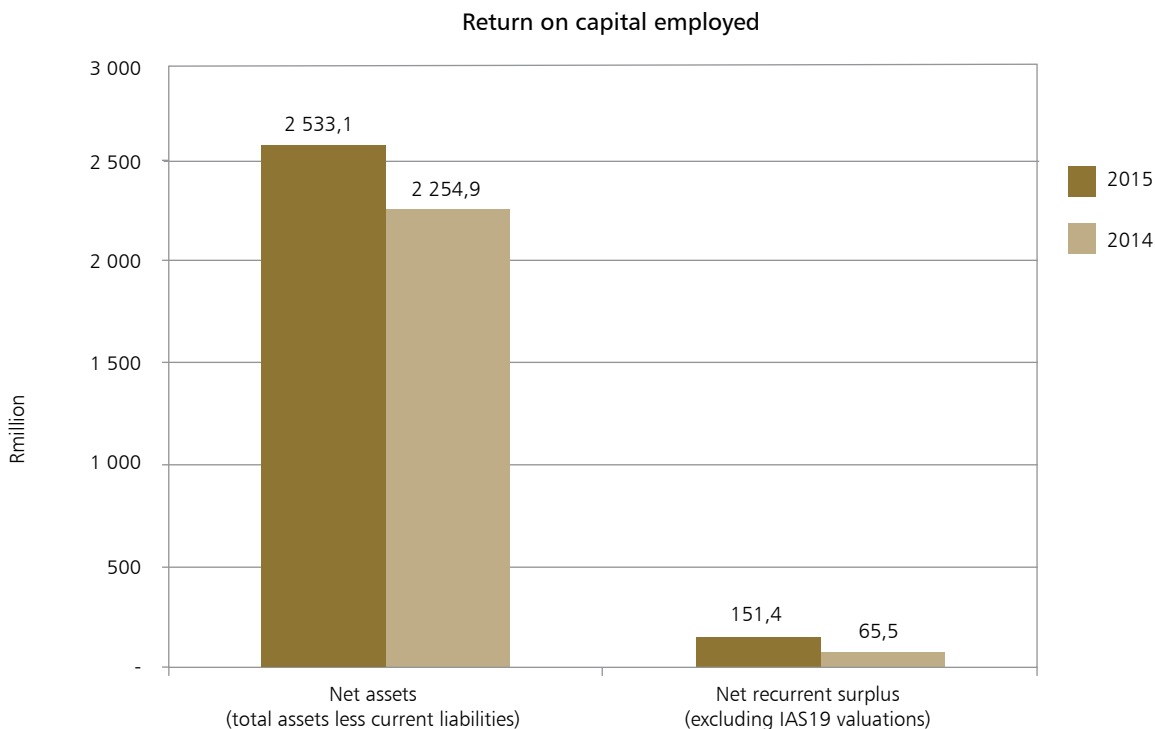
The net surplus as reflected in the consolidated statement of comprehensive income is R81,0 million (2014: deficit of R81,2 million) and represents 2,3% (2014: -2,5%) of the total income.



The total income of the university from recurrent activities (excluding disposal of PPE, disposal of investments and other comprehensive income) increased by 8,9% to a total income of R3 485,9 million, while the total expenses from recurrent activities (excluding the effect of IAS19 valuations) increased by 6,4% to a total expenditure of R3 334,5 million for 2015. The surplus for the 2015 financial year from recurrent activities represents 4,3% (2014: 2,0%) of the total recurrent income.



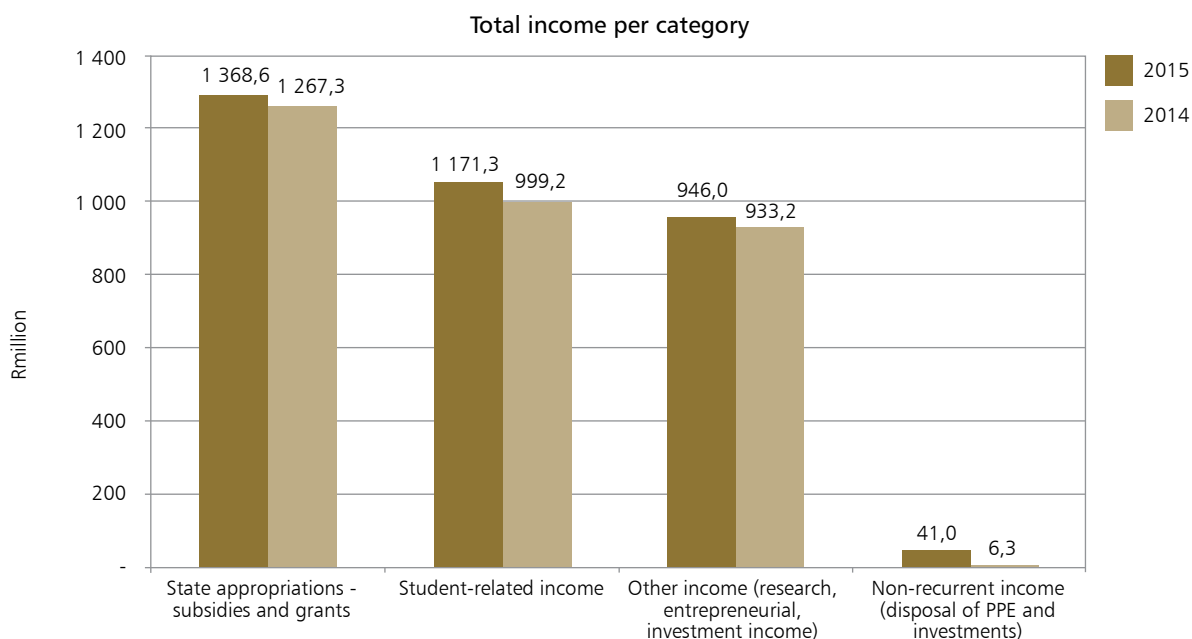
The university's return from recurrent activities (excluding the effect of IAS19 valuations) on capital employed (total assets less current liabilities) increased to 6,0% (2014: 2,9%). This is mainly due to an increase in the recurrent surplus despite an increase of 12,3% in net assets.



Income from state subsidy represents 38,8% (2014: 39,4%) of total income and increased by 8,0% from 2014. Earmarked grants in the amount of R39,6 million were deferred (2014: R24,8 million).

Tuition fees were increased on average by 9,25% (2014: 10,5%). Student-related income was 17,2% higher than in 2014 (2014: 18,5%). This can largely be attributed to the continuing steady growth in student numbers, as well as an increase in modules enrolled for. The total student-related income represents 33,2% of the total income (2014: 31,2%).

Expenses include an amount of R35,4 million (2014: R36,8 million) written off as irrecoverable and doubtful, as well as an increase of R34,1 million (2014: R0,9 million) in the allowance for bad debt with regard to student debtors. Student debtors-related expenditure increased to R69,5 million (2014: R37,7 million).



Total expenditure (excluding IAS19 total adjustments) increased by 6,5% (2014: 7,3%).

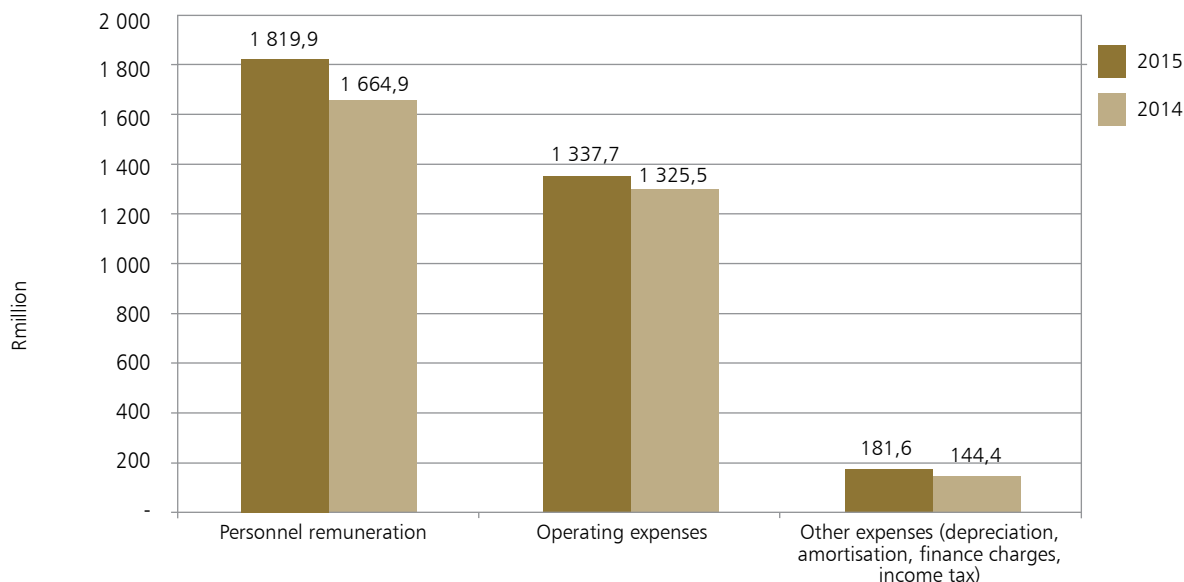
Personnel remuneration (excluding total IAS19 adjustments) increased by 9,3% (2014: 11,2%), which mainly reflects the 7% COLA adjustment awarded to staff during 2015. The total cost of personnel expenditure for 2015 decreased to 51,6% (2014: 51,9%) of total income.

The total effect of IAS19 valuations amount to a R106,8 million increase in staff expenses (recurrent and non-recurrent) for 2015 (2014: R152,5 million increase). The standard requires an entity to recognise an expense when it consumes the economic benefits arising from services provided by an employee in exchange for employee benefits. Considering all the assumptions and influential factors and the sensitivity of the valuation from any change in these, the effect of total IAS19 adjustments is therefore excluded from the review.

Operating expenses increased by 0,9% (2014: 2,4%) and represent 37,9% (2014: 41,3%) of total income, which is within the target set of 42%. The relatively low increase is attributable to the implementation of the risk abatement plan necessitated by lower tuition fees, which was promptly introduced to optimise savings. Tight budgetary controls resulted in a heightened awareness regarding savings. Specific expenses, however, increased during 2015, the main items of which are upgrading of computers (R8,7 million) and professional fees (R8,6 million).

Other expenditure relating to depreciation, amortisation and finance charges increased by 25,8%, which is attributable mainly to depreciation due to the large investment in property, plant and equipment financed via the DHET infrastructure and efficiency earmarked funding project.

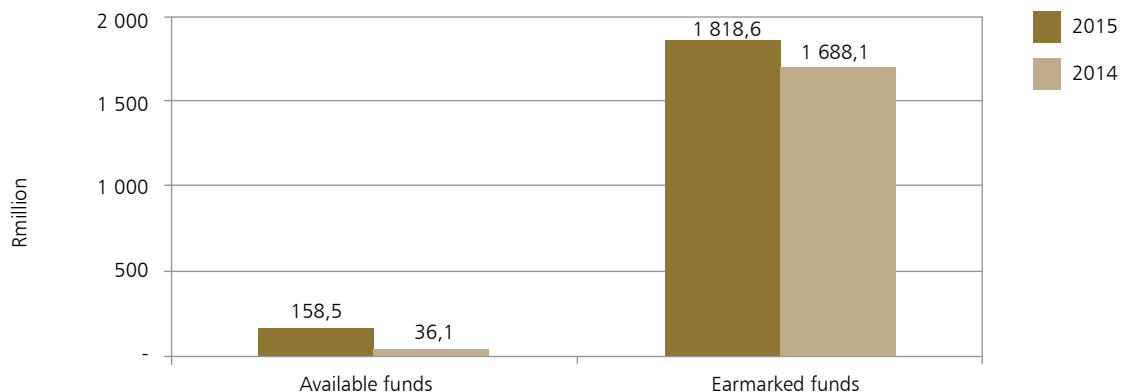
Total expenses per category (excluding total IAS19 adjustments)



The university's equity increased by 14,6% in the 2015 financial year (2014: 1,2%), mainly due to an increase of R104,0 million in the net asset value of employee benefits (pension fund and disability reserve fund) at 31 December 2015 – per external actuarial valuation in terms of IAS19 (31 December 2014: decrease of R70,0 million).

The available funds increased to 8,0% of total equity (2014: 2,1% of total equity), mainly due to the realisation of R39,4 million gains regarding listed shares and a within-target (3 to 6%) surplus of 4,3% on recurrent activities. Some infrastructure projects commenced late in 2015 and will only be completed in 2016 – thus spending against carried-forward 2015 available reserves will take place during 2016.

Available funds: Earmarked funds



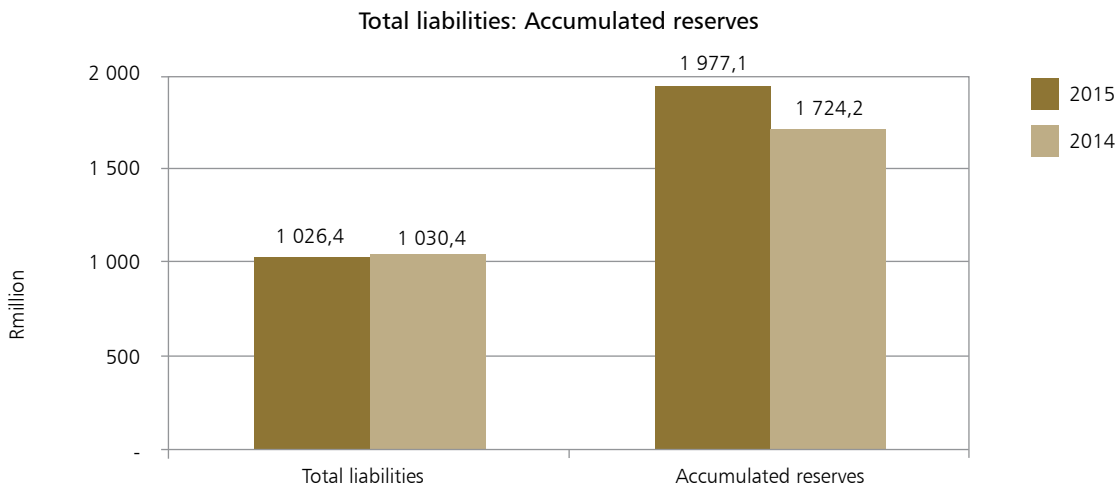
> added value

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

- 15 597 (2014: 15 254) students received degrees and diplomas during 2015.
- R170,1 million (2014: R165,5 million) was awarded as bursaries to students from own funds, which represents an increase of 2,7% (2014: 26,7%).
- The cash flow investment in property, plant and equipment amounts to R145,7 million (2014: R192,0 million), which is mainly attributable to the DHET infrastructure and efficiency funding received for the period 2010 – 2012, as well as a new cycle of funding for 2012 – 2015.

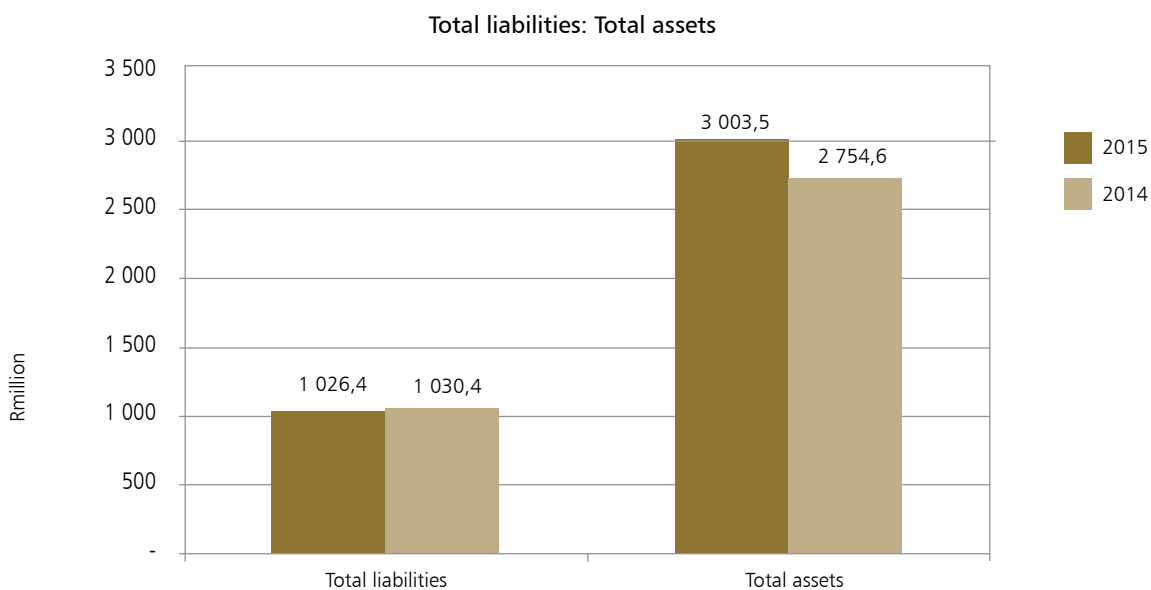
> solvability

The total liabilities (R1 026,4 million) expressed over accumulated reserves (R1 977,1 million) indicate that the university's ratio of debt to equity improved to 0,52 (2014: 0,60). This is attributable to an increase of 14,6% (2014: 1,2%) in equity for the reasons explained above, and a decrease of 0,4% (2014: 1,5% increase) in liabilities.



The total liabilities expressed over total assets improved to 0,34 (2014: 0,37) for the year. The total liabilities are therefore covered 2,93 times (2014: 2,68) by total assets.

Solvency ratios continue to indicate clearly that the university is solvent and able to meet both its long-term and its short-term obligations.

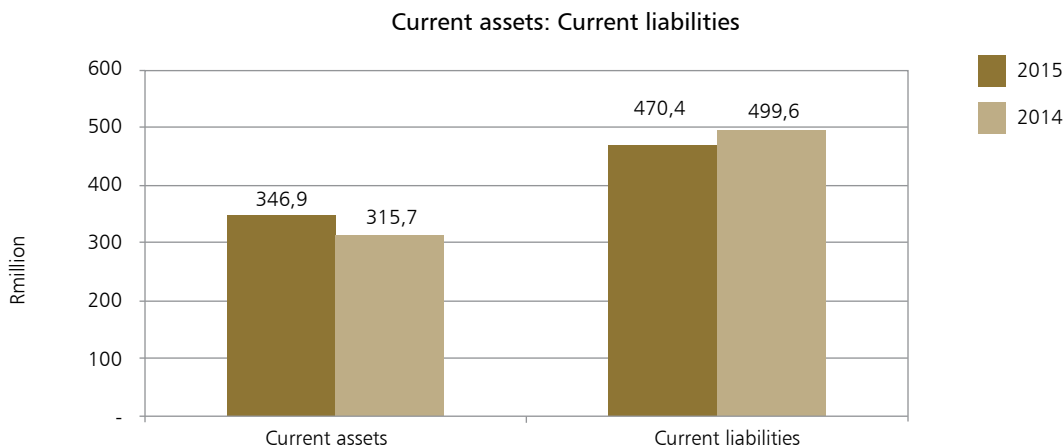


> liquidity

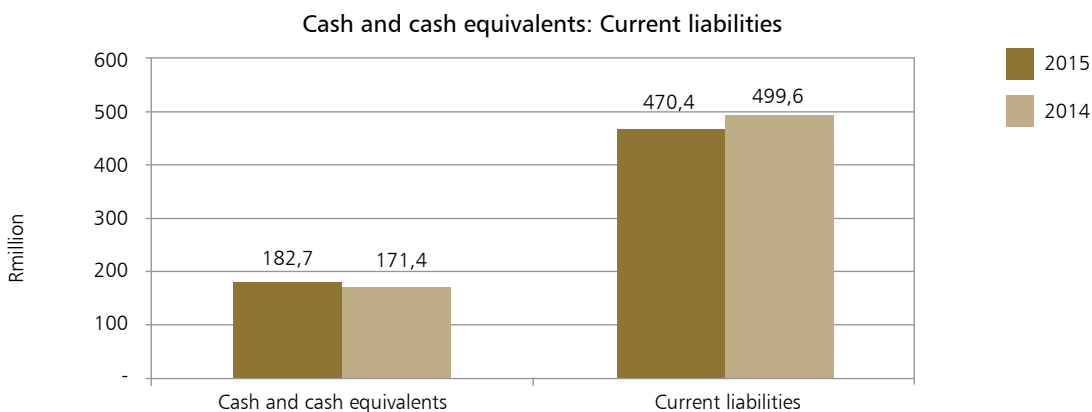
The working capital ratio indicates that the current liabilities are covered 0,74 times (2014: 0,63 times) by the current assets. If the analysis is expressed in rand value, the current assets increased by R31,2 million for the 2015 financial year, whilst current liabilities for the same period decreased by R29,2 million. The main reason for the increase in the current assets is an increase in cash and cash equivalents of R11,3 million, which is mainly due to cash that was transferred from long-term investments (which increased by R130,9 million, net of revaluation). Furthermore there was an increase of 14,9% (2014: decrease of 13,5%) in trade and other receivables due to additional sundry debtors. The net value of working capital, investments and total liabilities improved to R494,9 million (2014: R325,5 million).

	2015	2014
	Rmillion	Rmillion
Investments	1 174,4	1 040,2
Current assets	346,9	315,7
Total liabilities	(1 026,4)	(1 030,4)
Net investments, current assets and total liabilities	494,9	325,5
Capital commitments	(25,5)	(146,5)
Net cash after capital commitments	469,4	179,0

The cash flow situation is monitored closely in order to achieve an optimal balance between long-term and short-term investments to optimise investment income without compromising flow of business.



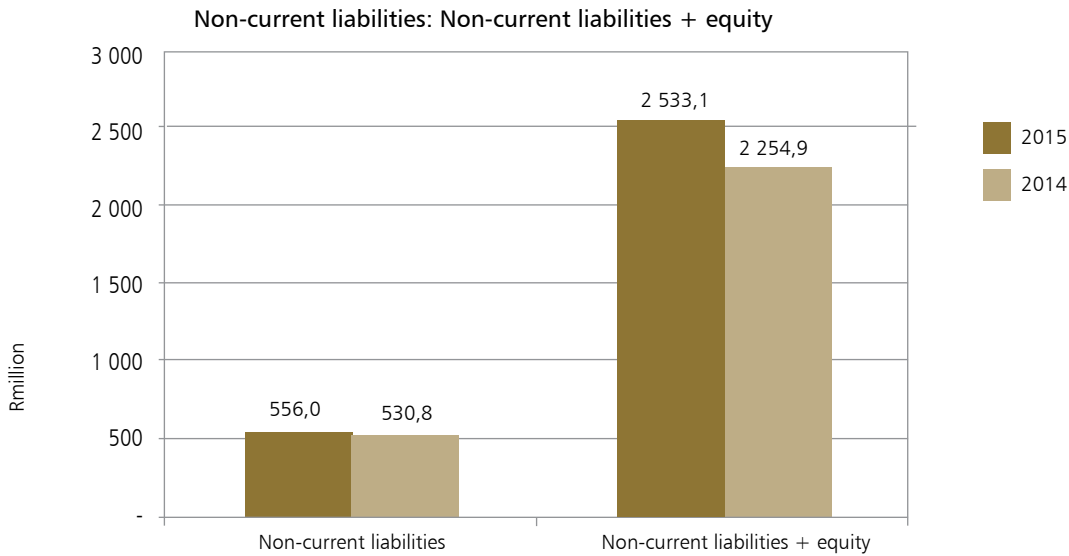
The university's ratio of cash and cash equivalents to current liabilities increased from 0,34 in 2014 to 0,39 during the 2015 financial year, which was mainly due to the transfer of cash and cash equivalents from long-term investments.



> gearing ratios

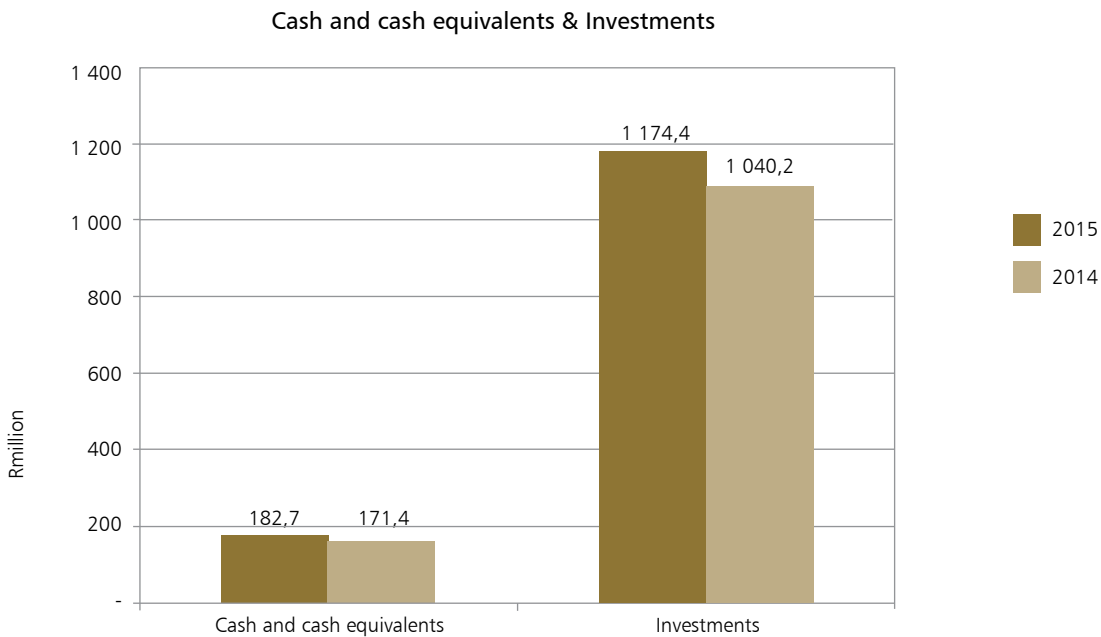
Gearing ratios analyse the extent to which long-term finance is used as a source of financing. It is a longer-term indication of liquidity.

Non-current liabilities represented 21,9% (2014: 23,5%) of total funds employed. This ratio decreased, mainly due to a loan that is fully redeemable in May 2016 and therefore part of current liabilities.



> cash flow

The university generated a surplus of R187,8 million for the 2015 financial year, and the net cash flow from operating activities amounted to R180,6 million. The total net cash flow increased by R11,3 million in 2015, taking into account inter alia R149,7 million net investment income, transfers of cash and cash equivalents to longer term investments (R157,1 million) and the investment in property, plant and equipment (R145,7 million). For the 2014 financial year the net cash flow decreased by R141,6 million. The NWU is in a viable cash flow situation.



> conclusion

The university was able to achieve the following financial goals during the 2015 financial year:

- To increase total assets by 9,0% (2014: 1,3%) by investing the grant for infrastructure received from the Department of Higher Education and Training as well as own funds in property, plant and equipment.
- To maintain a sound solvency position and optimal liquidity levels during the 2015 financial year to ensure that the NWU remains a going concern.
- To increase bursaries awarded to students (bursaries were increased by 2,7%).
- To maintain the dependency on state subsidy income and to remain within the goal of less than 40% while still providing affordable higher education. Income from state subsidy was 38,8% of total income for 2015.

Council and management are jointly committed to managing the NWU in such a way that the sound financial position will be maintained in 2016. However, it needs to be mentioned that the increase of only 8,0% in our single largest source of income, namely state subsidy, is lower than the higher education internal inflation rate, putting tremendous pressure on the viability of universities. Furthermore, we experienced a decrease in investment income, income from private gifts and grants, as well as sales of goods and services as a result of wide-spread difficult economic circumstances. The depreciation of the Rand in 2016 materially decreased our purchasing power as well.

The biggest challenge for NWU and the higher education sector as a whole will be the financial knock-on effect of the 0% fee increase announced on 23 October 2015. Although the additional subsidy grant to partially cover the planned increase for 2016 will be added to the subsidy block grant in future, it does not take into account the differentiated increase by each university and definitely does not take into account the NWU's current process of implementing phased-in premiums. This challenge will be managed by proper financial modelling and strict monitoring of income and expense budgets in order to ensure that the NWU will remain financially viable and sustainable.



MR F STRYDOM
CHAIRPERSON: FINANCE COMMITTEE



MS E DE BEER
EXECUTIVE DIRECTOR: FINANCE AND FACILITIES

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

at 31 December 2015

	2015 R'000	%	2014 R'000	%
ASSETS				
Non-current assets	2 295 815	76.4	2 337 193	84.9
Property, plant and equipment	1 121 872	37.3	1 141 841	41.5
Investment properties	20 323	0.7	20 820	0.8
Intangible assets	950	0.0	950	0.0
Investments	810 062	27.0	938 396	34.0
Equity-accounted investees	3 528	0.1	152	0.0
Deferred income tax assets	73	0.0	72	0.0
Pension reserve funds - surplus	281 079	9.4	186 092	6.8
Disability reserve funds - surplus	57 928	1.9	48 870	1.8
Current assets	707 693	23.6	417 364	15.1
Inventories	20 503	0.7	19 532	0.7
Trade and other receivables	143 216	4.8	119 587	4.3
Current tax assets	406	0.0	5 217	0.2
Current portion: Investments	360 828	12.0	101 634	3.7
Cash and cash equivalents	182 740	6.1	171 394	6.2
Total assets	3 003 508	100.0	2 754 557	100.0
FUNDS AND LIABILITIES				
Funds available	1 977 131	65.8	1 724 160	62.6
Accumulated funds	1 976 617	65.8	1 723 451	62.6
Non-controlling interest	514	0.0	709	0.0
Total liabilities	1 026 377	34.2	1 030 397	37.4
Non-current liabilities	555 958	18.5	530 757	19.3
Long-term loans	42 644	1.4	71 352	2.6
Employee benefits	513 314	17.1	459 405	16.7
Current liabilities	470 419	15.7	499 640	18.1
Trade and other creditors	293 013	9.8	307 285	11.2
Current tax liability	4 265	0.1	0	0.0
Current portion: Long-term loans	31 181	1.0	12 368	0.4
Current portion: Employee benefits	20 422	0.7	19 861	0.7
Current portion: Deferred income	47 881	1.6	102 328	3.7
Student deposits and prepaid income	73 657	2.5	57 798	2.1
Total funds and liabilities	3 003 508	100.0	2 754 557	100.0

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2015

	2015 R'000	% of total income	2014 R'000	% of total income
RECURRENT ITEMS	135 556	3.9	103 751	3.2
Income	3 485 916	98.9	3 199 728	99.8
State appropriations - subsidies and grants	1 368 650	38.8	1 267 269	39.4
Tuition and other fees	1 171 280	33.2	999 211	31.2
Income from contracts (research and other)	227 587	6.5	240 069	7.5
Residence and catering services	287 452	8.2	270 705	8.4
Services - entrepreneurial activities	264 400	7.5	264 813	8.3
Private gifts and grants	45 101	1.3	40 456	1.3
Investment income	121 446	3.4	117 205	3.7
Expenditure	3 350 360	95.0	3 095 977	96.6
Personnel remuneration	1 819 877	51.6	1 664 853	51.9
IAS19 - adjustments (employee benefits)	16 928	0.5	(37 593)	(1.1)
Operating expenses	1 337 679	37.9	1 325 474	41.3
Depreciation and amortisation	164 569	4.7	129 856	4.1
Finance charges	11 307	0.3	13 387	0.4
NON-RECURRENT ITEMS	(53 490)	(1.6)	(184 324)	(5.7)
Income	41 036	1.1	6 267	0.2
Profit on disposal of PPE	0	0.0	218	0.0
Profit on investments	39 541	1.1	6 015	0.2
Share of profit of equity-accounted investees	0	0.0	34	0.0
Other non-recurrent income	1 495	0.0	0	0.0
Expenditure	94 526	2.7	190 591	5.9
Operating expenses	197	0.0	524	0.0
Loss on disposal of PPE	193	0.0	0	0.0
Share of loss of equity-accounted investees	4 235	0.1	0	0.0
IAS19 - benefit enhancement	89 901	2.6	190 067	5.9
Net surplus/(deficit) before income tax	82 066	2.3	(80 573)	(2.5)
Income tax expense	1 101	0.0	633	0.0
Surplus/(Deficit) for the year (note 1)	80 965	2.3	(81 206)	(2.5)
OTHER COMPREHENSIVE INCOME	172 368		102 048	
Pension reserve funds - surplus	192 068		76 730	
Disability reserve funds - surplus	11 693		1 464	
Health care (medical) - (deficit)/surplus	(3 335)		6 036	
Net fair value (loss)/gain on available-for-sale financial assets	(28 058)		17 818	
Total comprehensive income for the year	253 333		20 842	
NOTE 1:				
<i>To illustrate the effect of IAS19 valuations regarding employee benefits</i>				
Surplus for the year from normal operating activities - before total IAS19 adjustments	187 794	5.3	71 268	2.2
Employee benefits - IAS19 total adjustments	(106 829)	(3.0)	(152 474)	(4.7)
Surplus/(Deficit) for the year	80 965	2.3	(81 206)	(2.5)

report of the audit, risk and compliance committee

This is the audit report of the Audit, Risk and Compliance Committee (ARCC) of the NWU for the year ended 31 December 2015, in compliance with the Regulations for Reporting by Public Higher Education Institutions (4 June 2014, Government Gazette 37726).

membership and composition

The NWU Council appoints members to the Audit, Risk and Compliance Committee members in accordance with stipulations contained in the terms of reference of the committee. All members are independent and financially literate.

While NWU Council members on the committee during 2015 were Ms M Claassens (chairperson, until September 2015), Mr T Plaatjie (until June 2015) replaced by Mr N Nqandela (from July 2015), and Adv J Kruger, the following independent financial experts also served on the

committee during the period under review: Ms HS Fourie (until May 2015) replaced by Ms G Sigasa (from September 2015) and Dr K van der Walt.

The representatives of the external auditors were required to be in attendance at committee meetings, as were Prof ND Kgwadi (vice-chancellor), Ms E de Beer (executive director for finance and facilities) and Ms M van der Merwe (director for internal audit). Prof M Verhoef (institutional registrar and secretary to Council) served as an ex officio member.

The committee membership for the 2015 year and the number of meetings attended are reflected below:

Members	Academic qualifications	External / internal	Terms of office	Number of meetings held	Attendance of members
Ms M Claassens (until September 2015)	CA (SA) Registered auditor	External	2012 - 2015 (2)	1	1
Mr T Plaatjie (until June 2015)	BA	External	2012 - 2015 (1)	1	0
Mr N Nqandela (from July 2015)	MBA	External	2015 – 2018 (1)	2	2
Adv TJ Kruger	LLB, LLM	External	2014 – 2017 (2)	3	3
Dr K vd Walt	CA (SA) Registered auditor	External	2014 – 2017 (1)	3	2
Ms H Fourie (until May 2015)	CA (SA) Registered auditor	External	2012 – 2015 (2)	1	1
Ms G Sigasa (from September 2015)	CA (SA)	External	2015 – 2018 (1)	2	2

mandate

The Council has approved a revised terms of reference for the ARCC in November 2015 to better reflect the alignment of the committee with a prescribed governance structure in accordance with the Higher Education Act, as well as the guidelines set by the King Report on Corporate Governance (King III).

The ARCC's overall purpose is to assist the Council in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the risk management process, the audit process and the university's process for monitoring compliance with laws and regulations and codes of conduct.

duties carried out

The committee performed its duties and responsibilities during the financial year according to its terms of reference by overseeing the institutional management's role in creating and maintaining a proper risk management process, and in creating an effective control environment for the university and by ensuring that institutional management demonstrates and promotes the necessary respect for the compliance processes.

The primary function of the ARCC is to assess all relevant processes implemented at the university to safeguard its assets, to maintain adequate accounting records, to develop and maintain effective internal control systems and to

oversee risk management and compliance processes.

In addition to its normal duties, the committee was requested by the executive committee of Council to give advice with regard to an internal audit report on a request for payment by a staff member to a company under the directorship of this staff member.

In the interest of accountable and transparent governance, the committee recommended to the executive committee that the findings and recommendations of the university's Internal Audit department on the said matter be confirmed by external forensic auditors prior to the implementation of any recommendations. An extensive process followed in which external forensic auditors as well as the university's Legal Services department were involved to give effect to the advice and resolve the matter to the satisfaction of Council.

internal audit

To ensure continuous quality-control, the university's internal audit function undergo regular externally executed independent quality reviews. Such a review was done in 2011 by KPMG and will be done again in 2016. The School of Accountancy in the Faculty of Economic and Management Sciences also implements such a quality review annually. This was again done in 2015 to assure both the ARCC and the external auditors that the internal audit function remains effective, efficient and independent.

The committee continued to receive regular reports from Internal Audit on its rolling plans and the result of its

activities. In addition, the committee chairperson continued to hold regular meetings with the director for the internal audit function, to be kept abreast of significant findings, investigations and possible areas of risk.

The committee is confident that the university management allows the internal audit function to remain robust and independent and that it continues to align its activities in conformance to the International Standards for Professional Practice of Internal Auditing.

external audit

Appointed in September 2014 for a five-year term as external auditing firm, KPMG rendered the requisite services to the NWU in 2015. The continuation of the external audit engagement is subjected to an annual evaluation and approval by the ARCC.

financial function

In the execution of its duties to oversee the financial reporting process, the committee continued to consider the expertise, resources and experience of the overall financial management function of the NWU. In this regard, the committee considered the experience and expertise of both the executive director for finances and facilities and the finance functions and financial controls.

annual financial statements

With regard to the annual financial statements and in line with its mandate, the committee executed the following functions:

- Confirmed, based on the report provided to it by management, that the annual financial statements were prepared on the going-concern basis;
- examined the annual financial statements and other financial information made public, prior to their approval by Council;
- considered accounting treatments, significant or unusual transactions and accounting judgments;
- considered the appropriateness of accounting policies and any changes made;
- reviewed the representation letter relating to the annual financial statements signed by management;
- considered any problems identified as well as any legal and tax matters that could materially affect the financial statements; and

- met separately with the management team, as well as with the external auditors and Internal Audit and satisfied themselves that no material control weakness existed.

reports to council

For the period under review, the committee continued to report, as a standing item, to Council on its statutory duties, activities performed, and major findings of the internal audit function and the external auditors. The committee also continued to report on its communication and engagement with the external auditors, the risks that Council had to be made aware of, and the importance of certain compliance matters.

integrated report

Following the review by the committee of the integrated annual report of the North-West University for the year ended 31 December 2015, and that it was approved by means of a round-robin process by the committee, the committee is confident that, in all material respects, the university continued to comply with all relevant provisions of the Higher Education Act and International Financial Reporting Standards, and that the report fairly presented the financial position at that date, the results of its operations and cash flows for the year under review.

In light of the fact that the NWU has achieved its objectives for the financial year, the committee recommended the integrated report for the year ended 31 December 2015 for approval to the Council.



ADV TJ KRUGER
CHAIRPERSON OF THE AUDIT, RISK AND COMPLIANCE
COMMITTEE



ADV DR TJ KRUGER, SC
CHAIRPERSON OF COUNCIL

acknowledgements

enquiries and contact details

NWU Institutional Office

Private Bag X1290, Potchefstroom, 2520, South Africa
Tel: +27 (18) 299 4918
Email: louis.jacobs@nwu.ac.za
Website: www.nwu.ac.za

Mafikeng Campus

Private Bag X2046, Mmabatho, 2735, South Africa
Tel: +27 (18) 389 2144
Email: koos.degenaar@nwu.ac.za

Potchefstroom Campus

Private Bag X6001, Potchefstroom, 2520, South Africa
Tel: +27 (18) 299 2769
Email: theo.cloete@nwu.ac.za

Vaal Triangle Campus

PO Box 1174, Vanderbijlpark, 1900, South Africa
Tel: +27 (16) 910 3185
Email: warren.makgowe@nwu.ac.za

annual report task team

Jacoline Jansen van Vuuren, Nelia Engelbrecht,
Prof Marlene Verhoef, Jan-Hendrik Viljoen, Ronell Pietersen

photography

Maclez Studio and NWU colleagues

copy editing

Clairwyn van der Merwe

design and layout

SUN MeDIA MeTRO
www.africansunmedia.co.za
info@sunmediametro.co.za

printing

SUN MeDIA MeTRO
www.africansunmedia.co.za
info@sunmediametro.co.za

*The 2015 annual report is published by the Institutional Advancement department.
The annual report can be accessed on the NWU website at <http://www.nwu.ac.za/content/nwu-annual-reports>
This publication is also available in Afrikaans.*