



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

®

It all starts here™

ANNUAL REPORT

2012



15

NWU faculties

USA-registered patents

11

3

NWU campuses

13 technology spin-off companies

58 752

students enrolled

42

RSA-patented inventions



14 669

qualifications awarded

total research output increased from

1 483

2011



1 830

2012

= 23% GROWTH

19%

students from north west province

154

PhDs awarded



21%

students from gauteng province

670

master's degrees awarded

GENDER



67% female students

33% male students

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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 or service 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.



Our impact on people



Our economic impact



Our environmental impact

our vision, values and mission

vision

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

values

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

mission

The NWU's mission is to become a balanced teaching-learning and research university and to implement 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.

the mission has five distinct elements:

1

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.

2

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.

3

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.

4

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.

5

mission element 5:

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

our brand manifesto

It's not just
about education, but the
OPPORTUNITY
that education brings.

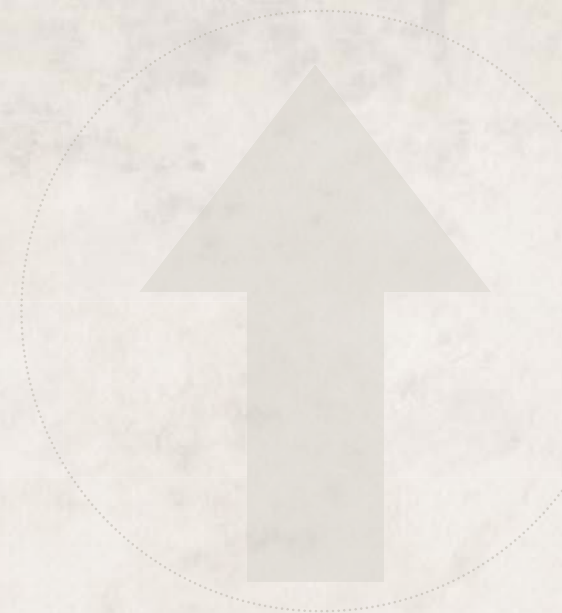
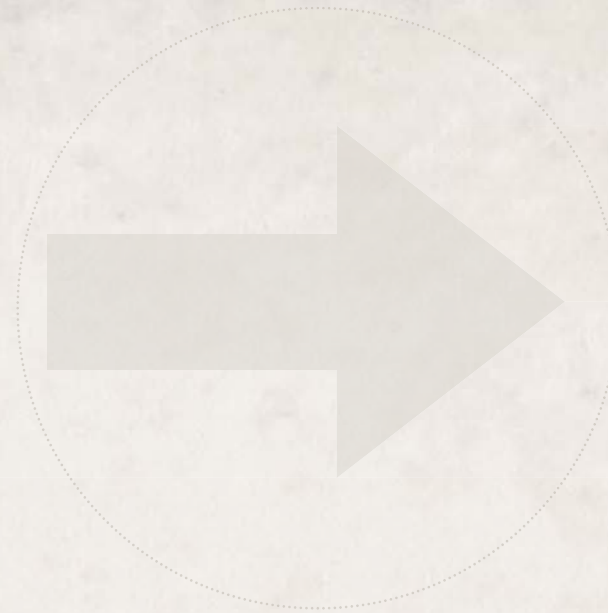
This is a place...where **anything** is possible.

A place where **imagination** has no boundaries,
and **dreams** are born.

A place that gives a **voice** to who you **dare** to be.

Where every new day is an **opportunity** to be
the next **greatest, fastest, loudest, proudest**
...the next first.

This is a **place** where **voices** are amplified,
aspirations are visualised,
and **future success** is incubated.



Behind its doors our **destinies** lie...

In its pages, our new **legacies** are written;
and in its **diversity**, our unity flourishes.

This is the place

where "what if" becomes "what is";

where "if" becomes "when";

and "could" becomes "can".

The NWU is the **place** where
your **best** has the
platform to become better.

about this report

The NWU realises that the content and the quality of the information included in this report are important to enable our stakeholders to make sound and reasonable assessments of our performance, and to act accordingly.

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

principle for defining report content

Stakeholder inclusiveness:

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

Engaging with our stakeholders as part of our regular activities provided useful input for decisions on what to include in this report. In fact, when defining the report content, we kept in mind the reasonable expectations and interests of our main stakeholders. These stakeholders are set out in the following table:

Level 1 stakeholders
Students (current, postgraduate)
Staff (academic, support, contract)
Employers, business, industry
Peers, academic and research organisations

Level 2 stakeholders
Parents, families (of registered students)
Department of Higher Education and Training, Higher Education Quality Committee, Higher Education South Africa, South African Qualifications Authority
Schools (grade 11 and 12 learners)
Donors, sponsors, patrons
Media

Level 3 stakeholders
Government and government departments
Alumni and Convocation
Senate and Council
Management
Professional boards, accreditation bodies
Community, local economy, business
Local government, municipalities, civic organisations
Afrikaans community

Level 4 stakeholders
South Africa, general public (including Africa)
Libraries, Library Information Association of SA, Library Advisory Board
Faculties (NWU)
Churches
Provincial Government
Trade unions with NWU members
International development bodies
Eduloan, National Student Financial Aid Scheme
Service providers

Level 5 stakeholders
Politicians, political parties
Farmers
Traditional leaders, chiefs
NGOs
FET colleges
Statutory bodies
Prospective parents

principles for defining report quality

Balance: The report reflects positive and negative aspects of the NWU's performance to enable a reasoned assessment of overall performance.

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

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

Timeliness: The NWU reports on a regular schedule (annually) so that information is available in time for stakeholders to make informed decisions. Information in the report clearly indicates the time period to which it relates.

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

our profile

name of the organisation
North-West University

primary brands,
products, and services

Our core business comprises teaching-learning, research and the implementation of expertise.

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 2012, the NWU had some 49 active agreements and memoranda of understanding with various entities.

location

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

The campuses are located in

- Potchefstroom
- Mafikeng
- The Vaal Triangle

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

nature of ownership
and legal form

The NWU is one of the 23 public higher education institutions in South Africa and is governed in terms of the Higher Education Act of 1997.

quantity of services provided

During 2012, 14 669 students received degrees and diplomas, our total research output was 1 830 units, and there were more than 150 community engagement projects running at the NWU.

markets served

Although the NWU's main clients are its students, the university also engages with several other stakeholder groups. (See table on p6)

scale of the organisation

58 752 students were enrolled and 7 476 staff members were employed in 2012.

net revenues

The total income of the university was R2 713,3 million for the 2012 financial year.
(Total expenses: R2 609,3 million.)

sustainability statement

A commitment to sustainability is imperative in today's world. In South Africa, where development challenges are huge, higher education institutions are required to tackle challenges beyond their core business. To safeguard the interests of present and future generations, these institutions must promote sustainable development practices that contribute to a sound and healthy environment, economy and society.

In our mission statement and values, the NWU aspires to responsible corporate citizenship, respect and good corporate governance. We are committed to sustainable environmental practices and, through our community engagement strategy, to socio-economic empowerment.

As a member of the global Talloires Network, we have pledged to make sustainability an educational (teaching-learning) and research goal. We have also endorsed the Southern African Regional Universities Association (SARUA) Programme for Climate Change Capacity Development across the higher education sector of the Southern African Development Community (SADC). In addition, the university participates in the annual academic impact report of the United Nations.

strategy and analysis

The NWU is striving to become one of the leading universities in South Africa in the field of sustainable development. We have embarked on our journey towards

sustainability and our first integrated report using a common-sense approach. The starting point was to conduct an environmental legislative compliance audit, and then to expand our broad-based 'green' initiatives, consisting mainly of awareness, recycling and energy-saving projects.

Our sustainability initiative is currently linked to the Community Engagement Office. This office has a strategic focus on the triple bottom-line, both for internal projects and community outreach programmes. The aim is to move away from pure philanthropy towards empowering partnerships with our local communities.

The university has set aside strategic funds to train staff and management through a series of workshops on community engagement, sustainability and integrated reporting. These funds will also be used to rectify shortcomings identified in the environmental legislative compliance audit.

A stakeholder engagement process to determine the quality and materiality of our integrated report is envisaged for 2013. An internal integrated report will be compiled as a trial run for a publicly available report based on the Global Reporting Initiative (GRI) in 2014.

environmental compliance audit

Understanding our own environmental impact and seeking to reduce our ecological footprint are the first steps towards a more sustainable future for all.

In 2012, the NWU commissioned the Centre for Environmental Management to conduct environmental legal compliance audits for all our campuses. The process consisted of five phases: (1) Pre-audit discovery (2) Audit planning and scheduling (3) Audit execution (4) Reporting (5) Audit follow-up and closure. The audit objectives were to identify any deviations from the applicable

environmental legal requirements, to seek opportunities for improvement and to celebrate confirmed compliance with environmental legal requirements.

The audits were conducted in a spirit of cooperation. All parties subject to audit were eager to participate and open and honest about their work.

In many areas, it was evident that considerable energy has been expended in efforts to meet the relevant legal requirements. The main reasons for non-compliance were a lack of knowledge about legal requirements and challenges in interpreting and applying these requirements.

An implementation plan to remedy non-compliance issues was compiled. Areas for improvement were prioritised according to risk assessment (inherent risk), legal transgressions/risk of prosecution, reputational risk, risk to staff and students, the risk to environment or resources and economic/financial threats.

This plan will be rolled out in 2013/2014. Our top priorities will be to focus on aspects dealing with infrastructural development and maintenance, waste management (general and hazardous waste), the management of dangerous goods and hazardous substances, and land and biodiversity management.

Action steps to be taken in the implementation plan include screening new developments and research projects for applicable legal requirements, applying for environmental authorisation (EA), and screening existing activities, facilities and infrastructure at all campuses against legal and EA requirements.

We will rectify any unlawful activities. We will also develop formal arrangements for the management of general and hazardous waste at the NWU, and investigate and carry out initiatives to implement the waste management hierarchy by reducing, re-using and recycling waste.

Finally, the NWU will develop formal arrangements for the management of land and biodiversity, and the training of personnel and students in all these aspects.

green initiatives in 2012

The NWU is implementing over 50 green initiatives on the campuses and at the Institutional Office to decrease our carbon footprint in a sustainable way. The Student Representative Council on each campus steers many of these projects and students are actively involved in them. The projects focus mainly on waste management and energy saving:

- To reduce carbon emissions, staff and students on the Potchefstroom Campus are encouraged to ride bicycles to class and use the campus shuttle service.
- On all three campuses, students living in residences are competing to save at least 10% of their normal electricity consumption. Energy-saving measures have included the installation of solar geysers and energy control devices. So far, the Potchefstroom Campus alone has saved R1 million on electricity.
- The management committee on the Potchefstroom Campus has been holding paperless meetings and several faculties on that campus have followed their example. The executive management of the Mafikeng Campus has also introduced paperless meetings.
- Electronic communication is widely used for teaching-learning and student engagement. The Vaal Triangle

Campus only publishes its student newspaper, Student 24/7, in an electronic format. Similarly, the Faculty of Theology on the Potchefstroom Campus has been issuing first-year study guides in electronic format only since 2011.

- The Vaal Triangle Campus has signed a pledge with other universities and colleges on climate change.

A number of the NWU's green initiatives also have strong community involvement components:

- In certain outreach programmes of the Potchefstroom Campus, school learners who do not have electricity at home are provided with mobile solar panels.
- 'Swop shops' are run at local schools to encourage learners to swop recyclable products for stationery, toys and other items. In the second week after the inception of the project, pupils at one school traded more than 450 kilograms of recyclable materials for, amongst others, toiletries and sporting equipment.
- As part of the Farm Labour and General Health (FLAGH) community project, women are taught to make and sell various items made from recyclable materials such as glass, paper, wood and plastic.

Being environmentally responsible is now an integral part of the NWU culture. The university embraces its responsibility towards the planet and its inhabitants and accepts the task of conserving resources and enhancing environmental quality for a better tomorrow.



executive summary

the NWU story in 2012

This annual report tells the story of the successes of our students, staff and other key stakeholders during 2012. By creating an enabling environment, the NWU makes it possible for students to become what they want to be, staff to build satisfying careers and employers to find the graduates they need.

The building blocks of this enabling environment are financial stability, good corporate governance, skilled and motivated people, well-equipped buildings and facilities, and strong relationships with stakeholders.

Good news is that 88,2% of our undergraduate students passed the year, which, yet again, is significantly better than the national average. The skills of NWU academics and researchers are also on a steady upward curve. By the end of 2012, for instance, the NWU had 140 researchers with ratings from the National Research Foundation. This is important because it means the people who are passing their knowledge on to students are true experts in their disciplines.

For research at the NWU, 2012 was one of the finest years since the merger in 2004. Total research output came to 1 830, which was 23% higher than in the previous year. As one of South Africa's top research universities, we are breaking new ground in many fields, from solar-powered vehicles and hypertension treatment to water quality, indigenous knowledge systems, biodiesel fuel and positive psychology.

NWU students live, work and play in modern, well-equipped and well-maintained buildings and facilities. During the year, R219 million was spent on constructing or upgrading buildings on all three campuses and the Institutional Office. The NWU's total budget for 2012 came to R2,7 billion, which was funded through a combination of government subsidies (41,0%), student

fees (26,5%) and money earned through commercial activities, including royalties, licence fees and work done for business and industry. The university is fortunate that in this tough economic climate, we were able to cover all expenses and still produce a modest financial surplus.

Our favourable financial position reflects the culture of accountability and meticulous financial management, giving all stakeholders peace of mind that our resources are efficiently and responsibly managed. Evidence of this is that in 2012, for the ninth year in a row, we received an unqualified audit report from our external auditors.

All in all, the university is on a sound footing, ready and willing to continue providing an enabling environment for our stakeholders to flourish.

die NWU-storie in 2012

Hierdie jaarverslag vertel die storie van die suksesse van ons studente, personeel en ander sleutelbelanghebbers gedurende 2012.

Die NWU skep 'n omgewing wat dit moontlik maak vir studente om te word wat hulle wil wees, personeel om suksesvolle loopbane te bou, en werkgewers om die graduandi wat hulle nodig het, te kry.

Die boustene van hierdie omgewing is finansiële stabiliteit, goeie korporatiewe bestuur, vaardige en gemotiveerde mense, goed toegeruste geboue en fasiliteite, en sterk verhoudings met belanghebbers.

Goeie nuus is dat 88,2% van ons voorgraadse studente hierdie jaar geslaag het, wat weereens heelwat beter as die nasionale gemiddelde is.

Die vaardighede van NWU-akademici en -navorsers toon ook 'n egalig stygende tendens. Teen die einde van 2012

het die NWU byvoorbeeld 140 navorsers met graderings van die Nasionale Navorsingstigting gehad. Dit is belangrik, want dit beteken dat die mense wat hul kennis aan studente oordra, ware kundiges in hul dissiplines is.

Vir navorsing aan die NWU was 2012 een van die beste jare sedert die samesmelting in 2004. Die totale navorsingsuitset was 1 830, wat 23% hoër as die vorige jaar is. As een van Suid-Afrika se voorste navorsingsuniversiteite doen ons baanbrekerswerk op baie gebiede, vanaf sonkragvoertuie en behandeling van hoë bloeddruk tot watergehalte, inheemse kennisstelsels, biodieselbrandstof en positiewe sielkunde.

NWU-studente woon, werk en ontspan in moderne geboue en fasiliteite wat goed toegerus en in stand gehou word. Gedurende die jaar is R219 miljoen aan die oprigting of instandhouding van geboue op al drie kampusse en by die Institusionele Kantoor bestee. Die NWU se totale begroting vir 2012 was R2,7 miljard, wat befonds is deur 'n kombinasie van staatsubsidies (41%), studentegelde (26,5%) en geld wat deur kommersiële aktiwiteite verdien is, insluitende tantiemes, lisensiegelde en werk wat vir die sakewêreld en die nywerheid gedoen is.

Ons is bevoorreg dat ons in hierdie moeilike ekonomiese klimaat alle uitgawes kon dek en steeds 'n beskeie finansiële surplus kon oplewer.

Ons gunstige finansiële posisie weerspieël die kultuur van aanspreeklikheid en nougesette finansiële bestuur en gee aan alle belanghebbers die gemoedsrus dat ons ons hulpbronne effektief en verantwoordelik bestuur. Bewys hiervan is dat ons in 2012 vir die negende jaar agtereenvolgens 'n ongekwalifiseerde ouditeursverslag van ons eksterne ouditeure ontvang het.

In die geheel beskou, bly die universiteit op 'n gesonde grondslag gevestig, gereed en bereid om steeds 'n omgewing te skep waarin ons belanghebbers kan floreer.

kgang ka YBB ka 2012

Pego eno ya ngwaga le ngwaga e re lotlegela ka go atlega ga baithuti ba rona, badiri le bana-le-seabe ba bangwe ba ba ba botlhokwa mo tsamaong ya 2012. Ka go tlhama maemo a tiro e atlegang mo go one, YBB e dira gore go kgonege gore baithuti ba YBB ba fitlhelele se ba batlang go nna sone, badiri ba itirele mekgele e e kgotsofatsang ya tiro, le bathapi ba bone dikgono tsa tiro tse ba di batlang mo badiring.

Dilo tse di agang maemo a a dirang gore tiro e atlegang ke go sa nne le mathata a tsa ditšhelete, botsamaisi jo bo siameng jwa kgwebo, batho ba ba sa itsemeletseng ba ba nang le bokgoni jwa tiro, dikago tse di tsweng didirisiwa tsotlhe tse di tlhokegang, le go nna le kamano e e nonofileng le bana-le-seabe.

Dikgang tse di monate ke tsa gore 82,2% ya baithuti ba rona ba pele ga kalogo ba falotse ditlhatlhobo tsa ngwaga, ka reiti e e leng botoka thata go gaisa ya palogare ya mo nageng yotlhe. Bokgoni jwa baakatemi ba YBB le babatlisisi bo ntse bo tlhatloga ka iketlo. Kwa bokhutlong jwa 2012, YBB e ne e na le babatlisisi ba le 140 ba ba neilweng maduo ke Mokgatlo wa Patlisiso wa Bosetšhaba. Seno se botlhokwa ka gonne se raya gore batho ba ba fetisetsang kitso ya bone mo baithuting ke bomankge ba mmatota mo dirutweng tsa bone.

Malebana le patlisiso mo YBB, 2012 e ne e le nngwe ya dingwaga tse go tsamaileng sentle thata ka tsone fa e sa le dikhamphase di kopanngwa ka 2004. Dipholo tsotlhe tsa patlisiso di ne tsa fitlha go 1 830 e e neng e le kwa godimo ka 23% go feta ngwaga o o fetileng. Jaaka nngwe a diyunibesiti tse di kwa godimo tsa patlisiso, re dira dilo ka mokgwa o o sa tshwaneng le ope o mongwe mo dirutweng di le dintsi, go simolola ka dikoloi tsa motlakase o o dirisang mogote wa letsatsi le go alafa kgatelelo e e kwa godimo ya madi go fitlha ka boleng jwa metsi, ditsamaiso tsa kitso ya setso, leokwane le le dirilweng ka mafura a merogo kgotsa a diphologolo le tokafatso ya go dira ga tlhaloganyo ya batho.

Baithuti ba YBB ba nna mo dikagong tsa segompiano tse di tlhokometsweng sentle tse di tsweng didirisiwa tsotlhe tse di tlhokegang, ba dira mo go tsone le go

tshamekela mo go tsone. Mo tsamaong ya ngwaga, go ne ga dirisiwa bokana ka R219 milione go aga le go tlhabolola dikago mo dikhamphaseng tsotlhe tse tharo le mo ofising ya setheo. Bajete yotlhe ya YBB ya 2012 e ne ya fitlha go R2,7 bilione, e go neng ga tlamelwa ka yone e le thuso ya madi a a tswang kwa pusong (41%), dituediso tsa baithuti (26,5%) le madi a a bapetsweng ka ditiro tsa kgwebo, go akaretse le dituelelo tsa diperesente, dituediso tsa dilaesense le tiro e e direlwang kgwebo le intaseteri.

Yunibesiti e lesego gore mo nakong e e thata eno ya ikonomi, re ne ra kgona go duelela ditshenyegelo tsotlhe mme ra kgona go nna le madi a mangwe gape a a setseng a sekaenyana.

Boemo jwa rona jo bo rategang jwa tsa ditšhelete bo bontsha kafa re sikarang maikarabelo a rona ka gone le go laola madi ka kelotlhoko ka gone, le go dira gore bana-le-seabe botlhe ba ritibale mo mogopolong ka go itse gore madi a rona a laolwa sentle ka tsela e e nang le maikarabelo.

Bosupi jwa seno ke gore ka 2012, ngwaga wa borobonngwe ka go latelana, re ne ra amogela pego e e feletseng ya boruni go tswa go baruni ba rona ba ba kwa ntle ga setheo. Ka kakaretso, yunibesiti e mo maemong a a siameng, e siametse le go iketleetsa go tlamela ka maemo a a dirang gore tiro e atlege gore bana-le-seabe ba rona ba atlege.

pale ya NWU ka 2012

Tlaleho ena ya selemo e bua ka pale ya katleho ya baithuti ba rona, basebetsi le baokamedi ba bohlokwa ka 2012. NWU e etsa tikoloho e etsang hore baithuti ba e be seo ba batlang ho ba sona, basebetsi ho aha mesebetsi e kgotsofatsang, le bahiri ho fumana tsebo eo ba e hlokang.

Metheho ya tikoloho ena e dumellang tsena ke botsitso ba ditjhelete, taolo e ntle, batho ba nang le tsebo le ba kgothatsehileng, meaho e nang le tse hlokehang le dikamano tse matla le baolaodi.

Ditaba tse ding tse monate ke hore 88,2% ya baithuti

ba rona ba so apareng dipurapura ba pasitse selemong seomme ba fetile bohareng. Tsebo ya baithuti le boradipatlisiso ba NWU e ntse e nyoloha. Pheletsong ya selemo sa 2012, NWU e ne e na le boradipatlisiso ba 140 ba hlahellang ho National Research Foundation. Sena se bohlokwa hobane ho bolela hore batho ba fetisetsang tsebo ya bona baithuting ke ditsebi tsa nnete mafapheng a bona.

Bakeng sa dipatliso NWU, 2012 e bile se seng sa dilemo tse tsamaileng hantle ha e sa le ho ba le kopanelo ka 2004. Dipatlisiso tsohle tse fumanweng di fihletse ho 1 830, ho bileng hodimo ka 23% ho feta selemo se fetileng.

Jwaloka yunivesithi e nngwe ho tse pele re ets ntho tse ntjha mfapheng h tloha ho koloi e tsamayang ka mofuthu wa letsatsi le kgatelelo bakeng sa ho hlwekisa metsi, tsebo, biodiesel fuel le thuto ya tsebo ya kelello e ntle.

Baithuti ba NWU ba dula, ba sebetse le ho bapalla meahong ya sekwalejwale, e nang le tlhoko tsohle le e dulang e bolokilwe hantle. Mahareng a selemo, R219 million e sebediseditswe ho aha le ho ntlafatsa meaho dikhamphase tsohle tse tharo le ofising ya setheo.

Ditjeho tsa NWU tsohle tsa 2012 di fihleletse ho R2,7 billion, e patetsweng ke kopanelo ya mmuso (41%), ditjeho tsa sekolo tsa baithuti (26,5%) le tjhelete e fumanweng ka mesebetsi e patallwang, ho kenyeletsang tjhelete ya ka thoko, ditjeho tsa laesense le mesebetsi e etsetswang dikgwebo le indasteri. Yunivesithi e lehlohonolo ka hore mathateng ana a boemo bo thata ba ikonomi, re kgonne ho patala ditjeho tsohle le ho fumana phaello.

Seemo sa rona sa ditjhelete seo re se ratang se bontsha setso sa tsebediso le taolo e ntle ya ditjhelete ho fang balaodi bohle kelello e phodileng hobane disebediswa tsa rona di laolwa hantle. Bopaki ba sena ke hore ka 2012, selemong sa bo robong hape, re ile ra fumana tlaleho ya ditjhelete e sa dumellwang ho tswa bahlahlobing ba ditjhelete ba kantle.

Ka kakaretso, yunivesithi e ntse e tsamaya hantle, e ikemiseditse le ho tswelapele ho etsa tikoloho e dumellang bakeng sa katleho ya balaodi ba rona.

45
short courses
approved

32
new qualifications
approved

88,2%
undergraduate
pass rate

24 295
students used
eFundi learning
management
system

total number
of ITEA awards:
49

1 830
total research output

R19,4
million

grant funding for
postdoctoral
fellowships

21%
increase in total
publication output

NRF 140
NRF rated
researchers

22 221
supplemental instruction sessions

694
supplemental instruction leaders

433
research
master's degrees

81
conference proceedings

935
total publication
equivalents

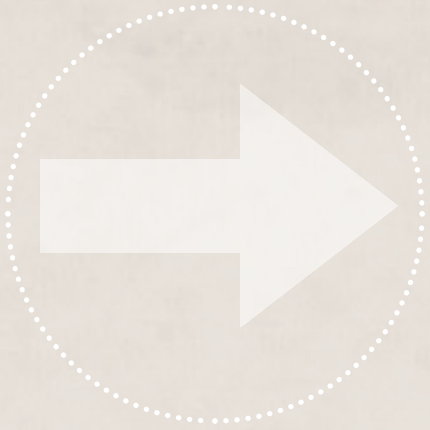
114
postdoctoral fellows

R21 million
invested in research capacity building

weighted
doctoral
degrees
462

R692 300
support for
staff
completing
PhDs

R31 660 131
THRIP
funds
received



how we govern the NWU

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MESSAGE FROM THE chancellor

Kgosi Leruo Molotlegi

Our university continues to grow from year to year. This means growing upward and outward, in terms of more students, more staff, more dedicated research units and research partnerships, more publications and more graduates.

It also means inward growth in terms of greater cohesion, higher quality teaching-learning and research, and more coordinated and focused management.

These forms of growth are inextricably intertwined, just as a tree can only produce long branches and plentiful leaves if its roots are deep and its trunk is solid.

I would particularly like to highlight the attention paid to process at our university: the process of teaching, the process of learning and the process of reflection and evaluation at all levels.

I congratulate all those lecturers who won awards during 2012. These include internal awards such as the Institutional Teaching Excellence Awards, the *Rapport*

Awards for the most inspiring lecturers and the annual research awards. Academics from all three campuses also received national recognition for their outstanding contributions in their fields.

The continual support provided to students in basic academic reading, writing and computer skills is crucial for enabling higher education to overcome, rather than entrench, the disadvantages many of our students faced in the quality of primary and secondary education.

We can be particularly proud of the contribution we are making to alleviating the national shortage of qualified teachers. In 2012 alone, 6 420 Education Sciences students graduated on the Potchefstroom Campus, with a further 866 Education students graduating on the Mafikeng Campus and 378 on the Vaal Triangle Campus.



Our courses are continually undergoing quality assurance evaluation and accreditation by professional bodies, which is the foundation for the employability of our graduates.

The growth in research and publication output from our various campuses year on year has been striking.

Firstly, through this research, and through the commitment to the implementation of research-based expertise, our university is directly contributing to finding solutions to the challenges of our country and continent.

This includes assisting business, industry and government partners in core areas of national significance such as rural development and poverty alleviation, and a host of other fields from disaster management to biodiesel development, pharmaceuticals and cosmetics testing, Bible translation and components manufacturing.

Secondly, it shows the importance of seeing research and teaching as two sides of the same coin rather than as competing priorities.

Students can learn best from lecturers who are at the forefront of scholarship and new research and who can share the excitement of finding answers to the questions which concern all of us in our daily lives.

The quality of our research also continues to improve, including increases every year in the number of postdoctoral fellows and NRF-rated research staff.

The intellectual excitement of universities lies not only in their formal teaching-learning and research activities, but also in their diverse and active social make-up.

Once again the NWU has shone in sports (with four athletes and one coach involved in the 2012 Olympic Games and the Paralympic Games in London and many medals at USSA events), culture (from our symphony orchestra to choirs to dance and theatre groups) and student leadership.

These activities are not side-shows to the academic pursuits but are central to making our university an attractive place where well-rounded human beings are nurtured.

We are a university that is close to our communities, and through our three campuses we span the wide range of communities that make up our diverse nation.

We continually seek to bridge the gaps between the university and the wider society, both in bringing students into higher education who might not have considered studying a possibility when growing up, and in bringing

research back into our communities, our economy and our government.

We are particularly cognisant of the ongoing struggle to improve the quality of primary and secondary education in our country, and that the long-term effects of this will continue to shape the nature of tertiary education for the next 20 to 30 years.

The NWU, like all other universities in South Africa, will have to find appropriate means and structures to cater for this growing chasm. The challenges we meet externally and internally only make us strive harder to fulfil the promise of an institution truly founded in the image of our nation: unified in our diversity.

KGOSI LERUO MOLOTLEGI

KGOSI LERUO MOLOTLEGI
CHANCELLOR





REPORT OF THE chairperson of council

Mr Peet van der Walt

As the highest governing body of the NWU, the Council leads by example and sets the tone from the top. The Council remained committed to demonstrating accountable leadership and ensuring the effectiveness of its governance and oversight function. The concerted effort made in the previous year to ensure quality decision-making by improving the attendance of Council and Council committee meetings continued in 2012.

self-evaluation of council

During the second semester of 2012, members of Council and the Council committees completed a self-evaluation questionnaire to evaluate the role and functioning of the various governing structures in respect of their mandates. The evaluations focused particularly on risk management, adherence to good corporate governance principles, discipline and members' understanding of Council's oversight role.

From the results, it is evident that Council is independent in its decision-making process and clearly understands

its governance role in relation to the day-to-day management role assigned to the vice-chancellor. The lines of responsibility between the governing structures and management are clearly demarcated and observed. There is coherence and alignment between Council, the Council committees and management in working towards shared goals.

important aspects dealt with in 2012

During 2012, Council and its committees attended to a number of significant matters affecting the university:

- Statutory appointments and Council committee elections were dealt with.
- Mr SM Mohapi was unanimously elected as the deputy-chairperson of Council in June 2012.
- Several members were nominated to serve on the Council committees after the expiry of former Council members' terms of office.
- Prof ND Kgwadi, the Mafikeng campus rector, was re-appointed for one year as vice-principal for 2012. In June 2012, Council approved the framework for the appointment of a vice-principal for a one-year term on a rotational basis.
- Council received bi-annual reports on individual Council members' attendance rates of Council and Council committee meetings. At the request of the Council Executive Committee, the chairperson of Council contacted members with attendance rates below the agreed upon 50%.

- Another external auditor, Ms C van Rooyen, was appointed to serve as one of two external financial experts on the Audit, Risk and Compliance Committee.
- An Institutional Development Office was established with the primary aim of managing and co-ordinating the NWU's relationship with key internal and external stakeholders for the advancement and development of the institution through fundraising and partnerships.
- The ministerial enrolment and efficiency targets for 2014/2015 to 2019/2020 were noted.
- Council agreed to the establishment of the University Council Chairs Forum-South Africa (UCCF-SA) as a structure.
- The focused attention that Council has been giving to transformation continued, and in June 2012 Council adopted a Transformation Charter. Council furthermore agreed that transformation would remain the first mission element of the Institutional Plan so as to emphasise the university's transformation objectives.
- The annual strategic workshop of Council in March 2012 focused on a broad overview of developments and trends in higher education internationally and in Africa and South Africa, and considered some of the possible implications of these developments.
- Honorary doctorates to the following recipients were approved during 2012 for conferral in 2013:
 - Prof JL Helberg – Old Testament Studies
 - Prof WJM van Genugten – Doctor Legum
 - Prof GL Strydom – Health Sciences
 - Dr MO Mtshali - Literature
 - Dr L Chisholm - Education

Chancellor's medals to the following recipients for their valued contributions were approved during 2012 for conferral in 2013:

Prof S Grové
Mr VC Carruthers
Rev EH Stegen
Dr MN Oliphant

→ Council approved the following in 2012 to ensure the continued stability of the NWU's management, operations and finances:

- ⇒ The financial statements for the year ended 31 December 2012.
- ⇒ The 2013 budget.
- ⇒ The 2013 Institutional Plan.
- ⇒ The 2011 Annual Report, which was submitted to the Department of Higher Education and Training on 30 June 2012.
- ⇒ The 2012 Key Risk Register.
- ⇒ The appointment of PricewaterhouseCoopers as external auditors of the NWU for the financial year ending December 2012.

Council continued to oversee the alignment of existing policies, rules and procedures across the NWU and approved the following policies in 2012:

- ⇒ Policy and Rules for Honorary Naming
- ⇒ Policy on Students with Disabilities
- ⇒ Mandate for the Compliance Committee
- ⇒ Media Policy

Council also approved the amendment of nine existing policies.

→ Council approved various teaching-learning and research matters, including the establishment of various new academic and research structures, as well as changes to existing structures. These changes are reported on in detail in the Senate Report.


financial health and viability

The university pays close attention to sustained good governance, with specific reference to risk management,


effective yet conservative financial planning and cash flow management, discipline compliance at all levels, proper financial management systems and effective internal control mechanisms.

Council is confident that this provides the framework for ensuring that the university is financially sound and viable and managed in a responsible and transparent manner. The Internal Audit department, reporting directly to the chairperson of the Audit Risk and Compliance Committee of Council, plays a pivotal role in assisting Council to give effect to this responsibility by providing an independent, objective assurance service.

fair, equitable procurement

The NWU seeks to optimise the utilisation of the university's financial resources through a procurement process that is fair, equitable, transparent and cost-effective, while also ensuring the attainment of additional policy objectives such as transformation. 

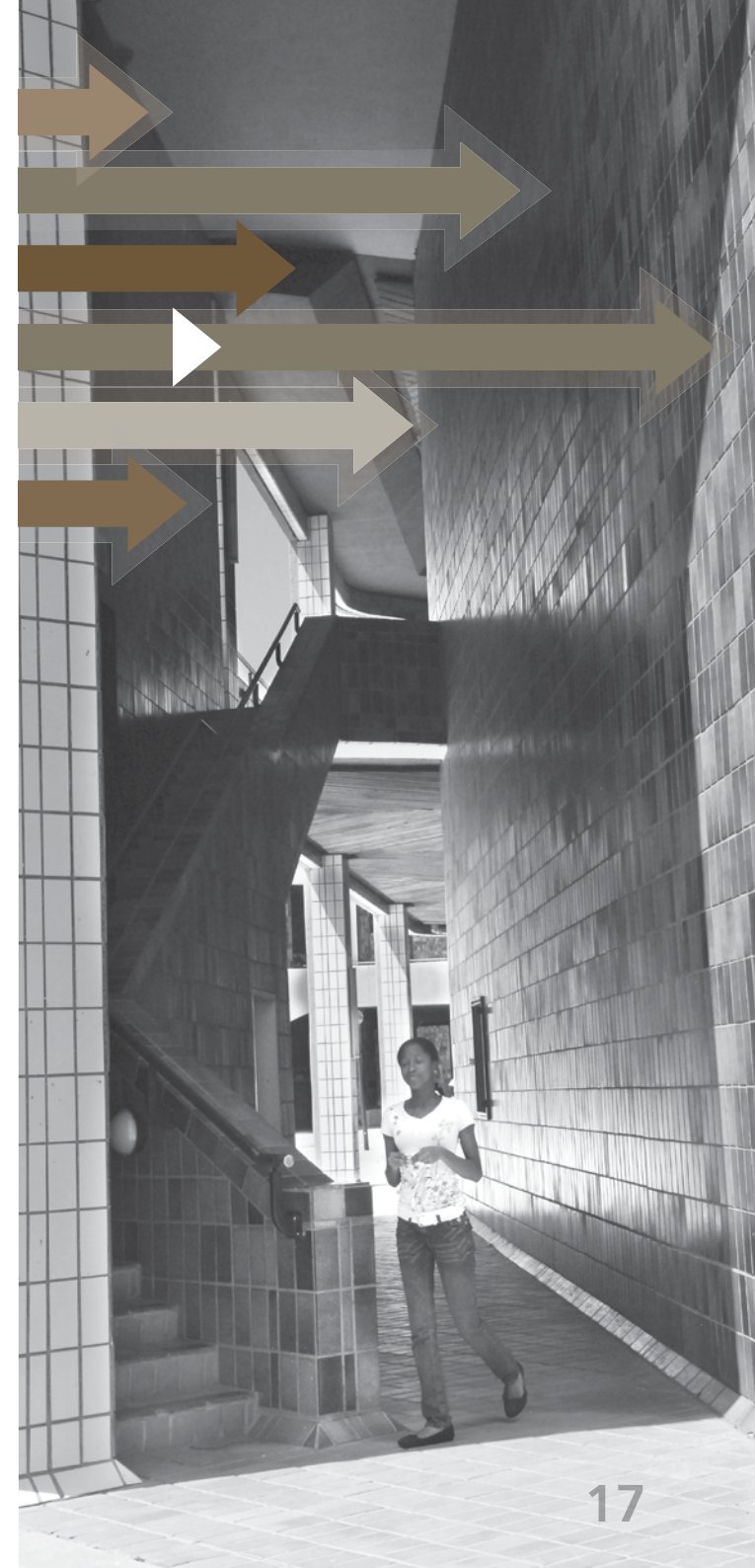
Purchasing decisions are made through a centralised procurement division, which ensures an independent cost/quality appraisal.

Preference is given to local suppliers in communities within which the NWU operates, subject to the considerations of price, quality and service, and care is taken to conform to all statutory and regulatory requirements, such as Broad-Based Black Economic Empowerment (B=BBEE) requirements. 

the nwu as a going concern

Council is confident 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 multi-campus subsidy is being phased out by the DHET).

The university is also experiencing the impact of global volatility on the South African economy, and is contending with the challenge of maintaining financial discipline amid ever-increasing demands for resources and support while growing the organisation within its capacity.



Council is convinced that within the framework of proper financial management systems and effective internal control mechanisms, the university has adequate resources to continue with operational activities for the foreseeable future.



council committees attendance figures

The Council had a strategic workshop on 30 March 2012 and convened three ordinary Council meetings. These were held on 15 June, 21 September and 23 November. The attendance record for Council and its committees for 2012 was as follows:

Committee	% attendance
Council	74%
Council Executive Committee (Exco)	84%
Finance	79%
Transformation Oversight	81%
Human Capital and Employment Equity	70%
Tender	100%
Honorary Awards	84%
Audit, Risk and Compliance	79%
Remuneration	100%
Assets	84%
Investments	78%

The total average attendance figure of Council and Council committee meetings for 2012 was 83% – an improvement on the figure of 78% in 2011.

social responsibility commitment to staff and students

The NWU has made reasonable progress in implementing the new community engagement strategy that Council approved in September 2011.



This strategy emphasises trans-disciplinary development projects that are sustainable and have measurable impact. A special task team worked with the campuses during the

year to develop campus implementation plans for 2013 onwards.

During the year, the university won second place in the Talloires Network's annual MacJannet competition for student-driven community upliftment and global citizenship. The competition attracted 72 nominations from 52 universities in 21 countries.

The Student RAG Community Service did excellent work its four focus areas, which are early childhood development, child and youth development, programmes for vulnerable youth and adults, and outreach programmes such as feeding schemes and disaster assistance.



The NWU participated actively in platforms such as the South African Higher Education Community Engagement Forum (SAHECEF), and assisted the National Research Foundation with its panel evaluations for the funding of community engagement projects.

events

→ At the beginning of 2012, the NWU community was shocked by the drowning of a first-year student, Mr Thabang Makhoang.

Council held an extraordinary meeting and expressed its sincerest condolences to the next of kin. An independent investigation was conducted by a team of senior advocates, who found that the death of Mr Makhoang was a tragic accident, and that the the circumstances surrounding his death were not due to foul play or negligence on the part of any individual or entity.

→ The second and final term of secondment of the NWU registrar, Prof Themba Mosia, as administrator of the Tshwane University of Technology ended on 18 August 2012.

The Minister of Higher Education and Training then extended his involvement on a part-time basis until the end of November 2012.

→ New Council members took part in a comprehensive induction session on 23 September 2012. They were

briefed by the chairperson and deputy-chairperson of Council, as well as the vice-chancellor, who focused on the roles and responsibilities of Council members under the Higher Education Act, the NWU Statute, the King Code on Governance Principles and the Code of Conduct for NWU Council members.

working with industry

The NWU has a proud and productive history of working with business and industry to find solutions for production and efficiency challenges they confront.

On the strength of this track record, the university consistently ranks among the top earners of funding from programmes such as the Technology and Human Resources Programme (THRIP).

In 2012, the NWU received THRIP funding to the value of R31,6 million, compared to the R36,5 million received in the previous year.

The university continued to make its inventions available to industry through licensing and royalty agreements.

There were 15 active agreements in 2012, which brought in just over R2 million in royalties and licence fees. Furthermore, 13 active spin-off companies were involved in the commercialisation of the university's patents.

significant changes

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

Changes in the membership of Council, Senate and the Institutional Forum in 2012 were due to normal circumstances, such as the expiry of terms of office, and new members were duly appointed or elected by their constituencies.

Difficult economic conditions prevailed throughout the year and the university reported an increase in student debt and a reduction in third-stream income.



Nevertheless, the NWU succeeded in producing a surplus for the seventh consecutive year, underlining the fundamental soundness of its financial position.

conclusion

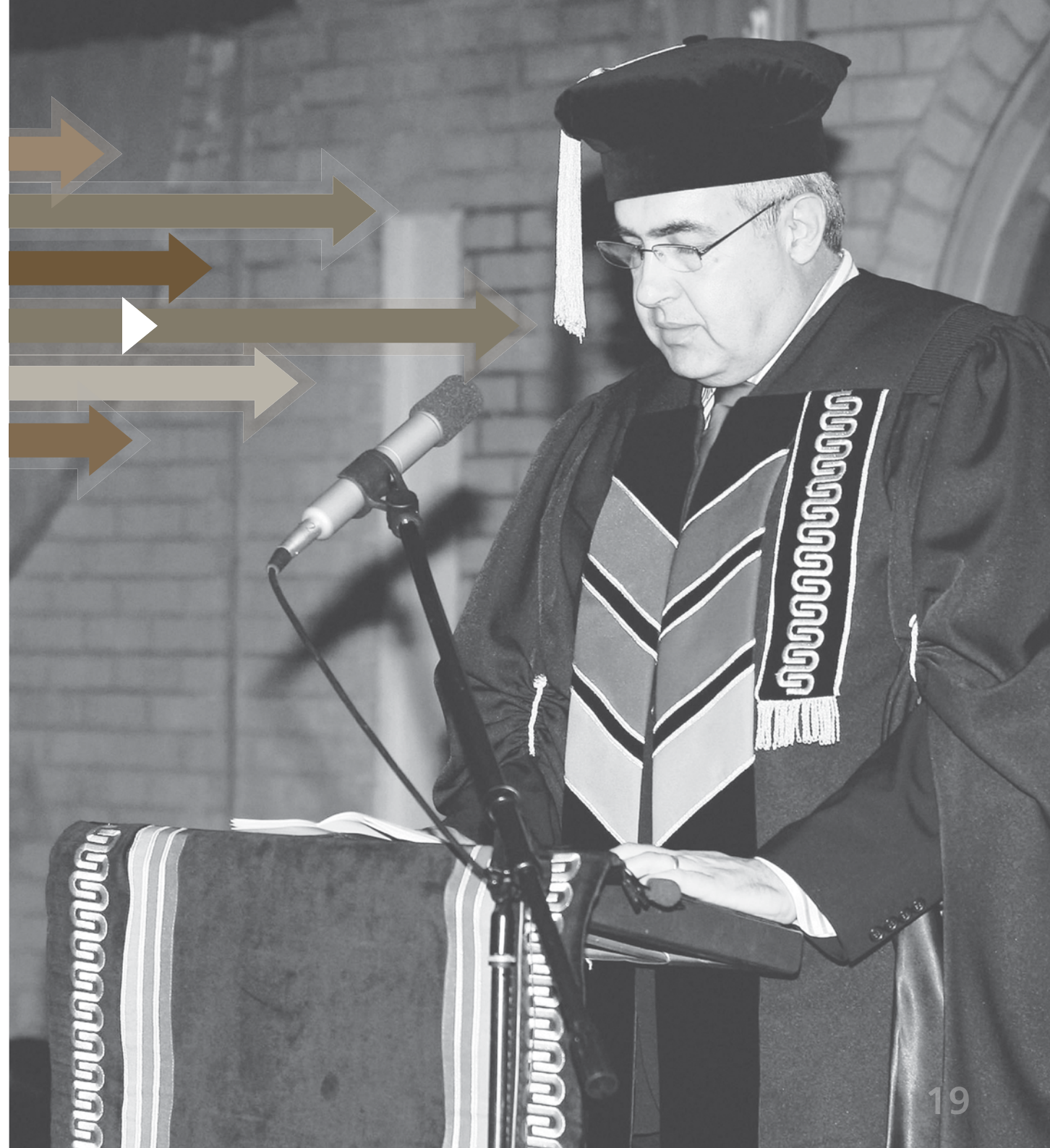
In the nine years since the merger, the university has produced consistently sound financial results while meeting – and in some cases exceeding – the strategic objectives set in the Institutional Plan for its core business. This track record of consistent delivery demonstrates the university's inherent resilience, which stands it in good stead to make a growing contribution to skills development in South Africa and further afield.

I would like to thank my fellow Council members for the expertise they contributed to the governance and oversight of the NWU during the year under review. Their willingness to invest their time and skills and to debate difficult issues without fear or favour have been of enormous value in maintaining the university's track record as a stable, efficient and well-managed institution.

I would also like to express my appreciation to Dr Theuns Eloff, the vice-chancellor, and his Institutional Management team for so competently executing the strategy set by the Council.



MR PJ VAN DER WALT
CHAIRPERSON OF COUNCIL





COUNCIL REPORT ON corporate governance

Prof Themba Mosia

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

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



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

As evidence of this commitment to good corporate governance, the NWU won the PricewaterhouseCoopers Higher Education Corporate Governance Excellence Awards for five years from 2007 to 2011 (after which the competition was discontinued).

the role and functions of council

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

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

- Governing the NWU through the adoption of purpose and value statements, strategic plans and policies, as well as the Statute, the rules, processes and delegations of authority. Furthermore, Council monitors the operational performance of management and establishes committees and, together with Senate, joint committees, to ensure that the NWU achieves its purpose and values.
- Determining the language policy of the NWU, subject to the policy set by the Minister of Higher Education and Training and with the concurrence of Senate. Council's objective is to adopt a policy that is flexible, functional and redresses language imbalances of the past 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 Council members to adhere to a code of conduct and taking remedial action when necessary.
- Delegating the authority to appoint staff members, including campus vice-rectors, campus registrars and directors, deans and academic directors as provided for by the Statute, with the proviso that no person is authorised to appoint someone reporting directly to him or her.

In performing its functions during 2012, the ninth functioning year of the NWU, Council remained mindful of the reasons for the merger-incorporation. These reasons, many of which have become entrenched in the Institutional Plan of the NWU and are part of Council's strategic planning, are to:

- Overcome the apartheid-induced divide between a historically advantaged and historically disadvantaged institution.
- Promote a more equitable staff and student body.
- Build administrative, management, governance and academic capacity.
- Consolidate the deployment and use of academic personnel.
- Build research capacity.
- Enhance sustainability.

Furthermore, Council has overall responsibility for the ongoing strategic direction of the NWU, approval of major developments and the receipt of regular reports from management on the operation of its business. Council received and noted two comprehensive Institutional Management reports during 2012 (June and November).

committees of council

All committees of Council function under a mandate of strategic or financial importance to the NWU. They are chaired by external Council members with the requisite knowledge, skills and experience, and operate under clear terms of reference. (Please see the Composition of Council for the qualifications of Council members.)


→ Executive Committee

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

Two vacancies on the Executive Committee, caused by the expiry of the terms of Mr PJ van der Walt and Ms H Rupert-Koegelenberg, were filled through their re-election.

The members of the Executive Committee at the end of 2012 were Mr PJ van der Walt (chairperson), Mr SM Mohapi (deputy chairperson), Mr PWJ Buys, and Ms H Rupert-Koegelenberg, Dr T Eloff (vice-chancellor), Prof ND Kgwadi (vice-principal) and Prof NT Mosia (institutional registrar and secretary to Council), who serves as an ex officio member.


→ Remuneration Committee

This committee attends mainly to the employment contracts, remuneration and performance evaluation of the vice-chancellor, members of the Institutional Management and the Director: Internal Audit. 

Owing to the nature of its duties and in line with the Policy Framework for the Remuneration of Senior Managers in Public Higher Education Institutions, the Remuneration Committee consists of two external members of the Executive Committee of Council, as well as the chairpersons of both the Human Capital and Employment Equity Committee and the Finance Committee, who are also external members of Council.

The members were Mr PJ van der Walt (chairperson), Mr T Makubire (deputy chairperson and chairperson of the Human Capital and Employment Equity Committee) and Adv JSM Henning SC (chairperson of the Audit, Risk and Compliance Committee).

→ Human Capital and Employment Equity Committee

The mandate of the Human Capital and Employment Equity Committee is to ensure that adequate human resource policies and strategies are in place and to monitor the implementation of these policies and strategies in accordance with the set criteria and measures. The committee is responsible for all human resources and employment equity-related aspects, including remuneration and service conditions matters that are not within the scope of the Remuneration Committee. 

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

The members were Dr DG Breed (chairperson), Dr J Tshifularo, Prof JJ Janse van Rensburg, Rev SA Musa, Prof E van der Schyff and Dr T Eloff (vice-chancellor). Prof NT Mosia (institutional registrar and secretary to Council) serves as an ex officio member and Mr VL Mothobi (Executive Director: Human Capital) was in attendance at meetings.

→ Transformation Oversight Committee

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

The members during 2012 were Ms I Pooe (chairperson), Mr A Mashilo, Prof D Meyer, Prof C Rabali, Prof S Swanepoel, Dr T Eloff (vice-chancellor), Prof NT Mosia (institutional registrar and secretary to Council) who serves as an ex officio member, Mr VL Mothobi (Executive Director: Human Capital) and Dr I Tufvesson (Executive Advisor: Transformation and Diversity).



→ Audit, Risk and Compliance Committee

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

The committee provides a channel of communication between the Council, management, the internal audit function and the external auditors. It enjoys unrestricted communication with the chairperson of Council (who is not a member of the Audit Committee), the vice-chancellor, the Executive Director: Finance and Facilities, and the internal and external auditors.

The members of the committee during 2012 were Ms M Claassens (chairperson), Mr T Plaatjie, Prof SR van der Walt and Adv J Kruger. The committee was advised by two independent financial experts, Ms C van Rooyen and Ms HS Fourie.

The representatives of the external auditors are required to be in attendance at committee meetings, as are Dr T Eloff (vice-chancellor), Prof NT Mosia (institutional registrar and secretary to Council), who serves as an ex officio member, Prof IJ Rost (Executive Director: Finance and Facilities) and Ms M van der Merwe (Director: Internal Audit).

→ Finance Committee

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

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

The members of the Finance Committee were Mr JJ Kitshoff, Ms M Claassens, Mr SM Mohapi and Dr T Eloff (vice-chancellor). The committee's ex officio members were Prof IJ Rost (Executive Director: Finance and Facilities) and Prof NT Mosia (institutional registrar and secretary to Council).

To carry out its duties, the Finance Committee makes use of three subcommittees, namely the Tender Committee, the Investments Committee and the Assets Committee.

⇒ Tender Committee

This committee's role is to approve the tender policies and procedures prepared by management, to check that these comply with the Broad-Based Black Economic Empowerment Act of 2003, to confirm that tender policies are being implemented, and to evaluate and approve tenders for contracts valued at between R5 million and R15 million. For contracts exceeding R15 million, the committee evaluates the tenders received and makes a recommendation to Council.

The Tender Committee has three external members and three management members. The external members were Mr DA Foster (chairperson and an independent auditor), Dr DG Breed and Adv M Kruger. The management members were Dr T Eloff (vice-chancellor), Prof IJ Rost (Executive Director: Finance and Facilities) and Prof NT Mosia (institutional registrar and secretary to Council).

⇒ Investments Committee

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

In 2012, the external members included the chairperson, Mr J van den Berg, Mr SM Mohapi, an external member of Council and investment expert, as well as Mr A Smit and Mr P Cook, and two other independent investment experts. The management members were Dr T Eloff (vice-chancellor), Prof IJ Rost (Executive Director: Finance and Facilities) and Prof NT Mosia (institutional registrar and secretary to Council).

⇒ Assets Committee

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

The Assets Committee has two external members and three management members. The external members were Mr SM Mohapi (chairperson from October 2011) and Ms M Claassens. The management members were Dr T Eloff (vice-chancellor), Prof IJ Rost (Executive Director: Finance and Facilities) and Prof NT Mosia (institutional registrar and secretary to Council).

→ Honorary Awards Committee

The Honorary Awards Committee consists of the vice-chancellor, chairperson of Council, two members of Council, three members of Senate, the dean of the relevant faculty in an advisory capacity, and the institutional registrar and secretary to Council, who serves as an ex officio member.

conflict management

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

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

worker and student participation

A wide spectrum of participatory structures was in place on the campuses and in the Institutional Office in 2012. These structures were designed to enhance relationships through consultation, the effective exchange of relevant information and the identification and resolution of differences. The recognition agreement of the Staff Association

became null and void during 2012 owing to the fact that the union was deregistered by the Department of Labour. In April, a request was received from the South African Parastatal and Tertiary Institutions Union (SAPTU) for the technical revision of a clause of the recognition agreement. This was followed in October by a request for recognition from the National Education, Health and Allied Workers Union (NEHAWU).



A meeting between SAPTU, NEHAWU and management was scheduled to discuss the necessary amendments to the recognition agreement. On 29 October 2012, an amended recognition agreement was signed between the NWU and SAPTU. The recognition agreement between the NWU and NEHAWU was still under discussion at the end of the year.

code of ethics

The process of establishing a Code of Ethics for the staff of the NWU was initiated in 2007, since no such document existed since the merger. After extensive consultation, a draft document served at the various campus senates for comment. The input received was incorporated and the draft was tabled at the Institutional Senate, the Institutional Forum and the Institutional Bargaining Forum, which eventually led to the final Code of Ethics being approved by the Institutional Management. The NWU used all internal communication channels to inform staff about the finalisation of the Code of Ethics.



Council approved the Statement on Corporate Governance during the Council meeting held on 21 June 2013 as per the Regulations.

PROF NT MOSIA
INSTITUTIONAL REGISTRAR AND SECRETARY TO COUNCIL

code of ethics

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

- To uphold human dignity, to develop the full potential of myself and others, and to practise and promote accuracy, honesty, truthfulness, trustworthiness and loyalty towards the university and all people.
- To seek that which is right and fair as seen from the perspective of the love of God and our love towards others, by showing appreciation for the other, by being open about my own presuppositions, by showing empathy, and by being impartial.
- To uphold everyone's freedom from restrictions, limited only by my duty to protect the freedom of myself and others and my commitment to live out and promote the above values.
- To demonstrate tolerance, patience and self-discipline towards views different from mine, in a spirit of peaceful coexistence, and to stimulate intellectual and personal growth.
- To recognise the potential of and show appreciation for the worth of all with whom I deal and to recognise how they can contribute towards growth.
- To dedicate my intellectual and personal integrity, competence, professionalism and other resources to the achievement of superior outcomes.
- To use my expertise and my areas of specialisation to bring about constructive change in the community and environment, while broadening and deepening my own capacity in order to contribute even more to positive growth.
- To promote intellectual autonomy and critical thinking by upholding and defending the liberty and responsibility of individuals and the university to debate, teach and conduct research without arbitrary interference.
- To hold high expectations of the responsibility of the Council and management of the university to uphold the dignity of students and staff and to create a sustainable learning and working environment for all.
- To refrain from any conflict of interest detrimental to my relationship with the university, and to declare such interests or conflict in relation to my employment, fiduciary duties, interaction with colleagues and any other facet of my responsibilities.

meet our council members

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

The composition of Council as at 31 December 2012



Chairperson:
Mr PJ van der Walt
(representing donors)



Deputy chairperson:
Mr SM Mohapi
(community representative)

Minister of Higher Education and Training's appointees



Mr NS Phetoe: Certificate in Dispute Relations Procedure (Education Labour Relations Council), Organising Diploma (Disetsa); appointed for a three-year term from 2010 to 2013.



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



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



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

Donors



Mr PJ van der Walt: CA(SA), MCom (Potchefstroom University for Christian Higher Education), MA Social Science (HEC School of Management, Paris), AMP (Templeton College, Oxford); re-elected for a four-year term from 2011 to 2015.



Prof D Meyer: BSc, BScHons and MSc (Rand Afrikaans University), PhD (University of California); appointed for a three-year term from 2012 to 2015.



Mr JJ Kitshoff: CA(SA), BComHons (University of Pretoria), CComptHons (Unisa); elected for a three-year term from 2011 to 2014.

Community designates



Ms H Rupert-Koegelenberg: BMus and BMusHons (University of Stellenbosch), Fellowship of the Trinity College of Music (London), Licentiate of the Royal Schools of Music UK, Teacher's Licentiate of Music (Unisa); re-appointed for a further three-year term from 2010 to 2013.



Rev SA Musa: BA Theology (University of Zululand), BAHons (Potchefstroom University for Christian Higher Education); appointed for a three-year term from 2010 to 2013.



Dr DG Breed: BA, ThB, ThM and ThD (Potchefstroom University for Christian Higher Education); re-appointed for a further three-year term from 2011 to 2014.



Mr SM Mohapi: Graduate of the Stock Market College (SA), Diploma in Investment Management (Rand Afrikaans University), Certificate of Proficiency (Planning and Administration of Estates), Qualified Assessor and Facilitator (ETDP SETA), Graduate Diploma in Company Direction (NQF7) (Graduate Institute of Management and Technology in collaboration with the Institute of Directors); re-appointed for a further three-year term from 2011 to 2014.

Members designated by the Convocation



Mr PJW Buys: BA Communication Science (Potchefstroom University for Christian Higher Education), BAHons (Rand Afrikaans University); re-designated for a further three-year term from 2010 to 2013.



Adv TJ Kruger: LLB and LLM Public Law (Potchefstroom University for Christian Higher Education); designated for a three-year term from 2011 to 2014.



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

Members with special expertise



Ms M Claassens: CA(SA), BCom Accounting and BComHons (Potchefstroom University for Christian Higher Education), Higher Diploma in Company Law (University of the Witwatersrand); re-designated for a three-year term from 2012 to 2015.



Ms I Pooe: BA (University of Bophuthatswana), Diploma in Tourism and Marketing Management (Austria); re-appointed for a further three-year term from 2011 to 2014.

Internal members
Management members



Dr T Eloff (vice-chancellor): BJuris (Econ), ThB, ThM and ThD (Potchefstroom University for Christian Higher Education).



Prof ND Kgwadi (vice-principal): 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 (Hanseu University, South Korea); appointed in 2012 for a one-year term.

Senate members



Prof TC Rabali: BA (Unisa), ThB and ThM (Potchefstroom University for Christian Higher Education), DTh (Unisa); re-elected for a three-year term from 2010 to 2013.



Prof S Swanepoel: BCom Personnel Management and BComHons (University of Pretoria), Higher Education Diploma (Unisa), MCom and DCom Human Resources Management (University of Pretoria); elected for a three-year term from 2010 to 2013.



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



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

Members representing other academic staff



Prof HF van Rooy: BA, BAHons Semitic Languages, MA Semitic Languages, ThB and DLitt Semitic Languages (Potchefstroom University for Christian Higher Education); elected for a three-year term from 2011 to 2014.



Prof E van der Schyff: BA LLB and LLM (Potchefstroom University for Christian Higher Education), LLD (North-West University); re-elected for a three-year term from 2012 to 2015.

Members representing non-academic employees



Mr E Mostert: BCompt (Unisa), BComHons Accounting (Potchefstroom University for Christian Higher Education); elected for a three-year term from 2010 to 2013.



Dr SR van der Walt: DCom (Unisa), MSc Industrial Chemistry and MBA (Potchefstroom University for Christian Higher Education); elected for a three-year term from 2010 to 2013.

Representatives of the Institutional Student Representative Council (ISRC)

Members serve on the Council for a period determined by the ISRC.

The following ISRC members held office until October 2012:



Mr T Mmutle: BA (Mafikeng Campus, NWU) and BA Hons in Communication (currently) (Mafikeng Campus, NWU)



Ms C Kraaij: BCom Tourism and Recreation (Potchefstroom Campus, NWU), Postgraduate Diploma in Management (Potchefstroom Business School, NWU) and courses in Project and Events Management and Emotional Intelligence (currently) (Potchefstroom Business School, NWU).



Mr T Sabalele: BEd (currently) (Vaal Triangle Campus, NWU)

Secretary to Council



Prof N Themba Mosia: BA, BAHons and University Education Diploma (University of the North), MA (Portland State University, Oregon, USA), PhD (University of Pretoria), MCSSA.

From November 2012, the following ISRC members served on Council:



Mr O Matshediso: MA in International Relations (currently) (Mafikeng Campus, NWU)



Mr J Jordaan: BCom Law and LLB (currently) (Potchefstroom Campus, NWU)



Mr J Ncedani: BCom and BComHons (currently) (Vaal Triangle Campus, NWU)

Outgoing Council members in 2012

Members designated by the Convocation:

Adv JSM Henning, SC: 2009 to 2012

Dr D Hermann: 2009 to 2012

Donors:

Mr T Makubire: 2009 to 2012.

Prof M Snyman: Resigned from Council in June 2012.

Minister of Higher Education and Training's appointees:

Mr OJJ Tabane: 2008 to 2012

Adv FM Sikhakane: 2010 to 2013

Mr NM Fuzani: 2008 to 2012



REPORT OF THE institutional forum

Prof Christo van Wyk

During 2012, the Institutional Forum (IF) successfully carried out the consultative and advisory role envisaged for it in the Higher Education Act and the NWU Statute.

role and composition

The IF's role is to advise the NWU Council on the implementation of the Higher Education Act and national higher education policy, to assist in developing an institutional culture of tolerance and respect for human rights, and to help promote an environment where effective teaching, learning and research can flourish. Specific matters on which the IF advises Council are senior management appointments, policies on race and gender equity, codes of conduct, the management of cultural diversity and the formulation of policy on mediation and dispute resolution procedures.

membership in 2012

According to the Statute, the IF may have up to 29 members representing a broad range of stakeholder constituencies. These include the Council, several categories of staff, trade unions, students, civic society, Convocation and members with special expertise. During 2012, the IF comprised 25 members and had four vacancies (one civic society representative, two union representatives and one member with special expertise).



The membership of the Staff Association fell below the threshold required for recognition and hence its registration as a union was cancelled with effect from 16 February 2012. This development was published in the *Government Gazette* of 24 February in terms of Section 106 (2B) of the Labour Relations Act of 1995.

The Staff Association had, according to subparagraph (24)(1)(e) of the Statute, previously had two members representing it on the IF. As a result of the union's deregistration, however, two vacancies arose on the IF and will be dealt with in collaboration with the institutional registrar.

The following constituencies were represented on the IF:

- Council: Rev SA Musa
- Management: Prof HD van Schalkwyk
- Senate: Prof W Viviers
- Academic, non-Senate: Prof H van der Merwe
- Dr KL Mabe
- Academic, non-Senate: Prof C de W van Wyk
- Dr D Boemah
- Mr H Kloppers
- Non-academic employees: Mr JA van der Walt
- Mr A Scheppel
- Mr W Coetzee
- Unions: Mr PJM van Niekerk
- Ms L Waugh
- Students: Mr R Scheepers
- Mr T Sabalele
- Mr T Mmutle
- Mr T Seremane
- Mr N Ncedani
- Ms S Botma
- Civic society: Mr WS Moseithi
- Adv M Kruger
- Pastor GJ August

- Convocation: Ms H Coetzee and Dr MB Seketane
- Special expertise: Dr EM Sedibe

The IF Executive Committee (Exco) consisted of three members, namely Prof C de W van Wyk (chairperson), Prof W Viviers (deputy chairperson) and Mr W Coetzee (secretary).

matters dealt with

The IF was asked to advise the vice-chancellor about the planned appointment as vice-principal of Prof F van Niekerk, Deputy Vice-Chancellor: Research, Innovation and Technology for a one-year period from 1 January 2013. The IF supported this proposed appointment.

The institutional registrar invited the IF to be part of the panel established to appoint a Vice-Rector: Teaching-Learning at the Mafikeng Campus. Prof Mashudu Maselesele (Dean: Faculty of Agriculture, Science and Technology) was appointed to this position. Furthermore, the IF was involved in several selection committees that appointed and re-appointed a total of seven deans across all three campuses of the university.

The IF Exco met with the vice-chancellor in August 2012 to revisit the functions of the Institutional Forum as set out in paragraph 25 of the Statute of the NWU. The focus was on the following subparagraphs dealing with the functions of the IF:

- ➔ Subparagraphs (a) and (b), which deal with the implementation of the Act and national higher education policy, and the selection of candidates for appointment as vice-chancellor and members of the Institutional Management committee. In relation to the IF's role as a statutory body, we found that these points are well covered and that we do report to Council and advise Council accordingly.

→ Subparagraphs (c) to (g), which deal with the Policy on Race and Gender Equity, Codes of Conduct, the formulation of the Policy on Mediation and Dispute Resolution Procedures, the management of cultural diversity on the campuses and the development and fostering of an institutional culture that promotes tolerance and respect for human rights and creates a conducive environment for teaching, learning, research and study.



In this case, the IF wrote a letter dated 25 October 2012 to the chairperson of Council, informing him that we need sufficient and relevant information on the status of subparagraphs (c) to (g) to enable the IF to report to and advise Council appropriately.

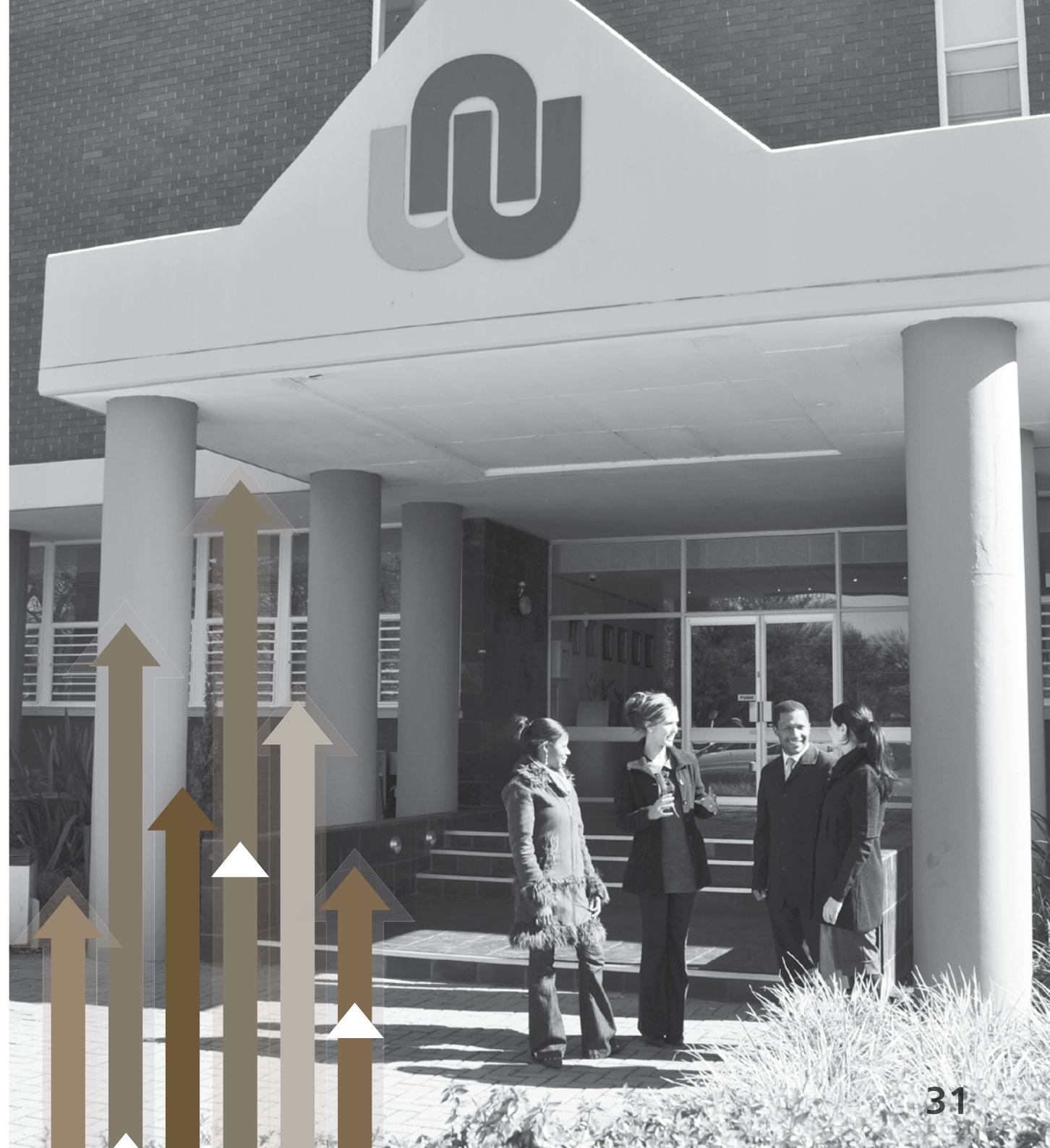
The IF scrutinised the reception and introduction programme for 2012 on all campuses. Each campus reported in writing to the IF about its reception and Introduction programme. Although the Mafikeng Campus did not have a formal orientation process in place, it was confirmed that the registration process for 2012 had gone well. The IF resolved that in future reporting on the reception and introduction programme will also include inputs from the campus rectors.



conclusion

The IF is widely accepted as a credible body that represents all university stakeholders and is able to play a constructive role in promoting an institutional culture built on tolerance, respect and integrity. Based on its performance in the past four years, and particularly in 2012, it is clear that the IF has both the mandate and the capacity to fulfil the important role intended for it in the Higher Education Act and the NWU Statute.

PROF C DE W VAN WYK
CHAIRPERSON: INSTITUTIONAL FORUM





REPORT OF THE senate

Dr Theuns Eloff

The teaching-learning and research results achieved for 2012 confirm that the university's core business is fundamentally sound and that the NWU's student support mechanisms are functioning effectively.

The Senate contributed to this by ensuring that the university's academic structures, policies and personnel moved in the desired direction while strengthening student success rates and safeguarding the well-being of students.

composition of senate

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

- The vice-chancellor (chairperson)
- The Deputy Vice-Chancellor: Research, Innovation and Technology
- The Deputy Vice-Chancellor: Teaching-Learning
- 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)

Three ordinary meetings of Senate were held in 2012 and the average attendance at these meetings was 71,6%. The following Senate standing committees were in place in 2012:

Senate Executive Committee

- A campus senate committee per campus
- Institutional Committee for Research and Innovation
- Institutional Committee for Teaching and Learning
- Institutional Committee for Academic Standards
- Institutional Admission Requirements Committee
- Standing Committee for Academic Literacy
- Standing Committee for Philosophical Grounding
- Standing Committee for Appeals

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

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

our academic structures

There were no major changes in the academic structures of the NWU and its three campuses in 2012. The existing

structures, consisting of 15 faculties distributed across the campuses, have been working well.

The NWU's 15 faculties were distributed as follows in 2012:

- The Mafikeng Campus had five faculties with 14 schools, including the newly established School of Research and Graduate Studies. The campus also had two centres, namely the Community Law Centre and the Centre for Teacher Development, and two research niche areas, Population and Health and Food Security and Safety in the North West Province. The five faculties were Agriculture, Science and Technology; Human and Social Sciences; Education; Commerce and Administration, and Law.
- The Vaal Triangle Campus had two faculties, namely Humanities and Economic Sciences and Information Technology, as well as seven schools, one research focus area and two research niche areas. The focus area was Enabling Optimal Expression of Individual, Social and Institutional Potential (OPTENTIA), while the niche areas were Understanding and Processing Language in Complex Settings (UPSET) and Multi-lingual Speech Technologies (MuST).
- The Potchefstroom Campus had eight faculties, 34 schools, 21 research entities and three new organisational entities, namely the Unit for Open Distance Learning, the DST/NWU Preclinical Drug Development Platform (PCDDP) and a Centre for Water Sciences and Management. In addition, the campus has two newly established research entities, namely Quality in Nursing and Midwifery (INSINQ) and TRADE (Trade and Development). The eight faculties were Arts; Natural Sciences; Theology; Education Sciences; Economic and Management Sciences; Law; Engineering; and Health Sciences.



our students

As a place where potential is nurtured, 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 think laterally and critically in their service to the country and its people.

our student statistics

Students enrolled for 2012

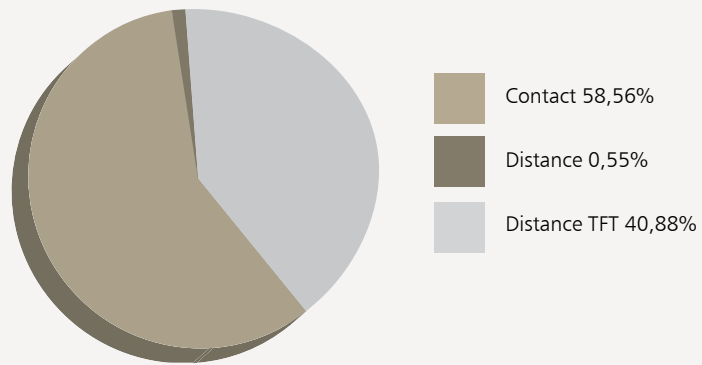
	Mafikeng	Potchefstroom	Vaal Triangle	Total
First time entering undergraduates	2 343	3 733	1 788	7 864
Seniors	7 913	38 605	4 370	50 888
Total	10 256	42 338	6 158	58 752

Registration per qualification type and delivery mode

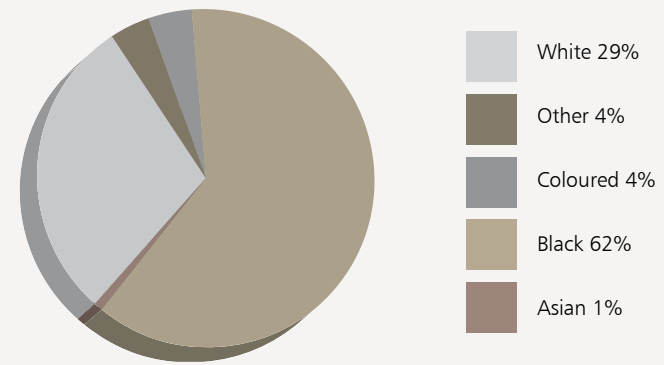
Qualification type	2012		Attendance mode	
	Distance	Contact	Distance TFT*	Grand total
General academic first bachelor's degree		13 705		13 705
Doctoral degree	48	1 000		1 048
Honours degree	69	1 974	6 325	8 368
Master's degree	24	2 804		2 828
Postgraduate diploma	17	1 950		1 967
Undergraduate diploma (1 and 2 years)		790	9 429	10 219
Undergraduate diploma (3 years)		359	7 465	7 824
Professional first bachelor's degree (4 years)		9 477	820	10 297
Professional first bachelor's degree (3 years)	159	2 157		2 316
Occasional students	7	173		180
Grand total	324	34 389	24 039	58 752

* TFT stands for "Teacher Further Training" and describes the distance or flexi programmes of the NWU for teachers already in the employment of the various provincial education departments.

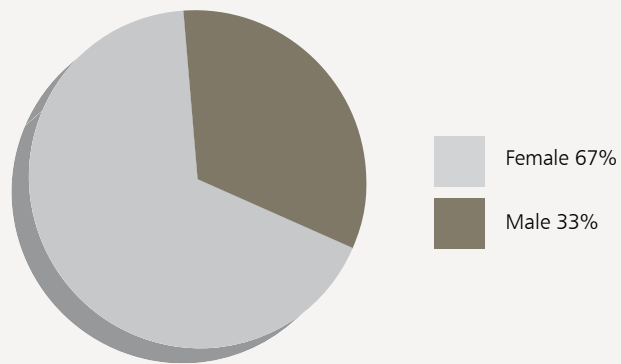
Students enrolled in 2012



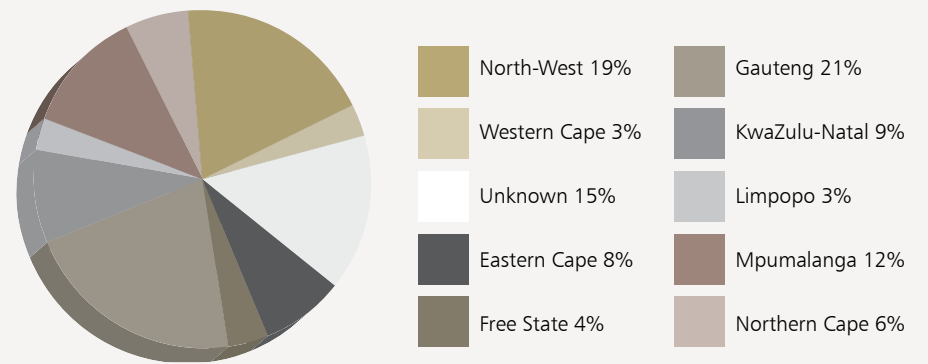
Racial composition of students



Gender composition of students



Enrolments by geographic region



Graduation rate

Graduation rate of contact undergraduate students	Heads 2012	Graduates 2012	2012	2011	2010	2009	2008	2007
First certificates and diplomas of two years or less	790	186	23,54%	31,60%	31,01%	43,20%	35,23%	46,61%
First diplomas and bachelor's degrees: three years	16 221	3 095	19,08%	19,47%	20,5%	21,93%	21,33%	20,28%
Professional first bachelor's degree: four years or more	9 477	1 634	17,24%	15,94%	16,60%	16,73%	17,06%	17,84%

Graduation rate of distance undergraduate students	Heads 2011	Graduates 2011	2012	2011	2010	2009	2008	2007
First certificates and diplomas of two years or less	9 429	3 893	41,29%	45%	44%	38%	34%	33%
First diplomas and bachelor's degrees: three years	7 624	1 180	15,47%	17%	17%	17%	20%	16%
Professional first bachelor's degree: four years or more	820	134	16,34%	10%	15%	13%	24%	26%



Graduation ceremonies

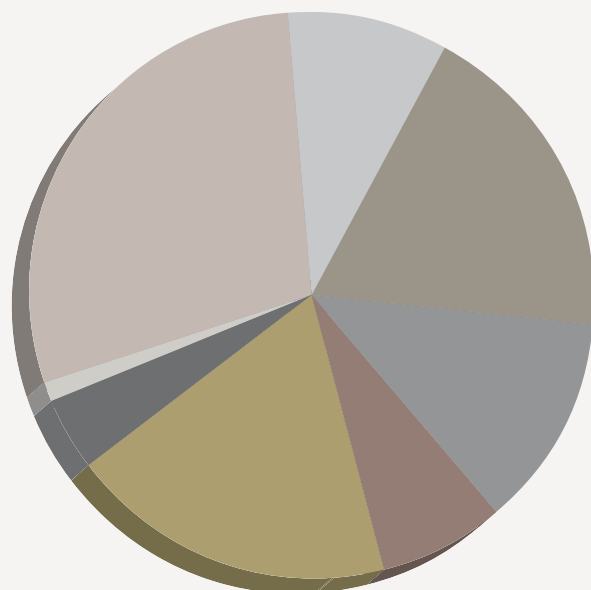
During 2012, the university awarded a total of 14 669 qualifications. The table below shows the distribution of these qualifications across the three campuses.

(Per ceremony date after complying with the examination requirements in 2012.)


Campus	Graduation month	Year	Passed count
Mafikeng	May	2013	1 962
	October	2012	441
Total			2 403
Potchefstroom	December	2012	2 361
	February	2013	1 036
	July	2012	2 568
	March	2013	3 389
	May	2013	496
	November	2012	542
	September	2012	663
Total			11 055
Vaal Triangle	April	2013	999
	October	2012	212
Total			1 211
Grand total			14 669

Degrees and diplomas awarded by qualification type

Degrees and diplomas conferred	2004	2005	2006	2007	2008	2009	2010	2011	2012
First degrees	3 032	3 237	3 719	3 646	3 698	3 902	4 162	4 249	4 771
Diplomas	4 459	2 450	3 553	5 266	5 964	6 804	7 734	7 291	6 410
Honours	1 453	1 284	1 678	1 691	1 992	1 957	2 425	2 800	2 664
Master's	626	700	764	618	583	659	633	639	670
PhDs	87	82	110	124	100	123	129	115	154
Total	9 657	7 753	9 824	11 345	12 337	13 445	15 083	15 094	14 669



student financial support

For the 2012 financial year, an amount of R525,6 million was administered by the financial aid offices on the three campuses. 

The following table shows the allocation of financial assistance to undergraduate and postgraduate students from the NWU's own resources in 2012:

NWU-funded assistance

Source: NWU	Value (Rmillion)
Undergraduate students	50,1
Postgraduate students	69,9
Subtotal university funds	120,0

The next table shows the allocation of financial assistance to undergraduate and postgraduate students from external funding sources in 2012:

External funding assistance

Source: External	Value (Rmillion)
Undergraduate students	171,5
Postgraduate students	12,4
Subtotal external funds	183,9

The following table shows the allocation of financial assistance to undergraduate students from Government funding including NSFAS and the Department of Social Development in 2012:

Government funding – undergraduate students

Source	Campus	Value (Rmillion)
NSFAS/SOC DEV	Mafikeng	99,7
NSFAS/SOC DEV	Potchefstroom	42,0
NSFAS/SOC DEV	Vaal Triangle	54,1
Total from NSFAS/Department of Social Development		195,8

The following table shows the allocation of financial assistance to postgraduate students from Government funding (NSFAS) in 2012:

Source	Campus	Value (Rmillion)
NSFAS	Mafikeng	3,5
NSFAS	Potchefstroom	1,9
NSFAS	Vaal Triangle	1,4
Total	NSFAS	6,8


The following table shows the allocation of financial assistance to postgraduate students from NRF funding in 2012:

Source	Campus	Value (Rmillion)
NRF	Mafikeng	4,0
NRF	Potchefstroom	14,5
NRF	Vaal Triangle	0,6
Total	NRF	19,1


Subtotal from government funding	221,7
Overall total	525,6

student support services

→ Guidance and counselling

All three campuses ran guidance and counselling services that assisted students to improve their study skills, make wise study choices and prepare for the world of work.  More details can be found in the next section of the Senate report, Our teaching-learning on page 38, and in the campus reports on pages 82, 86 and 92, respectively.

→ HIV and AIDS

Each campus operated a health centre or clinic run by qualified medical professionals and offered a range of healthcare services, including voluntary testing for HIV and tuberculosis. In July 2012, the Potchefstroom Campus appointed an HIV and AIDS programme coordinator. 

tuition fees structure

Tuition fees increased on average by 9,6% in 2012.

Details	2012 R
Mafikeng Campus	
On-campus university accommodation	
- Undergraduate	10 870
- Lost City	14 560
- Postgraduate	20 160
Gloria Park (flats)	19 710
Meal fees	N/A
Potchefstroom Campus	
- University accommodation (on average)	13 550
- Oppirif (self-catering units)	18 070
- Meal fees (average increase)	6,5%
Vaal Triangle Campus	
- University accommodation (on average)	13 720
- Thutuka Longfellow multi-purpose housing	17 380
- Meal fees	N/A

Amount payable on registration	2012
Mafikeng Campus	
- Registration fee	1 100
- Tuition fees, first payment	4 250
- Residence fee per semester	Full amount
Potchefstroom Campus	
- Registration fee	1 100
- Tuition fees, first payment	4 800
- Residence fees, first payment	4 400
- Compulsory payment for meals: Boarding first-year students	750
- Suggested payment for meals	2 250
Vaal Triangle Campus	
- Registration fee	1 100
- Tuition fees, first payment	4 800
- Residence fees, first payment	4 400

our teaching-learning

Through our teaching-learning activities we deliver well-rounded graduates by taking responsibility for academic planning, the academic development and support of students and staff, the development of innovative approaches to teaching and learning, including technology, and career development.

curriculum and short course development

→ Institutional Committee for Academic Standards

During 2012, the Institutional Committee for Academic Standards (ICAS) approved 105 new qualifications or academic programmes, and 45 short courses.

There was a marked improvement in the quality of applications that ICAS considered. This was due to the clarification of the internal policy and procedures for programme development.

The result was fewer referrals back to applicants, as well as an improved success rate for the approval, accreditation and registration of qualifications and programmes by the DHET, Higher Education Quality Committee (HEQC) and SA Qualifications Authority (SAQA).

The development of an electronic system for programme approval continued during 2012 and various modules within this system will be piloted during 2013.

The revised ICAS process will also be consolidated into a revised policy and procedures for programme development and approval during 2013. In addition, an online resource will be developed to assist staff in developing programme proposals.

→ Short courses

Extensive work was done to revise the existing short courses policy, culminating in the submission of a revised policy. A key purpose of the policy revision is to minimise the

reputational risks associated with short course provision by ensuring there is consistency in the management of short courses across the institution. Other goals are to ensure that institutional practices are compliant with the national policy and regulatory environment, and that students receive a quality learning experience.



As part of the revision of the policy, draft financial and certification guidelines for short courses have been developed. These guidelines will be finalised during 2013.

→ Programme alignment – the HEQF project

The process of programme alignment continued during 2012 in terms of the HEQC's process for the alignment of qualifications and programmes with the Higher Education Qualifications Framework (HEQF) of 2007.

During the first phase of the NWU project for HEQF alignment, the university submitted to the HEQC the templates for the categorisation of the university's qualifications in accordance with the following categories:

- ⇒ Category A: Qualifications and programmes that need no or only a minor adjustment to align with the HEQF.
- ⇒ Category B: Qualifications and programmes that require less than 50% change.
- ⇒ Category C: Qualifications and programmes that cannot be aligned with the HEQF and will need to be phased out or replaced.

The second phase of the NWU HEQF project addressed the following three issues:

- ⇒ Validation of the submitted information on the Category A qualifications.
- ⇒ Completion of the re-curriculation required for the Category B qualifications.
- ⇒ Designing an orderly process for phasing out the Category C qualifications.

→ Study material development

A total of 6 806 study guides were produced during 2012. A core group of 54 staff, including staff of the campus Academic Development and Support (ADS) units, were trained in the use of technology (Adobe Pro X) to support the development of e-guides.

It is a priority to ensure that well-developed resources and instructional design expertise are available to train staff in the development of e-guides and the creation of e-learning experiences.

quality of academic programmes

One strategic goal is to give constant attention to the Improvement Plan that the NWU Council approved in 2010 after the Higher Education Quality Committee (HEQC) Quality Audit that was completed in 2009.

The HEQC's verbal feedback on the Improvement Plan was received in 2011 and in 2012 the HEQC submitted written feedback on the Council-approved NWU HEQC audit progress report. A further progress report is to be provided to the HEQC in the course of the first semester of 2013.

In addition to the audit improvements, the Quality Office worked on the so-called gaps project that emanated from the audit preparations.

Quality assurance activities (aimed at academic programmes) undertaken during 2012 included the following:

- Internal, external and professional/statutory body evaluations that support academic quality improvement;

- External evaluations conducted on the bachelor's degree in Administration, the BCom degree in Management and English as a subject on the Mafikeng Campus;
- The external evaluation of the master's degree in Theology (New Testament) at the Potchefstroom Campus;
- A comprehensive follow-up visit from the Association of Masters in Business Administration (AMBA), an accreditation body situated in the UK/Europe. This was in preparation for the international accreditation of the MBA programme offered at the Potchefstroom and Vaal Triangle campuses;
- The development of faculty quality manuals that document all faculty-specific processes emanating from legislative frameworks, and
- Academic programme evaluations by statutory bodies, namely:
 - ⇒ the Health Professions Council of South Africa, which evaluated the honours degree in Psychology at the Potchefstroom and Mafikeng campuses and the honours and master's degrees in Industrial Psychology at the Potchefstroom Campus;
 - ⇒ the South African Institute for Chartered Accountants, which evaluated the Chartered Accountancy programme at all three campuses;
 - ⇒ the South African Council for Social Service Professions, which evaluated the Social Work programmes at all three campuses, and
 - ⇒ the South African Council for Veterinary Sciences, which evaluated Animal Health at the Mafikeng Campus.

Quality assurance work for the support units at the university also progressed well:

- Various quality manuals were redeveloped and placed on the intranet for ease of reference. Several self-evaluations were conducted and some were followed by comprehensive peer evaluations, namely at Academic Administration on the Potchefstroom


and Vaal campuses. (Mafikeng Campus had already completed a similar evaluation in the previous year.)

- Follow-up evaluations were conducted for Student Development at the Vaal Triangle Campus and for Academic Services at the Mafikeng Campus.
- "Soft" reviews (not detailed) were conducted for the libraries at the Mafikeng and Vaal Triangle campuses. (This followed a comprehensive peer evaluation at the Potchefstroom Campus library in the previous year.)
- The first indaba on service delivery was held as part of the quality drive among support departments. The feedback obtained indicated that this should be repeated every year.


academic risk abatement: student access and success

During 2012, the university's admission requirements for 2013 were approved by Senate and Council.

The approved admission requirements determine additional criteria for specific qualifications and programmes in terms of the National Senior Certificate (NSC) and National Certificate (Vocational) (NCV) level for specific subjects as well as the total Admission Points Score (APS).

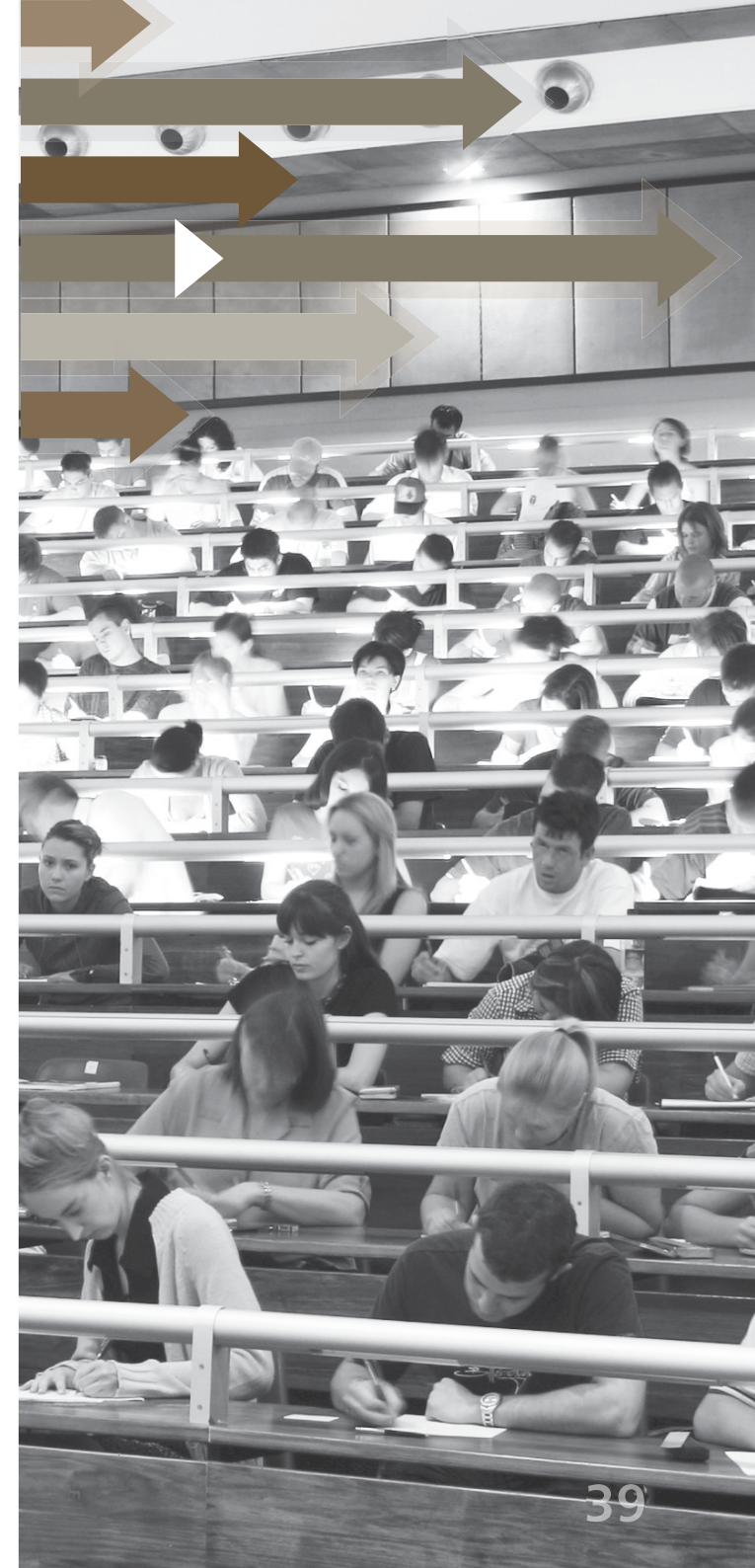
The NWU is committed to broadening access and ensuring that all students can participate effectively in the process of teaching and learning, leading to equitable opportunities for success. 

supporting our students

The university uses various strategies to assist its students, and especially those who are underprepared, to develop the necessary skills for successful study. 

→ Foundational provision

During 2012, the university successfully applied to the DHET for the offering of 43 extended programmes in



the funding cycle that commences in 2013. The targeted enrolment of 3 705 FTEs indicates the substantial nature of foundational provision at the university.

In May 2012, Senate approved a framework that sets out guidelines for the development, monitoring and review of extended programmes.

→ **University Preparatory Programme (UniPrep)**

2012 saw the commencement of the UniPrep pilot project at all three campuses of the NWU. This bridging

programme, in which the NWU collaborates with the Open Learning Group, explores possibilities for widening access to university studies to learners who otherwise would not have qualified.

The programme, aimed at prospective BCom students, combines face-to-face and online instruction. The pilot group for 2012 consisted of 26 students, with a 50:50 gender representation. The race composition of the group was 62% black, 27% white and 11% coloured. The majority of these students significantly improved their performance in mathematics.

→ **Reading and language development on campuses**

The university has made a substantial investment in the development of reading laboratories as a mechanism for improving students' reading-comprehension skills and language proficiency.

In the first and second semesters of their studies, all new students are required to attend two modules on the development of academic literacy. However students who do well in language proficiency testing may in some cases be exempted from the first semester module. During 2012, a total of 9 766 students attended the modules on academic literacy.

→ **Other strategies to promote student success**

A mentoring programme commenced in 2011 and continued in 2012, with well over 1 000 students participating. First-year students are matched with senior students on the basis of criteria such as study programme and gender.

The ADS unit at each campus also provides individual counselling sessions for students who may be at risk or are experiencing other difficulties with their academic work. This service is well supported by students on all campuses.

developing our academic staff

The university's established strategies for academic staff development include two teaching award processes – the Institutional Teaching Excellence Award and the *Rapport* Top Lecturer award – and the Institutional Course for New Lectures.

The conference on the Scholarship of Teaching and Learning is a new initiative to promote professionalism in teaching and learning.

→ **Institutional Teaching Excellence Award (ITEA)**

The ITEA is a mechanism to acknowledge and encourage lecturers to develop their teaching skills. An evaluation panel observes contact sessions and students feedback, and the lecturers provide proof of innovative strategies

→ **Supplemental Instruction**

Supplemental Instruction (SI) is an internationally recognised non-remedial approach to learning enrichment that increases student retention and performance. SI "out-of-class" group study sessions are facilitated by SI leaders, meaning students who have previously and successfully completed the targeted module. The NWU implements SI on a large scale.

During the year, 694 SI leaders presented 22 221 SI sessions in 479 "at-risk" modules and the university committed R1,5 million in support of the SI programme.

"At-risk" modules are defined as those that have large classes, challenging content, and an average pass rate of less than 50%.

The table below provides an overview of SI provision during 2012.

Summary of Supplemental Instruction activities in 2012

Campus	Trained SI leaders	Modules in which SI is presented	SI sessions	% of at-risk modules in which SI is presented
Mafikeng	203	194	8 009	47%
Potchefstroom	273	176	7 563	38%
Vaal Triangle	218	170	6 639	71%
Total	694	540	22 211	

An analysis of 94 modules indicated that students who participated in SI achieved substantially better marks than those who did not – with a differential of between 10% and 15%.

Crucially, the average mark of non-SI students in a number of these modules fell below the 50% pass mark, while in all the modules the average pass mark of SI students was above the pass mark.

Furthermore an analysis of the academic performance of 202 students in some of these modules indicates that higher numbers of SI participants among this group fall within the higher academic performance categories (A = 80-100%; B = 70-79%; and C = 60-69%), while fewer SI participants failed or withdrew.

Various strategies were used to market SI, including the development of promotional DVDs on the Potchefstroom and Vaal Triangle campuses, and a marketing week for SI on the Mafikeng and Vaal Triangle campuses. Promotional DVDs for the Mafikeng campus will be developed in 2013.

and approaches to teaching and learning (including e-learning). A teaching portfolio is also evaluated. An important development during 2012 was that a cross-campus system for the moderation of the ITEA portfolios was developed, ensuring consistency in the standards of the awards.

In all, 49 staff members received ITEA awards in 2012. The following table provides more detailed information.

ITEA awards in 2012

Campus	Total number of ITEA awards per campus
Mafikeng Campus	18
Potchefstroom Campus	20
Vaal Triangle Campus	11
Total number of awards	49

Two staff members who took part in the 2012 ITEA awards went on to receive teaching excellence awards from the Higher Education Learning and Teaching Association of South Africa (HELTASA).

→ Rapport Top Lecturer Awards

For the third consecutive year, *Rapport* newspaper made available a substantial amount of money for these awards.

After 40% of full-time undergraduate students voted for the lecturers who inspired them the most, 15 lecturers (one from each faculty) each received a cash prize of R50 000.

→ Institutional Course for New Lecturers (ICNL)

The broad aims of the ICNL are to:

- ⇒ Introduce new lecturers to best practices in higher education; and
- ⇒ Refresh experienced lecturers by sharing new trends in higher education;

In 2012, a total of 107 newly appointed lecturers attended Phase 1 of the ICNL, which was extended to

include contract and part-time lecturers.

→ Scholarship of teaching and learning

The annual conference on the Scholarship of Teaching and Learning (SOTL) was presented for the second time in November 2012. The guest speaker was Prof Anthony Ciccone, director of the Centre for Instructional and Professional Development at the University of Wisconsin-Milwaukee in the USA.

During 2012 the Institutional Management approved a substantial allocation from strategic funding to support the further development of SOTL at the university.

teaching and learning technology

The vision of the NWU's Teaching and Learning Technology (TLT) Framework is to implement, maintain and ensure the quality of teaching and learning technology used at the NWU in support of the Institutional Plan.

During 2012, various international conferences were attended and collaborative activities and projects undertaken to benchmark, source and share new and internally developed technology.

The 2012 TLT budget provided R250 000 to each campus for the maintenance of multimedia equipment in classrooms.

A working group, eNdaba, was convened to promote and coordinate the adoption of teaching and learning technology at the university.

Some of the projects during 2012 involved the development of electronic study guides, research on and sourcing of technology to support e-assessment, the development and implementation of a lecture capturing system, and support for the operational management of eFundi, the learning management system (LMS), among others.

On average, 24 295 active students made use of the eFundi learning management system in 2012. The

following table gives an overview of the use of eFundi in 2012.

The use of the eFundi on all three campuses

Use of eFundi	Mafikeng	Potchefstroom	Vaal Triangle
Number of eFundi sites	697	2 086	758
Total number of active sites (seven or more students per site)	412	1 421	456
Total number of personnel using eFundi	113	429	106

career centre

The Career Centre plays a vital role in promoting employability among NWU students through liaison with employers and providing services to both employers and students.

→ Liaising with employers

Various services were offered to employers. One of these services, the CareerZone, is an online career portal where employers can advertise vacancies.

In September 2012, the Career Centre appointed Virtual Human Capital to operate the CareerZone.

In terms of this contract, the CareerZone forms part of a network of partners that together have immense online recruitment reach in South Africa.

The partners are university radio stations, job portals, commercial and community radio stations, online magazines, local print publications and major media and broadcasting companies.

In addition, regular career fairs were held on the campuses, enabling students to interact with prospective employers. A career guide was also made available as an e-magazine to support environmental sustainability and reflected the NWU's commitment to the principles of the King III report.

The Career Centre continued to use eFundi platform to advertise employer vacancies, employer presentations and any other career-related events and articles. Resources now available to job-seeking students using eFundi are CV writing tips, online application advice, links to websites for jobseekers, information on what employers expect of job seekers and information on the job search process.

The consultative workshops held with employers during 2011 were taken further during 2012. At three workshops, the faculties of Engineering, Law and Education from the three campuses, together with the Office of the Vice-Chancellor, met with employers, representatives of professional bodies and other appropriate sectoral stakeholders.

These workshops enabled academics and employers to strengthen existing ties and enhance the university's responsiveness to workplace needs.



The workshops were well supported by industry, and this initiative will be expanded during 2013.

→ Career services for students

During campus visits in 2012, the career consultant assisted 1 310 students to write their CVs and prepare for job interviews, compared to only 887 in 2011. A goal for 2013 is to promote these workshops more strongly among academic staff so that they can encourage larger groups of students to participate.

→ Engagement with alumni



The university's alumni are a crucial resource for the career development of students. Through the Career Centre's Alumni Network, alumni are encouraged to volunteer their services as mentors to students, present guest lectures on their professional experiences and career paths, and host student interns within their organisations.

→ Surveys

The university participated in a number of surveys during 2012 to obtain feedback from students and graduates.

These included the Magnet Student Survey, which researches career expectations among students, and the Magnet Professionals Survey, which canvasses the opinions of graduates on the best companies to work for.

During 2012, the Career Centre prepared a report on employer feedback on NWU graduates. This was based on an independent survey conducted in August 2011 among employers who work with the Career Centre, as well as the 2011 South African Graduate Recruiters Association (SAGRA) survey that canvasses the opinion of employers on the careers service at higher education institutions.

The survey results indicated that employers view NWU graduates in a predominantly positive light but also pointed to aspects and capabilities that should be improved. These included proficiency in English, the ability to deal with change and diversity, report writing, presentation skills and workplace exposure.

During 2013 the university will conduct a tracer study to obtain a more accurate picture of the perceptions of employers of graduate attributes. The NWU will then compile a document on the desired qualities of graduates to inform curriculum planning and other teaching and learning activities.

→ International benchmarking

To benchmark their services and programmes, staff from the Career Centre attended the annual conference of the National Association of Graduate Careers Advisory Services (NAGCAS) in Perth, Australia, and visited career centres at some universities in that country to understand how they enhance students' employability.



our research

During 2012, the NWU made significant progress towards achieving its mission to develop and maintain high-quality, relevant and focused research, aligned with national priorities, supplying innovative solutions to challenges faced by the scholarly community, the country, the continent and the world.

our research statistics

Through its research performance of 2012, the NWU has established itself as one of South Africa's top six research universities.

There was yet another strong increase in article equivalents, as well as substantial improvements in postdoctoral fellowships, NRF ratings and postgraduate degrees conferred.

The following table shows the progress made in improving research output since 2004.

Research output	2004	2005	2006	2007	2008	2009	2010	2011	2012
Article equivalents	272	318	352	358	471	409	511	653	791
Conference proceedings	3	8	8	13	18	34	55	84	81
Books	0	0	2	5	13	5	25	36	62
Total publication equivalents published	275	326	361	376	503	448	591	773	935
Number of NRF-rated researchers	73	85	82	95	103	116	117	125	140
Master's degrees conferred	626	700	765	618	583	659	633	639	670
Research master's	262	293	384	313	281	369	353	366	433
Research master's weighted	262	293	384	313	281	369	353	366	433
Doctoral degrees conferred	87	82	110	124	100	123	129	115	154
Doctoral degrees weighted	261	246	330	372	300	369	387	345	462
Total research output	798	865	1 075	1 061	1 084	1 186	1 330	1 483	1 830
Postdoctoral fellows	9	17	18	34	38	48	69	89	114

→ Publication output

The NWU's subsidised publication output consists of accredited journal articles, books and conference proceedings. Total publication output for the year came to 935 units, which is an increase of nearly 21% against the previous year's 773 units.

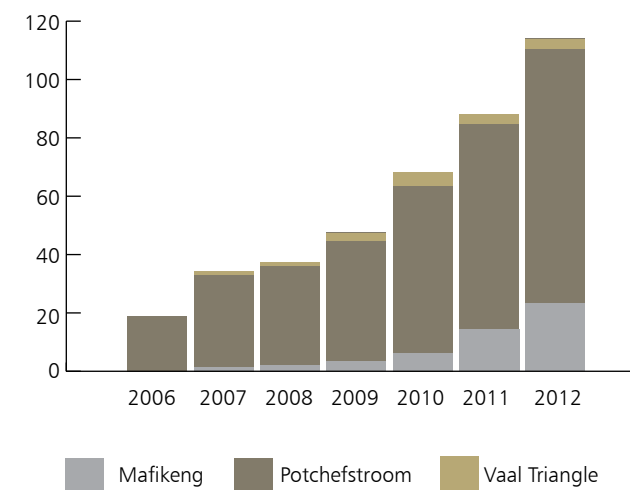
Of the journal articles published, 66% (519,84 units) appeared in Institute for Scientific Information (ISI) journals, compared to 50,5% in 2011. Per capita output, referring to article equivalents published per academic per year, increased from 0,57 in 2011 to 0,78 in 2012.

→ Postdoctoral fellows

The contribution of postdoctoral fellows has been invaluable in stimulating research on all three campuses. In 2012, the number of postdoctoral fellows at the university rose from 89 to 114, all of whom received grants from the NWU. Grant funding for postdoctoral fellowships totalled R19,4 million in 2012, up from R13,5 million in the previous year.



The following graph reflects the steadily increasing trend in postdoctoral fellowships since 2006 and shows the distribution of fellows on the campuses.



→ NRF ratings

The university started the academic year with 125 NRF-rated researchers and, in February 2012, submitted 41 rating applications to the NRF.

Of the 11 applications for new ratings, eight were accepted and one is still outstanding.

The NRF approved 29 of the 30 applications for re-evaluation. Owing to the natural attrition of researchers, the NWU had 140 rated researchers at the end of December 2012.

The table below gives details of rated researchers per category at each NWU campus as at 31 December 2012.

Campus	Category	2009	2010	2011	2012
Mafikeng	B			1	1
	C	1	2	6	10
	L	1	1	1	0
	Y	1	1	1	2
Total		3	4	9	13
Potchefstroom	A	2	2	2	2
	B	12	11	13	15
	C	70	70	74	79
	L	3	3	2	2
	P	1	1		1
	Y	20	20	16	17
Total		108	105	107	116
Vaal Triangle	B			1	1
	Y	3	3	2	2
	C	2	3	5	8
Total		5	6	8	11
NWU total		116	117	125	140

annual research awards

At the annual research dinner on 26 October 2012, the university celebrated the achievements of its top-performing researchers. They were:

- The recipients of the S2A3 and ABSA Bronze medals for the best master's degrees submitted on the various campuses;
- 29 researchers who achieved an NRF rating or re-rating;
- Six staff members recognised for their creative outputs;
- Two groups acknowledged for their commitment to community engagement;
- Two staff members for exceptional leadership and contributions to international organisations;
- The most productive junior and senior researcher and the most productive research entity, and
- The most cited researcher at international level.

development of research capacity

Almost R21 million was invested in research capacity-building in 2012, mainly in the form of financial support for master's and doctoral students in scarce skills areas. The following table shows the support provided by the NRF and NWU to honours, master's and doctoral students in the Scarce Skills, General and Innovation category.

	Value (R)	Student
Honours	3 880 00	118
Master's	11 125 200	313
PhD	5 632 871	165
Total	20 638 071	596

Over and above the support for postgraduate students, the NWU spent R409 000 on capacity-building workshops, which 297 staff members attended, on publication writing, questionnaire design, postgraduate supervision, science communication and funding opportunities, among others.

The NWU provided financial support in the form of bursaries to 27 staff members who were completing PhD degrees. The total value of this support came to R692 300.

our research chairs

Two new SARCHi chairs were awarded to the NWU during 2012:

- Coal Research.
- Early Detection and Prevention of Cardiovascular disease in Africa. This was one of only eight directed chairs awarded in 2012.

The NWU currently hosts five South African Research Chair initiative (SARCHi) chairs. The other three are a chair in each of Nuclear Energy, Space Physics, and Computational Chemistry (still vacant).

our research entity model

During 2012, the following changes were made to the NWU research entity model:

- The Unit for Drug Research and Development was upgraded to become a centre of excellence.
- The following research focus areas were approved:
 - ⇒ OPTENTIA (Optimal Expression of Individual, Social and Institutional Potential), Vaal Triangle Campus
 - ⇒ INSINQ (Quality in Nursing and Midwifery), Potchefstroom Campus
 - ⇒ MaSIM (Material Science Innovation and Modelling), Mafikeng Campus
- The following niche areas were approved:
 - ⇒ MuST (Multilingual Speech Technologies), Vaal Triangle Campus
 - ⇒ TRADE (Trade and Development), Potchefstroom Campus

To further enhance the model, Senate approved two new entity types:

- **Hosted research entities:** These are entities where the majority of the focus is on innovation output lower in the innovation value chain. The NWU currently hosts the following activities:
 - ⇒ DST HySA Infrastructure centre of competence in hydrogen production, storage, reticulation and

- safety, codes and standards
- ⇒ DST Centre of Excellence in IKS
- ⇒ DST Platform in Human Metabolomics
- ⇒ The DST/NWU national pre-clinical drug development platform
- ⇒ The Thedti Centre for advanced manufacturing

→ **Commercial research entities:** These are entities where the focus is primarily on the implementation of expertise. They will be operated on business principles, and are expected to be financially independent. The Centre for Pharmaceutical and Biomedical Services is typical of this type.

The NWU research entities are listed in the following table:

Title	Status	Campus
Centre of Excellence for Nutrition (CEN)	Centre of Excellence	Potchefstroom
Centre of Excellence for Space Research	Centre of Excellence	Potchefstroom
Centre of Excellence for Pharmaceutical Sciences (PharMaCen)	Centre of Excellence	Potchefstroom
Unit for Energy systems	Unit	Potchefstroom
Unit for Reformed Theology and the Development of the South African Society	Unit	Potchefstroom
Unit for Business Mathematics and Informatics	Unit	Potchefstroom
Unit for Languages and Literature in the South African context	Unit	Potchefstroom
Unit for Environmental Sciences and Management	Unit	Potchefstroom
Unit for Development in the South African Constitutional State	Unit	Potchefstroom
Africa Unit for Transdisciplinary Health Research (AUTHeR)	Unit	Potchefstroom
WorkWell: Research Unit for Business and Management Sciences	Unit	Potchefstroom
Chemical resource beneficiation	Focus Area	Potchefstroom
Social Transformation	Focus Area	Potchefstroom
Teaching-Learning organisations	Focus Area	Potchefstroom
Hypertension in Africa Research Team (HART)	Focus Area	Potchefstroom
Understanding and processing language in complex settings (UPSET)	Focus Area	Vaal Triangle
Physical Activity Sport and Recreation (PhASRec)	Focus Area	Potchefstroom
Tourism Research in Economic Environs and Society (TREES)	Focus Area	Potchefstroom
Optentia	Focus Area	Vaal Triangle
INSINQ (Quality in Nursing and Midwifery)	Focus Area	Potchefstroom
MaSIM (Material Science Innovation and Modelling)	Focus Area	Mafikeng
Population and Health	Niche Area	Mafikeng
Musical Arts in SA: Resources and Applications	Niche Area	Potchefstroom
Medicine Usage in SA (MUSA)	Niche Area	Potchefstroom
Food security and safety in the North West Province	Niche Area	Mafikeng
MUST (Multilingual Speech Technologies)	Niche Area	Vaal Triangle
TRADE (Trade and Development)	Niche Area	Potchefstroom

research funding

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

Year	Amount	Adjusted	Awarded
2009	R20 640 899	R8 636 476	R29 277 375
2010	R22 979 510	R16 707 197	R39 686 707
2011	R30 119 319	R3 863 175	R33 982 494
2012	R36 599 173	R10 808 456	R47 407 629

The funds earned for THRIP projects in 2012 are indicated below. The NWU continues to be one of the top earners in the Technology and Human Resources for Industry Programme (THRIP) of the National Research Foundation.

A good THRIP performance is indicative of an understanding of triple helix relationships where higher education institutions, the private sector and the public sector form sustainable, innovative collaborations.

Year	Amount	Adjusted	Awarded
2009	R26 485 875	-R2 717 711	R23 768 163
2010	R26 855 536	-R5 899 139	R20 956 396
2011	R8 266 409	R28 313 648	R36 540 057
2012	R11 589 866	R20 070 265	R31 660 131

conclusion

The results achieved for 2012 confirm that the university's core academic and research business is fundamentally sound and that the NWU Senate is competently carrying out its role of overseeing the institution's academic structures, policies and personnel.

In several respects, 2012 represents a nine-year high for teaching-learning and research at the NWU. The university has more than doubled its total **research output** since 2004 and improved the undergraduate pass rate to 88,2% (distance and contact), which is significantly higher than the average rate for public universities in South Africa.

The number of first **degrees conferred** in 2012 grew by 11% compared to the previous year and there were good increases in master's and doctoral degrees awarded.

However, there was a decrease of around 5% in honours degrees conferred and of almost 13% in diplomas awarded. Consequently, there was a decrease of 3% in the overall number of degrees and diplomas awarded during the year. Senate is looking into the reasons for this and will recommend appropriate action to address any areas of concern.


Broadening **access** to the university's programmes remains a priority and the NWU is responding to the challenge through initiatives such as the University Preparatory Programme and expanded foundational provision. We are committed to ensuring that effective **academic support** is available to all students, particularly those in at-risk modules, through Supplemental Instruction and opportunities to develop academic literacy skills.

A perennial concern is the availability of sufficient funding to assist needy, academically deserving students.

Although the overall amount available for **student financial aid** was almost R90 million higher than 2011's

	2004	2005	2006	2007	2008	2009	2010	2011	2012
Total student enrolment	40 145	38 596	38 709	44 726	47 008	50 589	55 732	56 641	58 752
Undergraduate pass rate (contact and distance)	75,20%	78,80%	78,36%	79,48%	81,20%	83,6%	83,5%	85,2%	88,2%
Total degrees and diplomas awarded	9 657	7 746	9 825	11 345	12 337	13 445	15 083	15 904	14 669
Master's degrees awarded	626	700	765	618	583	659	633	639	670
PhDs awarded	87	85	110	124	100	123	129	115	154
Total publication equivalents published	275	326	361	376	503	448	591	773	935
Total research output units	798	865	1 075	1 061	1 084	1 186	1 330	1 483	1 830
NRF-rated researchers	73	85	82	95	103	116	117	125	140
Graduation rate	24%	20%	25%	25%	26%	27%	27%	25%	25%
Postdoctoral fellows	9	17	18	34	38	48	69	89	114
Research output units per academic staff member			1,19	1,19	1,17	1,19	1,23	1,24	1,47

R403 million, financial aid is still out of the reach of many undergraduate students in particular. A clear indication that the difficult economic climate is taking its toll on students is the increase in student debt reported in 2012.

The table above, tracking the NWU's performance across key teaching-learning and research indicators since 2004, demonstrates in no uncertain terms the value that the NWU is adding to its key stakeholders. 

The work of Senate has become increasingly complex in recent years, examples being the HEQC quality audit and the HEQF programme alignment project.

Both are multi-year projects that have affected the university's entire operations and required a considerable

investment of time and energy. Nevertheless, they have contributed immeasurably to the NWU's institutional knowledge base and gave staff invaluable exposure to the latest developments in quality assurance, programme evaluation and re-curriculation.

The experience gained will be invaluable as the university expands its contribution to skills development in South Africa and beyond.



DR T ELOFF
CHAIRPERSON OF SENATE



2012

58 752

students

7 476

staff members



44 361

undergraduates

14 391

postgraduates



140

NRF-rated researchers

114

postdoctoral fellows

7 476

NWU employees

4 248

male employees



3 228

female employees



137 trademarks in NWU trademark register

11 797
photographs processed by archives

R2 285 433
income: royalties and invention-based
product sales

**R824
million**
goods and services
procured

92%
of total capital expenditure
disbursed to B-BEE contractors

R30,31 million
spent on infrastructure projects
on the mafikeng campus

4 999%
increase in computer disk space
per student/staff member

12 186
media items about NWU

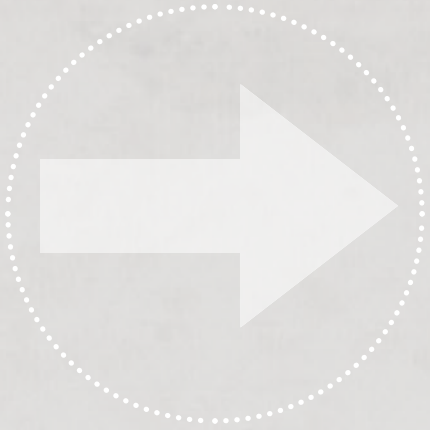
9 000
alumni profiles updated

564 servers
+
35 000 network terminals
=
some of the biggest centrally managed
ITC infrastructure in SA higher education

R900 000
allocated for commercialisation
of patents

R285 004 666
advertising equivalent of media
items published on NWU

R3 500 000 invested
in
patenting
costs



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meet our institutional management

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

Following the merger-incorporation in January 2004 the university adopted a two-tier business model suited to its operations, which extend over three campuses and a number of learning sites in two provinces. This model consists of a core institutional layer that ensures university-wide consistency and three campuses that operate as decentralised and coordinated business units.

VICE-CHANCELLOR



Dr Theuns Eloff

Deputy
Vice-Chancellor:
Teaching-Learning



Prof Martin
Oosthuizen

Deputy
Vice-Chancellor:
Research, Innovation
and Technology



Prof Frikkie
van Niekerk

Institutional
registrar



Prof Themba
Mosia

Executive Director:
Finance and Facilities



Prof Johan
Rost

Executive Director:
Human Capital



Mr Victor
Mothobi

Executive Director:
Corporate Affairs
and Relations



Ms Phumzile
Mmope

Campus rector:
Mafikeng



Prof Dan
Kgwadi

Campus rector:
Potchefstroom



Prof Herman
van Schalkwyk

Campus rector:
Vaal Triangle



Prof Thanyani
Mariba

Dr Theuns Eloff, the vice-chancellor, is the NWU's chief executive and accounting officer, responsible to the NWU Council for the institution's overall performance.

Deputy Vice-Chancellor: Teaching-Learning	Deputy Vice-Chancellor: Research, Innovation and Technology	Institutional Registrar	Executive Director: Finance and Facilities	Executive Director: Human Capital	Executive Director: Corporate Affairs and Relations	Campus rector: Mafikeng	Campus rector: Potchefstroom	Campus rector: Vaal Triangle
Read more about this portfolio:	Read more about this portfolio:	Read more about this portfolio:	Read more about this portfolio:	Read more about this portfolio:	Read more about this portfolio:	Read more about this portfolio:	Read more about this portfolio:	Read more about this portfolio:
our teaching-learning	our research	enabling good governance and management	providing solid foundations for the future	empowering our employees	making our voice heard	Campus rectors are the executive heads of their campuses and are responsible for the strategic, functional and operational management of each campus.		
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* During 2012, the quality office reported to the executive advisor in the office of the vice-chancellor

reaching our targets

Mission element 1

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

Our goal	Our progress	Where to find more details
Transformation	<ul style="list-style-type: none"> ➔ Transformation has been written into all managers' performance agreements. ➔ It is discussed at all formal NWU meetings. ➔ The NWU Transformation Charter has been finalised and ratified. 	<p>Vision, values and mission, p 4 Report of the chairperson of Council, p 16 Council report on corporate governance, p 21</p>
Access	<ul style="list-style-type: none"> ➔ To facilitate access, Senate approved a table that converts old symbols to the current APS scores. ➔ The NWU ensured that tuition fees are affordable and financial aid to deserving students continued. 	<p>Report of Senate, pp 36, 37</p>
Alignment	<ul style="list-style-type: none"> ➔ Policies were aligned and revised to ensure the core business shows sustainable growth. 	<p>Report of the chairperson of Council, p 17 Report of the vice-chancellor, p 67</p>
Diversity	<ul style="list-style-type: none"> ➔ Diversity dialogues were held on all three campuses. ➔ The NWU Language Policy and Plan were revised and finalised. 	<p>Report of the vice-chancellor, p 63</p>
Quality	<ul style="list-style-type: none"> ➔ Quality audits were conducted on various support services. ➔ Substantial progress has been made with the quality improvement plan that emanated from the HEQC Audit Report of 2010. 	<p>Report of Senate p 38</p>
Redress	<ul style="list-style-type: none"> ➔ Reporting on building infrastructure costs was adapted to provide greater detail. ➔ Best practices were used for strategic procurement, broad-based BEE and local business support. 	<p>Report of the Chairperson of Council, p 17 Report of the vice-chancellor, p 70</p>
Resource allocation	<ul style="list-style-type: none"> ➔ The budget process was optimised. ➔ Equitable resource allocation, addressing the campus's needs. 	<p>Report of the vice-chancellor, p 68</p>
Student experience	<ul style="list-style-type: none"> ➔ Survey questionnaires and focus groups were used to monitor the student experience. ➔ The national Student Laptop Initiative was implemented, enabling students and staff to buy laptops at affordable prices. 	<p>Report of the vice-chancellor, p 72</p>
Success	<ul style="list-style-type: none"> ➔ An integrated transformation dashboard was established as a measuring tool. ➔ A project was completed on the impact of socio-economic factors on at-risk students' attrition and success rates. 	<p>Report of Senate, p 39</p>

Mission element 2

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

Our goal	Our progress	Where to find more details
Academic planning and programme development	<ul style="list-style-type: none"> ➔ Good progress was made with the large-scale HEQF alignment project. ➔ The academic programme approval process was streamlined. ➔ Undergraduate programme alignment was closely monitored and reported on. ➔ Steps were taken to align any overlooked programmes scheduled for alignment in 2012. 	Report of Senate, p 38
Enrolment planning to address national needs	<ul style="list-style-type: none"> ➔ A comprehensive report on this ongoing venture was tabled with Institutional Management. 	Report of Senate, p 39
Curriculum transformation	<ul style="list-style-type: none"> ➔ A report on modules designed for achieving critical cross-field outcomes was tabled with Senate. 	Report of Senate, p 38
Career Centre	<ul style="list-style-type: none"> ➔ An Alumni Career Portal was created. ➔ The Career Centre developed an NWU Employability Strategy. ➔ Employer feedback on NWU graduates was obtained via the Magnet survey and SAGRA research. 	Report of Senate, pp 41, 42
Programme ownership process	<ul style="list-style-type: none"> ➔ This process, building on programme clusters identified in the HEQC project, was implemented across all three campuses. ➔ A proposal on cross-campus programme coordination was submitted to Senate. 	Report of Senate, p 38
Continuous professional development	<ul style="list-style-type: none"> ➔ The framework for managing short courses was implemented and monitored on all three campuses. 	Report of senate, p 38 Report of the vice-chancellor, p 64
Innovative learning	<ul style="list-style-type: none"> ➔ A framework was developed for blended learning, consisting of contact and open distance delivery. 	Report of Senate, p 40 Campus Overview, p 88
Quality assurance	<ul style="list-style-type: none"> ➔ Internal and external academic programme evaluations continued. ➔ Improvement plans flowing from programme evaluations were implemented and monitored. 	Report of Senate, p 38
Student success	<ul style="list-style-type: none"> ➔ Reports on student success, graduation, completion and drop-out rates were submitted to Senate. ➔ Supplemental Instruction was equitably implemented on all three campuses, especially in at-risk modules. 	Report of Senate, pp 33, 38, 40
Scholarship of teaching-learning	<ul style="list-style-type: none"> ➔ The Institutional Course for New Lecturers was presented in February, June and November 2012. ➔ The annual Scholarship of Teaching and Learning Conference was held in November 2012. 	Report of Senate, pp 40, 41

Mission element 3

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

Our goal	Our progress	Where to find more details
Enabling research	<ul style="list-style-type: none">→ The number of postdoctoral fellows increased from 89 to 114.→ An improved process for seeking and reporting on international funding was developed.	Report of Senate, p 43
Improving the research profile	<ul style="list-style-type: none">→ The number of NRF-rated researchers increased from 125 to 140.→ A significant investment was made in research capacity building and equipment replacement.→ The annual research report was compiled and distributed to stakeholders.→ The NWU launched a project to recruit postgraduate students through a bursary scheme for scarce skills, resulting in attracting international students.→ A substantial increase was achieved in accredited publications, subsidy-generating publications per academic and overall research output.	Report of Senate, pp 43, 44, 45
Research staff capacity	<ul style="list-style-type: none">→ Through performance management, training sessions and workshops, academics were given opportunities to improve their qualifications.→ The number of master's degrees conferred increased to 670 and doctoral degrees to 154.	Report of Senate, pp 43, 44
Research entities model	<ul style="list-style-type: none">→ All research entities were evaluated by Institutional Research Support Commission.→ A communication system was established to alert staff to new international funding opportunities.→ Two multidisciplinary collaborative funding projects were put in place to diversify and strengthen research.	Report of Senate, pp 44, 45
Refinement of quality assurance	<ul style="list-style-type: none">→ The NWU started an internal programme review of all research-based master's and doctoral programmes; this is due to be completed in 2013.→ The external review of all research entities continued.	Report of Senate, p 44
Optimisation of strategies	<ul style="list-style-type: none">→ The Strategic Plan for Research, Innovation and Community Engagement was reviewed and approved.	Report of the vice-chancellor, p 74

Mission element 4

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

Our goal	Our progress	Where to find more details
Implement expertise and commercialise research results	<ul style="list-style-type: none"> ➔ The university monitored the application of the framework for the implementation of expertise, aimed at increasing the third-stream income of the university. ➔ Internal awareness of innovation was raised through workshops and communiqués. ➔ Current incentives were investigated in order to develop new incentive models for staff involved in implementing expertise. 	Report of the vice-chancellor, p 73
Expand community engagement	<ul style="list-style-type: none"> ➔ Community engagement was included in the performance agreements of individual staff members. ➔ Awards were presented for top-performing community engagement projects. ➔ A framework was implemented for community engagement projects. ➔ Each campus hosted a colloquium on community engagement and a meeting of the Forum for Continuous Community Development (FCCD). ➔ The ratio of external funds to own funds in the NWU Social Development Trust Fund grew by at least 10%. ➔ Through the NWU Social Development Trust, greater private sector participation in community projects was encouraged. ➔ A brochure on all NWU community engagement projects was compiled. ➔ The impact of community engagement projects was monitored and benchmarked. 	Report of the vice-chancellor, p 74
Refine quality assurance	<ul style="list-style-type: none"> ➔ The quality management system and procedures were reviewed. ➔ Strategies were implemented to address quality management gaps in innovation and community engagement. 	Report of Senate, pp 38, 39
Business development	<ul style="list-style-type: none"> ➔ Business development opportunities were explored for third-stream income generation. 	Report of the vice-chancellor, p 70
Support commercialisation and innovation	<ul style="list-style-type: none"> ➔ Commercialisation and innovation support to the campuses was evaluated. 	Report of the vice-chancellor, p 73

Mission element 5

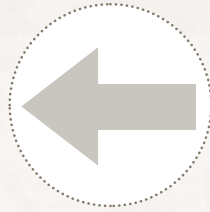
Position the NWU in the sector as an accountable, effective, well-managed, financially viable and innovative institution with a strong client focus, to enhance the quality of the core business and to ensure sustainability.

Our goal	Our progress	Where to find more details
Refine brand positioning	<ul style="list-style-type: none"> ➔ An aligned brand strategy was developed for the institutional office and three campuses. ➔ A messaging system was developed for marketing and communication campaigns. ➔ Communication, marketing and publicity strategies were developed. ➔ A positioning platform and processes to support cohesive brand efforts were developed and implemented. 	Report of the vice-chancellor, p 77
Develop an integrated online information strategy	<ul style="list-style-type: none"> ➔ Implementation of a suitable web publishing model was investigated. ➔ Current electronic communication tools were re-assessed and adapted to enhance user experience. ➔ The digital distribution of corporate publications was expanded to reach a wider audience and reduce the NWU's carbon footprint. 	Report of the vice-chancellor, p 76
Enhance national media exposure	<ul style="list-style-type: none"> ➔ An NWU Media Policy was drafted and approved. ➔ The establishment of a news room and the compilation of a list of NWU experts were addressed. ➔ Two media training sessions were held for academics. ➔ Media articles increased from 7 730 in 2011 to 12 186 in 2012. 	Report of the vice-chancellor, p 76
Develop an effective stakeholder management system	<ul style="list-style-type: none"> ➔ A stakeholder management database was developed. ➔ The vice-chancellor held business dinners and breakfast events with key stakeholders, and met with the Board of Donors. ➔ Communication, alumni matters and student recruitment were aligned across the three campuses. ➔ Strategic matters from the VC's office were communicated through existing channels. ➔ The Department of Higher Education and Training received the NWU annual report on 30 June 2012; this was followed in August by the publishing of an annual report for stakeholders. 	Report of the vice-chancellor, p 77
Establish an institutional development office	<ul style="list-style-type: none"> ➔ An institutional development office and strategy were established. ➔ The coordination structure for institutional advancement and fundraising was consolidated. 	Report of the vice-chancellor, p 78
Implement a framework for internationalisation	<ul style="list-style-type: none"> ➔ The internationalisation framework was implemented, and targets and benchmarks were set. ➔ An Internationalisation Policy was developed. 	Report of the vice-chancellor, p 75

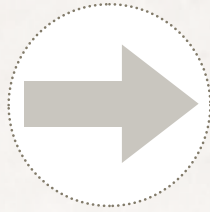
Our goal	Our progress	Where to find more detail
Allocate resources to ensure the implementation of campus niches (in other words the strategic direction for each campus).	<ul style="list-style-type: none"> ➔ Resource allocation was aligned across the three campuses. ➔ Roll-out of the 10-year infrastructure plan continued. 	Report of the vice-chancellor, p 70
Ensure effective support functions	<ul style="list-style-type: none"> ➔ Work continued on the centralisation and decentralisation of support functions and the alignment of human capital with the respective campus strategies. ➔ A Management Information System dashboard and reporting system was developed to give campuses timely, accurate information. ➔ The Leadership and Management Academy was repositioned to ensure the NWU has sufficient leadership and management skills. ➔ Extensive training and awareness campaigns were conducted around Occupational Health and Safety (OHS). 	Report of the vice-chancellor, pp 62, 63, 64, 71, 72
Establish sound ICT governance structures	<ul style="list-style-type: none"> ➔ A three-year IT strategic plan was finalised, covering risk assessment and disaster recovery, among others. 	Report of the vice-chancellor, p 72
Re-engineer business processes	<ul style="list-style-type: none"> ➔ Essential business processes were re-engineered and decision-making processes streamlined. ➔ The NWU continued with the 'debureaucratisation' project, aimed at removing unnecessary red tape. 	Report of the vice-chancellor, pp 68, 90
Excellent financial planning	<ul style="list-style-type: none"> ➔ In 2012, the NWU spent 49,6% of its total income on personnel costs, which is again within the DHET guidelines in this regard. ➔ The budgeting process for 2013 was completed in September 2012 and approved by Council in November. ➔ The integrated tuition fee model was revised, and the NWU's tuition fees were benchmarked. ➔ The cost-effectiveness of academic programmes was revised. ➔ Different budget allocation models were analysed for possible enhancements. 	Report of Senate, p 37 Report of the vice-chancellor, pp 68, 100
Recruit and retain dedicated staff	<ul style="list-style-type: none"> ➔ A follow-up interview system for newly appointed staff was introduced. ➔ The talent management programme was enhanced through the introduction of the 'Growing our own timber' project, active succession planning, mentoring and the revitalised Leadership and Management Academy. 	Report of the vice-chancellor, pp 63, 64, 65
Establish a fulfilling work environment	<ul style="list-style-type: none"> ➔ The attrition rate was analysed and benchmarked against sector trends. ➔ Exit interviews were conducted with all staff leaving the employment of the NWU. ➔ Mentoring and coaching were introduced to identify and retain scarce skills and ensure career development and promotion opportunities. ➔ A process was designed to ensure the NWU's remuneration is competitive. 	Report of the vice-chancellor, pp 64, 65

Our goal	Our progress	Where to find more detail
Optimise the performance management system	<ul style="list-style-type: none"> ➔ A policy and guidelines on performance management was drafted and will be consulted on in 2013. ➔ The total investment in employee development and training was R3 276 859, and the total development spend was R16 384 736. ➔ The inclusion of IP goals in the performance agreements of staff was constantly monitored. 	Report of the vice-chancellor, p 64
Combat HIV and Aids	<ul style="list-style-type: none"> ➔ Council approved the revised HIV/AIDS policy. ➔ Institutional Management approved an NWU HIV and AIDS Workplace programme that incorporates the King II report recommendations on HIV and AIDS. ➔ The Mafikeng and Potchefstroom campuses signed a memorandum of Understanding with the North-West Provincial Department of Health. ➔ The Vaal Triangle Campus started negotiating a similar agreement with the Gauteng Provincial Department of Health. 	Report of the vice-chancellor, p 64

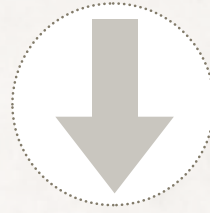
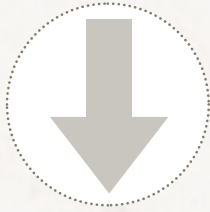
assisting
students



R2,7 billion
2012 budget



providing
infrastructure



R525,6 million

NWU and external funding
to assist needy, academically
deserving students.

NWU students live, work
and play in well-equipped
and well-maintained
buildings.

R219 million

constructing and
upgrading buildings





REPORT OF THE vice-chancellor

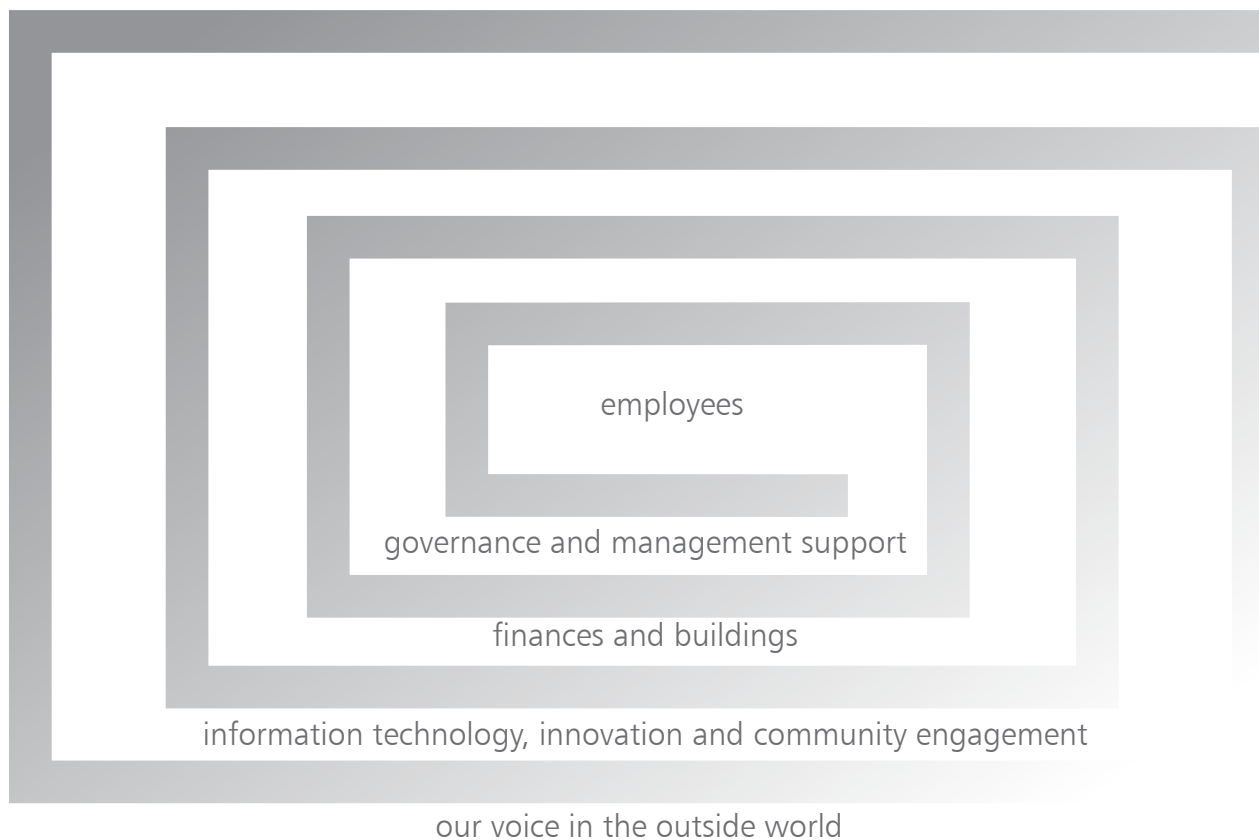
Dr Theuns Eloff

how to navigate this section

This report flows from the inside out. It starts with the core of the organisation, its employees, then moves progressively outwards through the other layers of the NWU's business, concluding with our interaction with the outside world.

Believing that sound management secures success, the NWU provides an enabling environment where students and staff can flourish, secure in the knowledge that they are part of an organisation that is well run, supportive, stable and accountable.

The vice-chancellor is responsible for ensuring that the university is effectively managed, financially viable and client focused, and that it achieves its objectives for transformation, teaching-learning, research and community engagement.





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empowering our employees

The NWU needs empowered staff with the ability to enable students to become what they want to be and employers to find the employees they need.

The Directorate Human Capital sees to it that the NWU attracts and retains the right calibre of staff, enables them to develop their careers and empowers them to contribute to the success of the university and its stakeholders.

adequacy of staffing levels

The NWU is carefully studying and managing the needs of specific academic and support departments to ensure adequate staffing that promotes functioning and expansion.



→ Staff complement of the NWU

NWU employees	2011	2012
Permanent	3 160	3 485
Temporary	3 757	3 991
Total	6 917	7 476

→ Employment categories

Category	2011	2012
Teaching/research professional	3 058	3 520
Executive/administrative/management professional	104	104
Specialised/support professional	490	597
Technical	280	305
Non-professional administration	2 535	2 492
Crafts/trades	31	31
Service	419	427
Total *	6 917	7 476

* Total includes temporary and permanent staff

employment equity profile

→ Gender profile

Business unit	Female	Male	Grand total
Institutional Office	430	321	751
Mafikeng Campus	524	707	1 231
Potchefstroom Campus	2 753	1 845	4 598
Vaal Triangle Campus	541	355	896
Grand total	4 248	3 228	7 476

→ Demographic composition

South African citizens

Business unit	African	Coloured	Indian	White	Grand total
Institutional Office	209	34	7	492	742
Mafikeng Campus	942	26	21	110	1 099
Potchefstroom Campus	807	181	24	3 532	4 544
Vaal Triangle Campus	378	20	11	476	885
Grand total	2 336	261	63	4 610	7 270

Foreign nationals

Business unit	Female	Male	Grand total
Institutional Office	4	5	9
Mafikeng Campus	41	91	132
Potchefstroom Campus	23	31	54
Vaal Triangle Campus	5	6	11
Grand total	73	133	206

equity targets

Mafikeng Campus	Black	White	Women
Current	88,13%	11,88%	45,21%
Target	91,50%	8,50%	47,10%

Potchefstroom Campus	Black	White	Women
Current	24,64%	75,36%	59,63%
Target	25,45%	74,55%	55,40%

Vaal Triangle Campus	Black	White	Women
Current	35,04%	64,96%	63,82%
Target	34,10%	65,90%	54,00%

Institutional Office	Black	White	Women
Current	21,31%	78,69%	58,24%
Target	20,90%	79,10%	55,70%

North-West University	Black	White	Women
Current	35,22%	64,78%	57,72%
Target	37,02%	62,98%	53,05%

improving employment equity

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



→ Capacity Building Fund

During 2012, this fund facilitated the appointment of 51 people from the designated groups through bridging finance for a maximum of three years. After a three-year period, the positions will be funded through normal staff budgeting.

→ Cadet system

The Faculty of Engineering on the Potchefstroom Campus awarded bursaries to eight academically deserving students from the designated groups.

During their studies, these students are developed to become academics in scarce and critical areas of engineering. After completing their studies, the students are appointed as lecturers within the faculty.

→ Growing our own timber

To further improve the university's employment equity profile, the Institutional Management approved a programme called "Growing our own timber" for implementation in 2013.

This programme will entail an undergraduate programme extending the cadet system to other faculties and a postgraduate development programme for top-performing graduate students from designated groups.

In addition, succession planning programmes will provide further development opportunities for promising academic and support staff and will equip them for senior and high-level leadership and management positions at the university.

Support staff internship programme guidelines were also approved. This programme offers structured internship opportunities to NWU students and unemployed graduates, preparing them for entry-level administrative posts.

diversity management

→ Disabilities



There are currently a total of 21 employees with disabilities registered with the NWU, amounting to 0,75% of the total permanent workforce of the NWU.

It is clear the NWU must make an effort to employ persons with disabilities, as the Commission for Employment Equity(CEE)'s Annual report for 2012/2013 shows a national average of 1,4% employment of persons with disabilities.

Successful applications for extra funding for disability assistance were submitted to the Department of Higher Education and Training, as well as to the Carl and Emily Fuchs Foundation. Funds will be distributed for infrastructure and resource needs via the disability units on the three campuses.

→ Diversity awareness

Diversity awareness will be included as part of people management training and the orientation programme for new employees and managers in 2013.

→ Staff climate and culture survey

A total of 629 employees participated in a staff climate survey to ascertain employees' perceptions of the NWU as an employer.

Feedback on the results was given to management structures and focus groups were used to engage staff members with the intention of gathering more information about the findings so that effective interventions can be put into place.

employee wellness

The NWU has a well-structured Employee Health and Wellness programme that takes into account the psychosocial, emotional and physical well-being of staff.



The following employee wellness activities were well attended in 2012:

→ Health and wellness projects

These projects included the Be Active programme, consisting of organised sports events, and the ExecuWell programme, which promotes the physical and psycho-social well-being of executive managers.

Staff members also participated in a Weigh-less programme, health screenings, flu vaccinations, a Discovery Wellness day and blood donation clinics.

→ Work-life balance projects

Work-life balance seeks to reduce the amount of time employees spend off-campus attending to important but time-consuming personal errands.

Services offered through this project included obtaining identity documents and passports, international driving permits and motor vehicle licences.

→ Inter-Campus Social Day

NWU employees attended the 2012 Inter-Campus Social day held on the Mafikeng Campus on 16 March. The purpose of this event is to enable employees on the three campuses and the Institutional Office to get to know one another better. It also contributes to a positive organisational climate and improved communication.

→ Addressing stress and burnout

The risk associated with stress in the workplace is continually monitored through the "stress burnout" survey and in 2012, the Institutional Management approved guidelines to assist managers and employees to identify and deal with stress in the workplace. Further support for employees and managers has been outlined in the leadership and management development programme.

→ Employee Assistance Programme

This programme focuses on assisting employees who have work-related or personal problems that affect their attendance or job performance.

hiv and aids management

In 2012, the Higher Education HIV/AIDS Programme (HEAIDS) ran the "First Things First Campaign" at higher education institutions, including the NWU. This voluntary testing campaign was run at each campus and the Institutional Office. In total the NWU tested 176 staff and 2 866 students.

In addition to this campaign, the NWU held an awareness campaign on sexually transmittable infections and condom use, a candlelight memorial and events to mark World AIDS Day.

Some important HIV policy milestones were reached during 2012:

- The reviewed NWU HIV and AIDS policy was approved, along with the HIV and AIDS Workplace Programme.
- The Mafikeng and Potchefstroom campuses implemented a Memorandum of Understanding with the North West Provincial Department of Health for Primary Health Care, which includes HIV and AIDS.
- The Vaal Triangle Campus is negotiating a similar agreement with the Gauteng Provincial Department of Health.

training and skills development

Funding is available for academic and support staff to improve their qualifications. In addition, internal training programmes are provided for support staff and funds exist for ad hoc external skills training.

An ongoing Adult Basic Education and Training programme enables staff to acquire an NQF level 1 qualification (up to grade 9).

During 2012 the university received grant funding of R3 630 257 from the Education, Training and Development (ETDP) Sector Education and Training Authority.



leadership and management development

→ Leadership Academy



A project to reposition the Leadership and Management Academy was completed and a business plan for the "new" academy was approved.

Heads of faculties and support divisions will be responsible for ensuring that the management and leadership development programmes are integrated into their annual action plans and that implementation is monitored.

→ New manager orientation programme

In November 2012, 33 new managers attended an orientation programme focusing on practical knowledge about human capital practices and procedures, in support of the NWU leadership competencies.

→ Leadership survey

To further develop leadership skills among NWU managers, a 360 degree leadership survey has been designed.

The survey will be administered every November as part of the annual performance management cycle.

It is envisaged that the assessment results will inform a personalised leadership development plan for each manager.

→ Organisational development

The Organisational Development department ensured that the university has the structures and systems to manage human capital needs effectively:

- ⇒ A new job evaluation system known as Remeasure was introduced, providing transparency to managers at all levels.
- ⇒ The annual staff establishment process was undertaken, providing the means to determine academic staff numbers in relation to work load, and also to ensure a workforce suited to the requirements of the organisation.

⇒ Managers received information on budget and strategic remuneration management in order to assist in attracting, retaining and motivating the best employees, while ensuring the university's long-term financial viability.

⇒ A project to upgrade the existing human capital information system was launched.

⇒ A human resources reporting platform was developed, providing regular managerial and operational information in a user-friendly way.



employee relations and human rights



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

We believe that these fundamental values and rights must be respected and upheld in the university community and be applied as an integral part of the university's practices and policies.

During 2012, the NWU's Human Rights Committee, established by Council, continued to function independently and impartially, in good faith and without prejudice.

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

The committee consists of 12 members, representing the university community in terms of race, gender and disability. During 2012, the committee was chaired by Adv Solly Sithole SC.

The Human Rights Committee is part of the Employee Relations portfolio, which reports regularly to the Institutional Management and Council.

To further promote tolerance and respect for human rights at the university, this department, in cooperation with the Human Rights Committee, arranged two seminars on human rights during 2012. The first seminar was held in March to celebrate Human Rights Day, and

the second one was held in September, dealing with the right of employees to work in a safe environment, free from intimidation and victimisation.

Other activities of Employee Relations included training on the Behavioural Manual for NWU staff, which started in 2012 and will continue in 2013.

The manual outlines the procedures for grievances, disciplinary action for poor performance and incapacity management matters.

A Sexual Harassment Ombudsperson was also identified to assess complaints from students and staff; the appointment will commence in 2013.

During 2012 there were 22 Commission for Conciliation, Mediation and Arbitration (CCMA) cases and 10 Labour Court cases. Over the same period, 69 disciplinary cases were dealt with and finalised, as were nine grievances and seven cases of poor work performance.

human capital operations

→ Human capital client services

In 2012 human capital practitioners were assigned to various faculties and departments of the Institutional Office and the three campuses. They advise on and assist with recruitment and selection, organisational design, talent management, diversity, disability, succession planning, career development, performance management, and rewards and recognition.

Client Services monitored the staff attrition rate by conducting exit interviews with every staff member leaving the employment of the NWU. They also compared the NWU attrition rate with that of other higher education institutions, and tabled a report for management interventions.

institutional student representative council

The institutional student representative council (ISRC) started 2012 with a full programme of orientation for the new students on all three campuses and on 20 April 2012, the ISRC held a workshop to discuss the amendment of the ISRC Constitution.

All campuses held successful campus SRC elections during August and September for the 2012/13 leadership. The new ISRC was inaugurated on 7 September 2012. Orapeleng Matshediso of the Mafikeng Campus was appointed as the new ISRC Chairperson.

From 12 to 14 October 2012, all the newly elected Campus SRC members attended a leadership workshop, facilitated by the African Leadership Group and the Life College Group. The programme included a presentation on current trends in higher education, management's expectations of student leaders, and a presentation on the AIDS epidemic among university students.

Four ISRC members represented the NWU's ISRC at the South African Union of Students (SAUS) Conference in November 2012 at the University of KwaZulu-Natal.

institutional sports management

Students from all campuses attended the annual Inter-Campus Sports Day on 10 March 2012 at the Vaal Triangle Campus. Later in the year, on 28 September, the Vaal Triangle Campus held Cultural Day Celebrations and students from the other two campuses were invited to attend.




enabling good governance and management

The NWU is at the forefront of accountable governance and reporting, and is known for its meticulousness in meeting its legal and regulatory obligations. The office of the institutional registrar contributes to this by ensuring that the university complies with the requirements of the changing regulatory framework in higher education.

It does so by keeping abreast of the latest regulatory developments, providing broad-based secretarial, administrative and legal services to the university, and taking the lead with special projects.


legal and regulatory responsiveness

Legal Services handled 13 court cases on behalf of the university, mainly in the Johannesburg Labour Court and various divisions of the High Court. The courts found in favour of the NWU in several of these matters, while others were settled on favourable terms. During the year, an amount exceeding R1,5 million was recovered for the university through litigation. 

Two postgraduate students initiated arbitration proceedings against the NWU in terms of the general academic rules. The students' claim was dismissed and they were ordered to make a substantial contribution to the university's legal costs.

During 2012, Legal Services also:

- represented the NWU's Research Chair for Astrophysics on the NRF's Cherenkov Telescopic Array (CTA) task team preparing the site selection bid by South Africa and Namibia. The task team advised the European Union representatives on the applicable corporate structures and tax implications of the construction in Southern Africa of the CTA observatory;
- maintained the NWU's trade mark register, which as of 31 December 2012 contained 137 trade marks, and ensured that 14 trade marks were renewed in good time;

- reviewed the university's financial rules and regulations to ensure compliance with the Consumer Protection Act;
- collaborated with Records Management on matters such as the digitalisation of contracts, and 
- in conjunction with the Institutional Health and Safety Office, gave significant inputs for finalising checklists for auditing purposes and the induction booklet.


A donation of R150 000 enabled the department to fund the professional development of staff in intellectual property. The Dramatic, Artistic and Literary Rights Organisation (Dalro) contributed R60 000, and a prominent Gauteng legal firm specialising in intellectual property law donated R90 000. 

Two years of intense negotiations on the commercialisation of University Sport culminated in the signing of the ASEM Varsity Sports Media Rights Agreement during 2012. The University Sports Company was constituted at the same time.


→ Involvement in student affairs

A senior member of Legal Services served as secretary for an independent commission of inquiry into the circumstances that led to the tragic drowning of a first-year


student during the reception and orientation programme at the Potchefstroom Campus in January 2012. The department advised on and drafted amended House Rules and constitutions for the SRCs of all three campuses. It had come to light that the existing rules were flawed and had impeded the SRC elections in the year under review.

Furthermore, Legal Services gave advice and recommendations on student disciplinary rules, the legal implications of online applications for admission to the university, and the legal aspects of university policies affecting pregnant students. 


service delivery to students


The department of Student Administrative Systems (SAS) develops and maintains systems for student administration and trains staff to use them. 

In 2012 SAS was responsible for capturing valid PQM data on the systems used to admit and register contact and distance students.

The department provided support for new qualification applications, amendments to existing qualifications and the alignment of qualifications to the Higher Education Qualifications Framework. 

To help reduce the NWU's carbon footprint, the SAS department decreased the number of printed academic calendars and made an electronic version available to students.

Improvements in the online application and registration systems could further reduce the use of printed forms. The online academic enquiry portal is also an alternative to printing and posting documents while improving access to information. 

The department was involved in a project to improve student data reports and report formats to ensure valuable data reaches students and decision-makers. 

Improvements were also made to the short course administration system to support a broader range of users

in the administration and record keeping of short course participants.

Similarly, the department is assisting with the Institutional Committee on Academic Standards (ICAS) system, and participated in inter-university collaboration initiatives such as Quali Student. (See page 38 and 72 for more information on the ICAS system and the Quali initiative respectively.)

professional governance and secretariat services

Institutional Governance and Secretariat Services ensures that the activities and processes of the Council, Senate,

Institutional Forum and Institutional Management comply with the statutory requirements.

Among the main activities of the year were:

- Arranging the annual Council workshop as well as an induction session for newly designated Council members.
- Assisting Council and Senate in calling for nominations for honorary awards.
- Assisting the university's governance structures with elections to fill vacancies.
- Reviewing the Council committees' membership.

- Scheduling activities and meetings of structures at institutional level and helping to compile the institutional calendar.

institutional administration forms the backbone

An important task for Records Management and Administration was the coordination of the university's annual report for the 2011 academic year.

The annual report included a detailed section on the NWU's performance for each Institutional Plan goal. This greatly assisted the external auditors, PWC, in their first audit of the Institutional Plan, which was undertaken in 2012.

Accordingly, an annual report complying with the legislative requirements was delivered to the DHET on 30 June 2012. The information gathered and collated for this annual report also formed the basis of the stakeholder version that Corporate Affairs and Relations prepared.

In 2012, Records Management and Administration dealt with policies as part of the policy management programme. The NWU currently has 52 Council-approved policies.

Other ways in which the department contributed to the smooth functioning of the NWU during the year were:

- ⇒ compiling the 2013 institutional calendar;
- ⇒ submitting its first quality manual;
- ⇒ administering ex officio Commissioners of Oaths through 76 commissioners across the university, and
- ⇒ dealing with 14 requests in terms of the Promotion of Access to Information Act (PAIA). In accordance with the requirements of the Act, a PAIA report was delivered to the South African Human Rights Commission by 30 April 2012.

preserving our stories

→ Reliable corporate records

In 2012, the Records Management department continued to implement a records management programme to enhance the quality, reliability and accuracy of the NWU's corporate records.

Record management milestones of the year included:

- testing and implementing INSINQ SHARE, the electronic records management platform of the NWU;
- providing formal records management training and presenting information sessions on INSINQ SHARE to staff;
- conducting a storage area survey which culminated in the decision to store records offsite at the premises of a storage facility company, starting in 2013;
- continuing with the clean-up of various storage areas and the transfer of examination scripts to safe and secure storage, and
- co-presenting an information session on record-keeping in teaching-learning and access to information under the Public Access to Information Act.

→ Maintaining archives and museums

Institutional Archive and Museums continued to acquire NWU records of essential and historical value, as well as to explore partnerships for collaborative strategies that support teaching-learning and student success:

- ⇒ Workshops on the importance of keeping minutes of meetings were held on the Potchefstroom Campus and will be extended to the other two campuses in 2013.
- ⇒ The Archives at the Vaal Triangle Campus launched a major initiative to highlight the importance of good records management and the archiving of essential records.
- ⇒ Various student bodies were informed about the compilation of their archival portfolios, resulting in an influx to the Archive of records depicting student life on campus.

Processing is at the heart of any archival programme. During the year under review, the Archives completed the following:

- processed 11 797 positive and digital photographs;
- photographed more than 3 300 museum items, and
- made 218 linear metres of records accessible through various search aids.


providing solid foundations for the future

The Finance and Facilities portfolio provides the financial and infrastructure backbone for the successful running of the university's core operations, ensuring that the building blocks are in place for staff and students to shape successful futures.


Effective, efficient and transparent financial management and internal control systems, as well as integrated risk management, are cornerstones of the university's commitment to ensure financial sustainability. As a result, the university again received an unqualified audit report.

financial planning and budgeting

At the NWU, certain financial management responsibilities are decentralised, while others are managed centrally from the Institutional Office.

Decentralisation supports the interactive management model of the NWU, ensures accountability for the use of money and fixed assets at all levels, and leads to improvements in effective financial control. 

At the same time, Institutional Management engages on a monthly basis with the business units to discuss variances and provide feedback that enable them to be proactive rather than reactive.

The university's financial management approach  emphasises the role of the budget in securing operational sustainability and realising strategic priorities as set out in the Institutional Plan.

The primary aim was to allocate resources equitably and transparently to ensure that agreed outputs were delivered.

During 2012, a financial viability model was developed to review the cost effectiveness of academic programmes, modules, schools, faculties and other units, and is currently being tested. This model will be finalised in 2013


and rolled out to all applicable managers.

The finance department was also involved in several other projects such as:


- the Higher Education South Africa Financial Executive Forum's task team, which developed a full cost model for research for submission to the National Intellectual Property Management Office (NIPMO);
- the development of a model to streamline the annual tuition fee calculation, benchmarking the tuition fee against that of other higher education institutions, and
- being part of the Department of Higher Education and Training's task team to review the funding framework and the new reporting regulations.

procurement and payments


The NWU has a centralised procurement management structure that provides control and coordination without inhibiting evaluation, recommendation and authorisation powers for procurement on a decentralised divisional level.

Notable successes during 2012 were the very favorable tenders and negotiations concluded for the supply of printing services to the university, as well as short-term insurance that will result in a material saving for 2013 and onwards. 

The centralisation of all payment activities ensures adherence to financial policies and guidelines laid down by management. At the same time, centralisation is the basis of a cost-effective and specialised process for servicing the university's expense obligations.

The Procurement department also places a premium on obtaining goods and services from BBBEE-qualified suppliers. Goods and services worth R824 million were procured in 2012 and 66,39% of this (2011 – 57,54%) qualified as BBBEE contributions. 

payroll


During 2012, the Payroll division was transferred from the Human Capital directorate to the Finance department. This was done to improve the effectiveness of internal controls and ensure better segregation of duties between payments and authorisations, and was also based on advice from the external auditors. 

In addition, the Payroll department is an integral part of the Oracle system upgrade project.

Due to the expiry of the licence for Oracle system support, the NWU is obliged to upgrade the Human Capital and Payroll system to Version 12. Implementation of the new version is planned for the end of August 2013.

financial reporting

The annual financial statements of the NWU were prepared in accordance with International Financial Reporting Standards and within the regulations in terms of section 41(2) of the Higher Education Act of 1997 as amended.

The Auditor-General instructed the external auditors to extend their audit procedures to certain additional functions of the NWU, in line with the Public Audit Act no 25 of 2004. 

After completing a thorough investigation into the long-term appropriateness, efficiency and cost-effectiveness of the Oracle ERP system, the NWU has decided to work towards the implementation of the Quali Financial System (KFS).


The Kuali approach to system development is an important long-term strategy of the NWU, covering many possible applications, and has been developed by universities for universities.

The implementation process started in September 2012 and the planned switch-on date is late 2014. This will enhance accountability at all management levels and improve financial reporting.

The NWU was part of the task team of the Financial Executive Forum of HESA that is designing a set of financial indicators or criteria to serve as early warning signs of financial “trouble”. The indicators will also be used in sector-wide benchmarking exercises.

Please refer to p 97 for the complete financial overview and consolidated financial statements for the year ended 31 December 2012.

tax services

Tax Services contributed to the development of a model that ensures more effective tax compliance and risk reduction in general, thereby preventing fraud, errors and irregularities. 

They also achieved substantial tax savings for the NWU by detecting and correcting VAT errors, and by implementing legislative changes that benefit the NWU and which had previously been overlooked or neglected.

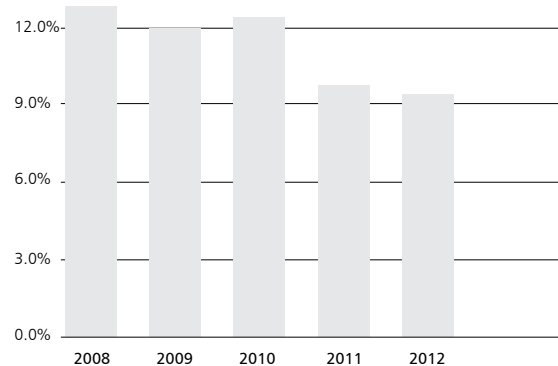
Another activity was rectifying invalid or incorrect VAT numbers on the NWU database by screening all the university's creditors. In addition, the department developed a checklist to improve the screening of independent contractors and provided a broad spectrum of consultative tax services and training to internal clients.

money market

The Money Market Manager managed the university's cash flow on a daily basis in order to generate additional income. This resulted in a positive variance of 3,82% per annum between the actual yield and the benchmark

yield, leading to a “profit” of R30,8 million for the money market portfolio. Yields for the past four years are shown below.


Actual yield 2008 – 2012



internal audit

The Internal Audit department served as an independent assurance function and therefore has unique reporting arrangements.

These consist of an administrative reporting line to the vice-chancellor and Executive Director: Finance and Facilities, and a functional reporting line to the Audit, Risk and Compliance Committee of Council.

Internal Audit is responsible for evaluating the effectiveness of governance, internal controls, compliance and risk management, and also conducts special investigations into reported irregularities and fraud-related matters. 

Internal Audit follows a risk-based approach towards addressing strategic, operational, financial and sustainability issues, and forms an integral part of the combined assurance model. It also provides an assessment of the effectiveness of the university's systems of internal control and risk management, as required by King III.



Furthermore, internal quality assurance reviews are also performed on Internal Audit annually to ensure good efforts are made to comply with the requirements of the standards. High levels of reliance were placed by the external auditors on internal audit reviews performed.


business and enterprise development


Various projects were investigated during 2012 and one that came to fruition was the signing of a formal agreement with training company Thinking Fusion. In terms of this agreement, the NWU will offer leadership training to public companies.


The Cachet Park Business Centre in Potchefstroom generated a healthy surplus of R5 million for the year under review.

facilities and major capital works

The NWU spent a total of R219 million on the capital expenditure and macro maintenance programme in 2012.

These infrastructure projects focused on upgrading and increasing the capacity of Science, Engineering and Technology (SET) laboratories for teaching-learning and research. 

In line with the Ministerial report on student housing, various student residences were upgraded and the number of beds increased to enable more students to reap the benefits of living on campus. 

According to the Department of Trade and Industry's formula, approximately 92% of total capital expenditure for the year was disbursed to Broad-Based Black Economic Empowerment (B-BBEE) contractors. 

Mafikeng Campus

On the Mafikeng Campus, R30,31 million was spent on infrastructure projects in 2012. The following table gives details of the amount spent on larger projects.

Project	Expenditure in 2012 R'000	Total project cost to date R'000	Source of funding
New Science complex and undergraduate classrooms (MC01)	R 10 188	R 47 624	DHET project
Additional postgraduate units	R 3 910	R 3 910	NWU
Upgrading of James Maroka residence	R 3 430	R 3 430	DHET project
Refurbishing of computer laboratories – Physical Science building	R 2 166	R 2 166	NWU
Reading laboratory for Academic Literacy	R 1 756	R 1 756	NWU
Additions at Animal Health	R 1 167	R 4 494	DHET project
Additions to Chris Hani building for soccer	R 1 048	R 1 048	NWU
Upgrading of Molelwane Farm (MC04)	R 1 019	R 3 145	DHET project

Potchefstroom Campus

On this campus, capital projects for 2012 amounted to R143,311 million. The table below gives details of the amount spent on larger projects.


Project	Expenditure in 2012 R'000	Total project cost to date R'000	Source of funding
New residence (250 beds)	R 26 978	R 33 989	NWU
Upgrading of G19 for pre-clinical platform	R 18 094	R 18 094	DST and NWU project
Construction of Block E lecture hall complex (E5)	R 10 442	R 36 482	NWU
New Metabolomics Platform	R 7 263	R 7 943	NWU
Renewal of space for Health Sciences in G16 - undergraduate practical laboratories for Pharmacy	R 6 374	R 6 374	DHET project
De Wilgers kitchen and dining hall	R 3 650	R 3 650	NWU
Equipment for the new Engineering complex	R 3 858	R 3 858	DHET project
Emergency exit at G4	R 3 309	R 3 658	NWU
Refurbishment of Chemistry laboratory for second years	R 3 241	R 3 424	NWU
Refurbish space for Life Science Physics practicals 2 and 3	R 1 727	R 2 132	DHET project
Refurbish space for Life Science Physics practicals 1	R 1 640	R 2 225	DHET project

Vaal Triangle Campus

On this campus, the total capital expenditure for 2012 came to R30,96 million. The table below gives details of the amount spent on larger projects for teaching-learning, sport and student facilities.

Project	Expenditure in 2012 R'000	Total project cost to date R'000	Source of funding
New Library Building	R 17 658	R 20 744	NWU
Complex for Teachers Technical Training - final phase	R 4 998	R 32 890	DHET project
Convert Quest Conference Centre into an Applied Risk Management training facility	R 3 208	R 3 213	NWU
Recreation halls and unit for students with disabilities at new postgraduate residences	R 759	R 1 036	NWU
Convert previous cafeteria into temporary offices for Incubator	R 611	R 646	NWU

→ Smaller renovations and macro maintenance in 2012

Over and above the major capital projects undertaken, Physical Infrastructure and Planning oversaw a number of smaller projects and the general 10-year macro maintenance plan of the university. A total amount of R19,651 million was spent. 


→ Looking ahead to 2013

The DHET allocated the new round of infrastructure funding for the cycle 2012 to 2015 in October 2012. The NWU received an allocation of R211,373 million.


The NWU Council approved a number of building projects in 2012 that will commence or continue in the coming academic year. Some of the approved projects will be funded from the DHET allocation, and the rest through a combination of NWU and external funding. Improvements are planned for all three campuses.

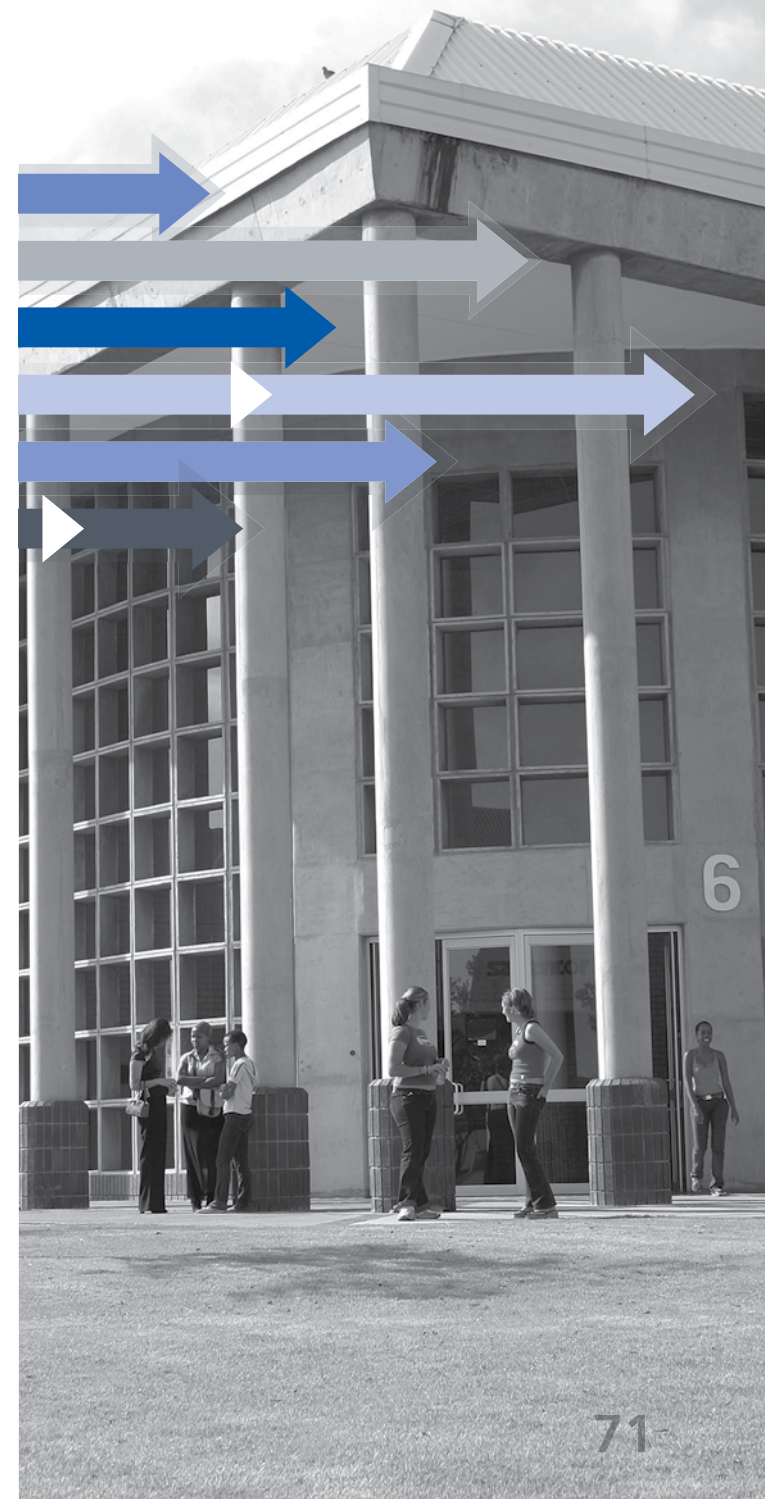
occupational health and safety

The Institutional Occupational Health and Safety (IOHS) department was established on 1 July 2012 to ensure

effective management, coordination between campuses, and implementation and maintenance of health and safety legislation at the NWU. 

Occupational health and safety milestones reached in 2012 include the following:

- A fire risk audit and assessment of all NWU buildings was successfully conducted and finalised early in 2012. The IOHS department will compile corrective action plans and make these available for implementation during 2013. In the meantime, the department is overseeing the implementation of corrective action to ensure fire safety compliance of all NWU buildings.
- Legal compliance audits were conducted on all NWU gas installations and fume cabinets. 
- Hazardous waste was removed in accordance with legislation. First, the IOHS department conducted a survey to establish needs and services. Next, it signed a hazardous waste removal contract with a competent service provider, namely Oricol Waste Management. This function is managed and coordinated by the IOHS department, and records are available for perusal.



technology and innovation underpin knowledge sharing

High-quality information is the lifeblood of an intellectual community. By providing first-class information and communication technology, the NWU ensures that information flows smoothly and swiftly to where it is needed. The university's innovative use of information and communication technology connects students to each other, their lecturers and information sources, and enables researchers to network with their peers nationally and internationally.

In addition to conducting research, which is dealt with in the Senate report, the university leverages the value of its intellectual property, has an extensive community engagement framework for sustainable development projects, and is executing an internationalisation strategy that facilitates knowledge sharing and collaboration with like-minded institutions globally.

information and communication technology

Within the university community itself, extensive use is being made of information and communications technology (ICT) to improve the efficiency of the NWU's operations, enhance teaching-learning and extend the range of communications choices available to students and staff.

In total, 44 ICT projects were completed in 2012. These delivered improvements for all three campuses and are expected to have long-term benefits for the NWU IT community.

Some of the highlights of the ICT programme were:

- The ICT infrastructure experienced exponential growth and at the end of 2012 consisted of 564 servers (258 physical servers) and about 35 000

network terminals. This makes it one of the biggest centrally managed networks in higher education in South Africa.

- The telecommunications and IT infrastructure of the university was substantially improved, with more bandwidth, network coverage and disk storage available than ever before to students and staff. A 1 PB Tier 2 disk storage environment was implemented, increasing disk space allocation for each student and staff member from 2 MB to 10 GB (an increase of 4 999%). This reduced storage cost from 20c/MB to 0,2c/MB, resulting in a 99% reduction in cost.
- Computer laboratories for students were upgraded on all three campuses. A new 300-seat laboratory was completed on the Potchefstroom Campus, and the Mafikeng Campus received six new laboratories, each with approximately 80 computers. The Vaal

Triangle Campus had five laboratories with 385 computers.

- The national Student Laptop Initiative was successfully implemented, allowing students and staff to purchase high-quality laptops at very competitive prices, including large discounts on Microsoft software.
- Various long-term projects were initiated to replace and streamline ineffective and manual administrative system processes and align processes over business areas. Two major projects are the automation of the time-consuming ICAS administrative process for academic programme approval and the KOI project.

(KOI stands for Quali-Oracle Initiative and has to do with the upgrading of the human capital system from Oracle 11 to Oracle 12, and switching from the Oracle 11 financial system to the Quali Financial System.)

- Community collaboration was extended to increase ICT participation in inter-university collaboration initiatives, local and international, such as Sakai, Quali and ASAUDIT.

In the Quali Student Project specifically, the NWU was approached at the end of 2011 for a second South African team, which started in January 2012. This team was funded by the Quali project, thus earning income for the NWU. This contribution concluded at the end of November 2012.

- ICT provided user support, training and empowerment for NWU staff members. This included a new support model for end-user devices, an IT service catalogue describing the full service portfolio to end-users, and courses presented on sixteen different topics, attended by 471 staff members.

management information systems

Management Information Systems (MIS) supported all aspects of university business through excellent and innovative development of ICT infrastructure and the provision of high-quality information.

Highlights for 2012 include the following:

- The further development of the MIS data warehouse and tools for reporting and analyses to provide extensive management information to line managers.
- A new improved and standardised Student Cohort Analysis within the HEDA (Higher Education Data Analysis) community, accessible and configurable on different levels and requirements.
- Implementation of HEDA Performance Evaluation Agreements for Senior Management for the first time in NWU history.
- Final submission of Student HEMIS reporting for 2012.

technology transfer and innovation support

The NWU has a comprehensive patent portfolio that spans 47 countries and generates third-stream income through licence agreements, royalties and income from product sales, based on its own Intellectual Property. The Technology Transfer and Innovation Support Office assists the campuses with technology transfer support, protection of Intellectual Property support, guidance with funding applications for projects and research chairs, and the management and renegotiation of licensing agreements, among others.

→ Management of intellectual property rights

NWU inventors made six disclosures during the year, resulting in two provisional applications for the year 2012. The increased pressure on researchers to do research

and to publish, as well as the teaching load, has resulted in a slight decrease in the disclosure rate. However, it is expected that this pressure on research output will lead to an increase in inventions in the future.

It should be noted that inventions could be registered in many countries. The portfolio consists of more than 300 individual patent registrations, active and terminated, worldwide. The NWU has 11 USA-registered patents to date.

The NWU invests on average R3 500 000 per annum in patenting costs. The National Intellectual Property Management Office (NIPMO) supports the NWU by contributing up to 50% of these costs.

→ Commercialisation of patents

The Technology Transfer Office invested R233 000 in seed and commercialisation projects in 2012 and allocated R900 000 for the commercialisation of 12 patents in four research groups.

The following patents are being commercialised or supported:

- ⇒ Two new automotive ignition systems
- ⇒ A hardware random number generator
- ⇒ A chemistry set
- ⇒ Pheroids
- ⇒ A distributed low-noise amplifier
- ⇒ An ozone generator
- ⇒ Various pharmaceuticals
- ⇒ A predictive poleslip protection system

Patent filings and registrations

Disclosures, filings and registrations	2004-2008	2009	2010	2011	2012
Provisional applications	20	5	8	1	2
Total number of RSA-patented inventions	30	35	38	40	42
Total number of first internationally patented inventions	0	14	15	16	18
Number of countries in portfolio	47	47	47	47	47
Patents terminated	0	0	0	13	8



The table below indicates the licensing and spin-off activities of the NWU. The income from these activities and royalties are also shown below.

Spin-off companies (independent, associated and subsidiaries)

	2004-2008	2009	2010	2011	2012
Total technology spin-offs since '99	15	16	16	16	16
Technology spin-off companies still active	12	13	13	13	13

Licensing, royalties and product sales

	2004 - 2008	2009	2010	2011	2012
New licence agreements	13	1	0	1	1
Total active agreements	12	14	14	14	15
Total income from royalties, invention-based product sales	R17 114 760	R2 619 257	R3 686 990	R3 340 193	R2 285 433

community engagement and sustainability



Community engagement is defined as those activities, performed by the staff and students of the university, aimed at the development, support and upliftment of society. Emphasis is placed on transdisciplinary development projects that are sustainable and have measurable impact.

→ Steps towards integrated reporting

The NWU is incorporating King III reporting processes into all activities. This includes reporting on and monitoring progress and impact in community engagement and sustainable development of all associated communities of the NWU.

In the environmental context, the first step in this process was to conduct an environmental legal compliance audit on all NWU campuses. A final report of the audit, due in January 2013, will direct corrective measures and new environmental campus initiatives and innovations. An internal integrated report will be finalised by the middle of 2013.



→ Networks

⇒ International Talloires Network

In 2012, the university participated in the Talloires Network's annual MacJannet competition for student-driven community upliftment and global citizenship and was a second place winner among 72 nominations from 52 universities in 21 countries around the world. The Student RAG Community Service (SRCS) ran outreach programmes, including a feeding scheme and shelters for homeless children, and continued to fund pre-schools and daycare centres, youth development projects and services for the elderly and people with disabilities.



⇒ South African Higher Education Community Engagement Forum (SAHECEF)

In September 2012, the university hosted a South African Higher Education Community Engagement Forum (SAHECEF) workshop where the working groups for service learning and partnerships met.

Additionally, a Talloires/Walmart Foundation workshop was also held on the theme of "Livelihoods: cooperatives, access to markets, health and wellness".



⇒ Forum for Continuous Community Development (FCCD)

The FCCD, which aims to build capacity among non-governmental organisations (NGOs), arranged advocacy visits to several communities in the North-West Province in 2012. The NGOs concerned will be clustered according to the types of services they render and their training needs, so that additional skills development courses can be provided.



⇒ NWU Community Development Trust

The NWU Community Development Trust received donations amounting to R286 115 for the year.

The sponsors were the Department of Science and Technology, Dr Kenneth Kaunda District Municipality, Hollard Foundation, ABSA and various small and medium enterprises that sponsored socio-economic development projects for BBB EE scorecard points.

Donation funding was channeled for a study for the Hollard Foundation project, implemented by the NGO Kago Ya Bana. This research study assessed the capacity of selected municipalities to implement key functions of the Children's Act.

→ Recognition for excellence in community engagement

The university includes community engagement as a category in the annual research awards. The Vice-Chancellor's Awards for Excellence in Community Engagement were awarded as follows:

⇒ North-West University Environmental Impact Assessment Pro bono Office:

The office provides environmental management consultancy services as well as training and capacity building for municipalities, free of charge.



⇒ Child Justice Unit, Law Clinic, Potchefstroom Campus:

The unit provides children in 27 towns in the North-West Province with legal representation and advice to protect their rights and assist in Children's Court proceedings.



→ National lottery distribution trust fund

In 2012 the NWU received sponsorship for proposals in the Sport and Recreation sector. Two amounts were received, R1 334 110 and R2 205 311, and transferred to the relevant projects at campus level.

internationalisation

The NWU continued to participate in activities to strengthen its international profile:

- Discussions were held with international organisations with a view to participating in international rating and ranking processes.
- Meetings were held between the eight university partners for the Intra ACP Mobility STREAM (Strengthening African Higher Education through Academic Mobility) project.
- The NWU became a member of the Eidos Institute, which is an independent, not-for-profit organisation dedicated to the value of ideas and social change.
- The NWU was invited to send a delegation to the G20 Youth Forum in Saint Petersburg, Russia in April 2013.
- The NWU became a full member of the Southern

African-Nordic (SANORD) consortium which is a non-profit membership organisation advancing collaboration between higher education institutions in the Nordic and the Southern African regions.

- The vice-chancellor, Dr Theuns Eloff, became a member of the International Association of University Presidents. This organisation consists of six hundred peer presidents, rectors and chancellors from more than seventy countries.
- The NWU signed memoranda of understanding for collaboration and cooperation with:
 - ⇒ The University Of Nizwa (Oman) in the area of Pharmacy.
 - ⇒ The University of Tilburgh (Netherlands) in the areas of Law, Arts and Social and Behavioural Sciences.
 - ⇒ The University of Leipzig (Germany) in the area of Health Sciences.
 - ⇒ The Department of Economic Development, Environment, Conservation and Tourism (North West Province).
 - ⇒ The Duisenberg School of Finance (Netherlands) in the area of Business Mathematics and Informatics.



making our voice heard

Under the umbrella of Corporate Affairs and Relations, this department incorporates development (fundraising) and alumni relations alongside corporate communications, stakeholder relations, brand management and website management.

An important development during 2012 was the establishment of a fully fledged institutional development office within this department.

This is in line with best practice in higher education institutions and will enable the department to play a more strategic role in supporting the NWU's long-term financial sustainability.

website management

During 2012 a concerted effort was made to strengthen the web presence of the NWU.

An external service provider was contracted to assist in the further development of the website, and priorities for further refinement in the future were set.

The NWU moved towards a multi-site environment, as it is the most effective way to manage website content.

This entails creating sub-domains under the main NWU domain, which facilitates decentralised content management and a better user experience.

Many stakeholder sessions were conducted during the year to gain a better understanding of stakeholder needs pertaining to website content.

A report was compiled on the outcome of those sessions, as well as on the results of structured surveys among key stakeholders. This feedback will be used for the further development of the NWU website during 2013.

external communication

To position the NWU among key external stakeholders, an advertising campaign was again conducted in selected publications throughout the year.

The theme of this campaign was based on the "Power of three" and the message that "It's not just about education, but the opportunity that education brings".

→ Favourable coverage predominates

Media monitoring showed that favourable coverage of the NWU significantly outweighed unfavourable coverage during 2012.

A total of 12 186 media items were analysed, compared to the 7 730 in 2011, an increase of 57,6%. This represented a total advertising equivalent value of R285 004 666.

In total there were 11 613 balanced items and 507 positive ones, while the unfavourable coverage resulted from only 66 articles.

Much of the favourable coverage resulted from research accomplishments on the Potchefstroom Campus. Most of the negative publicity resulted from an incident during the reception and introduction programme on the Potchefstroom Campus when a first-year student drowned after a fruit festival.

→ Top spokespeople receive credit

For the third year, financial awards were presented to the NWU spokespeople who were quoted most often in the print, broadcast and online media, respectively, as well as to the overall winner, who was announced Spokesperson of the Year.

→ Media policy: speaking with one voice

For the first time since the merger, a media policy for the whole university was compiled.

This policy provides an effective and efficient framework to facilitate the timely dissemination of information and, most importantly, protects and builds the NWU's reputation and brand.

Employees and students from all four business units are subject to the policy, which covers all forms of media interaction.

→ Awards celebrate excellent journalism

One of the major external communication highlights of 2012 was the NWU's continued sponsorship of the National Press Club's Journalist of the Year and Editor of the Year competition.


A networking event was also hosted where the vice-chancellor gave an overview of the successes and challenges of the NWU, and addressed pressing matters in higher education as a whole.

→ Corporate publications strengthen key messages

Corporate publications were used throughout 2012 to establish the university's brand and strengthen its key strategic messages. The flagship print publications were, among others:

- the 2011 annual report for stakeholders with the theme, "It's not just about education, but the opportunity that education brings",
- two editions of the alumni publication NWU & U, which were distributed to all convocation members and the alumni offices of the three campuses; and
- the research annual report, the planning and final execution of which Corporate Affairs and Relations handled.

To ensure that external publications remain relevant to their target audiences, the department enters them into an annual competition run by the South African Publication Forum. In 2012, the NWU & U was a finalist in the category for Best External Magazine.

Digital distribution of corporate publications enables the NWU to reach a wider audience and minimise the carbon footprint of printed material. 

To this end, the annual report, corporate profile and alumni publications were again made available digitally in 2012, and were published on the university website. More publications will be distributed digitally in 2013.

talking to our staff

Efforts continued to streamline and align internal communication activities of the Institutional Office and the three campuses.

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


- The internal staff newsletter *Eish!*.
- Electronic media such as the twice-weekly @NWU electronic notice for staff, the vice-chancellor's monthly newsletter, video streaming messages from the vice-chancellor and urgent and crisis communication bulletins.

The NWU's internal staff newsletter, *Eish!*, officially rates among the best in-house publications in the country.

This was confirmed at the SA Publication Forum's award ceremony in September 2012, when the *Eish!* was announced as best publication overall with a limited budget.

Eish! also fared well in a competition organised by Marketing, Advancement and Communication in Higher Education (MACE). For the second year in a row, the publication was named best internal newsletter.

our stakeholders

The NWU continued establishing and building sound relationships with various stakeholders: 

- The vice-chancellor hosted 12 networking dinners across the country, including two with the NWU Board of Donors.
- A meeting was held between an NWU delegation and the Governance and Administration EXCO Committee of the North West Provincial Government to inform them of the strategic priorities and current status of the university.
- The vice-chancellor held 20 breakfast meetings with staff on the campuses and at the Institutional Office to facilitate internal communication.
- Three workshops were held so that academics and industry representatives could come together to discuss employers' human capital needs. For more details, please turn to page 41 of this report.

brand positioning

As a first action plan, an aligned brand strategy was developed to support the NWU as a brand, taking the four business units into consideration. This was done in collaboration with the campuses and with McCann Worldgroup's assistance. The strategy outlines the new

brand positioning approach, and stresses the importance of consistent, aligned campus and institutional messages.

→ Creative platform for campaigns

The second action plan was to develop and implement a creative platform for communications and marketing campaigns.

A television commercial was aired during the Varsity Cup games, and work progressed on interpreting the brand strategy into a creative application.

The Institutional Management approved the campaign concept and new pay-off line on 29 August 2012.

Manifesto messages were communicated through an internal awareness campaign and various print advertisements and marketing material were developed.

→ Aligning our strategies

The third action plan was to develop and implement communication, marketing and publicity strategies in accordance with the revised positioning and messaging system. This will ensure that objectives are met, key stakeholders appropriately addressed and alignment achieved with the brand image and vision.

nurturing our alumni and convocation

The NWU Convocation is establishing an alumni association that will assist with the coordination and governance of the alumni offices at the Institutional Office and on the different campuses.

The Convocation is also preparing for the first alumni awards. The NWU is very proud of its alumni and is introducing the alumni awards to recognise them for their career accomplishments and their exemplary contributions to society.

The inaugural alumni awards will be conferred during a gala dinner planned for 2013.

institutional development

The new institutional development office aims to attract fresh investment by building strong relationships with stakeholders and unlocking private fundraising opportunities.

Institutional development activities during 2012 included the establishment of an Advancement Projects Evaluation Committee to ensure effective communication and collaboration between the Institutional Management and the campuses on matters of alumni relations and development (fundraising). A mini call centre was also established to assist in updating the alumni data base. In nine months, the call centre succeeded in updating almost 9 000 alumni profiles.

name change

Towards the end of 2012, the Institutional Management approved the name change from Corporate Affairs and Relations to Institutional Advancement.

As part of the name change, the structure of the department was also revised.

The revised structure will be implemented in 2013 to streamline the department's processes and address any shortcomings.

The change brings the department into line with best practice in higher education institutions and ensures the direct involvement of the vice-chancellor.

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

All NWU activities in 2012 were based on the Institutional Plan, which is a three-year rolling plan. The Institutional Plan constitutes the performance agreement between the Council and the vice-chancellor and, at the same time, is appropriately applied in the performance agreements of managers at all levels within the NWU. As vice-chancellor, I have performed my responsibilities in terms of my performance agreement with the support of Council through adequate reporting – and at the end of the year in an evaluation session – to the evident satisfaction of the chairperson, the deputy chairperson of Council and the chairperson of the Finance Committee.

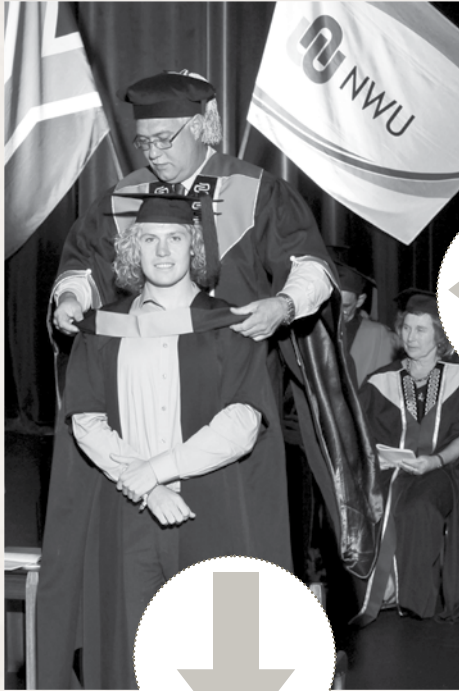
conclusion

I want to express my gratitude to management and staff who contributed to yet another excellent performance during 2012. Nine years into the merger, our core business is healthy and growing. In looking at key performance areas in this report, it is clear that the NWU's mission to become a balanced teaching-learning and research university is within reach. I also want to thank Council, the Chairperson of Council and the Executive Committee who has supported management to great lengths in a critical but constructive manner.



DR T ELOFF
VICE-CHANCELLOR





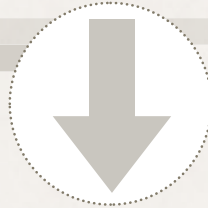
14 669
graduates/diplomates



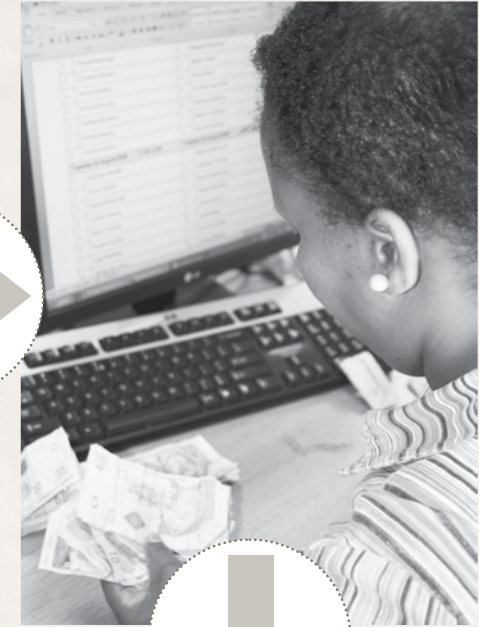
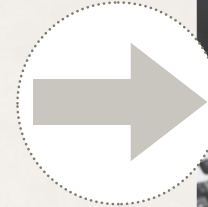
R120,1 million
bursaries from NWU funds

financial stability

adding material value
to the economy



R277,9 million
invested in property,
plant and equipment



16%
increase in total income
from recurrent activities



R104 million
net surplus

41% → 45%

2011

2012

increase in academic staff members with PhDs
MAFIKENG CAMPUS

2

researchers with **A** ratings from the NRF



leading international researchers

15

researchers with **B** ratings from the NRF



internationally acclaimed researchers

POTCHEFSTROOM CAMPUS

82%

average pass rate for all modules
VAAL TRIANGLE CAMPUS

More than

10 000

names in alumni data base

VAAL TRIANGLE CAMPUS

R166 200

NRF research grant for Industrial Psychology
MAFIKENG CAMPUS

34

academic schools

25

research entities

POTCHEFSTROOM CAMPUS

513%

increase in

media coverage



POTCHEFSTROOM CAMPUS

2008 → 2012

5 sporting codes

13 sporting codes

VAAL TRIANGLE CAMPUS

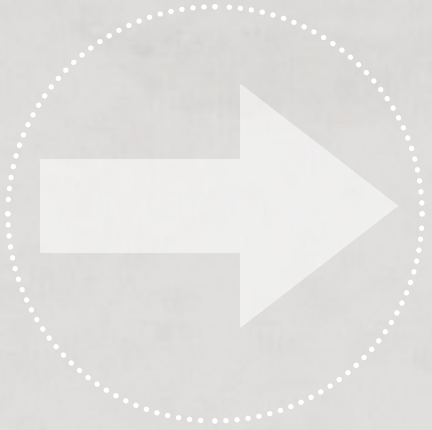
5 000

grade 12 learners from

47

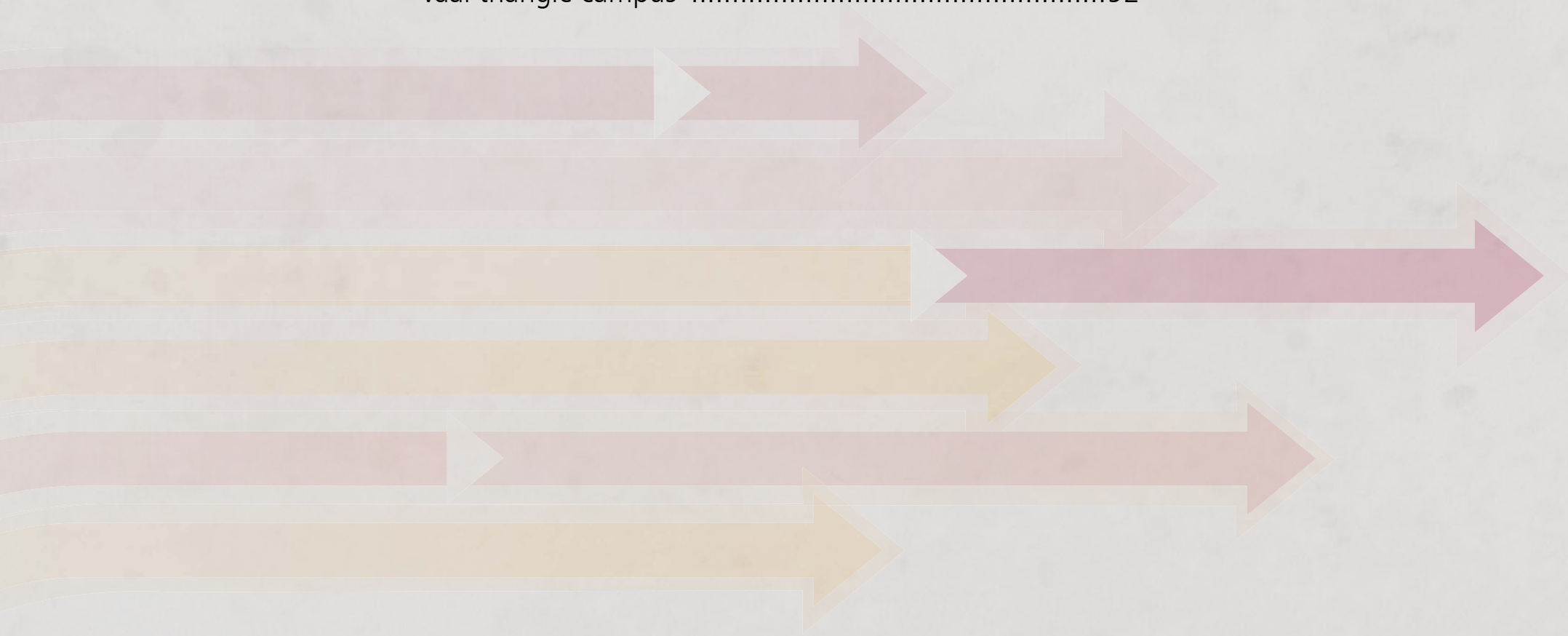
schools at open week

MAFIKENG CAMPUS



campus overview

mafikeng campus	82
potchefstroom campus	86
vaal triangle campus	92



mafikeng campus

achievements in terms of the campus plan objectives

The following achievements around the campus plan were realised in 2012:

- A new focus area called Material Science Innovation and Modelling was approved for the Faculty of Agriculture, Science and Technology.
- The campus research output increased from 163 to 197 units, achieving the target of 0,83 units per academic staff member.
- The number of academic staff members with doctoral degree as highest qualification increased from 41% in 2011 to 45%.
- The number of postdoctorate fellows increased from 14 in 2011 to 23 in 2012.

campus highlights


- Three academics received national awards for their outstanding contributions in their fields. Dr Lebohanga Katata was named the Most Influential Woman in Science in South Africa, Ms Annah Rakhudu received the HELTASA Outstanding Teaching/Learning Award and Prof Eno Ebenso won the 2012 award for International Leadership in Research.
- A number of other staff members received awards, grants or other forms of recognition:
 - ⇒ Prof Nicolene Barkhuizen from the Department of Industrial Psychology was awarded a R166 200 NRF research grant.


⇒ Prof Nehemiah Mavetera and Ms Chipo Mavetera received the Best Paper Award at the 19th International Business Information Management Association (IBIMA) conference in Spain.


- Prof Mashudu Maselesele, previously the dean of the Faculty of Agriculture, Science and Technology, was appointed Vice-Rector: Teaching, Learning and Research from October 2012.
- Two senior judges visited the campus to address law students. They were Justice Monica Leeuw, Judge President of the North West Division of the High Court, and Justice Bess Nkabinde of the Constitutional Court.
- In October 2012, two law students, Mr Brewsters Soyaphi and Ms Sharon Dzwairo, participated in the 21st African Human Rights Moot Court Competition at the Universidade Eduardo Mondlane in Mozambique. The NWU students won all their rounds.
- Leading academics from the campus addressed major national and international conferences:
 - ⇒ Prof Jamshid Moori was the main speaker at a conference in Iran on Group Theory, and main speaker at the Combinatorial Conference at Florida Atlantic University.
 - ⇒ Prof Thebe Medupe was the key speaker at the Human Sciences Research Council (HSRC) conference on African Astronomy in Pretoria in September 2012.
 - ⇒ Prof Eno Ebenso was a plenary speaker at the 2nd International Conference for Computation in Science and Technology at Nigde, Turkey.
- The campus honoured two musicians for their contribution to the music industry and their role in promoting human rights and social justice through music. They are Adv Steve Kekana and Mr Babsy Mlangeni.

→ In collaboration with the SABC and Medi Publishing, the Mafikeng Campus launched a new monolingual Setswana dictionary, compiled by Prof Thapelo J Otlogetswe.

introduction

One of the best attributes of the Mafikeng Campus is the sense of common purpose and shared destiny between the campus and the communities it serves. 

The affinity the campus has for its stakeholders was evident in all aspects of its operations in 2012, from the nature of research conducted to the partnerships formed for community engagement. The campus's research focus was mostly on rural development and poverty alleviation, reflecting local, regional and national priorities. 

The campus is also making a growing contribution to skills development and knowledge transfer. During the year, 2 403 qualifications were conferred, which was 14% more than in the previous year. 

All in all, 2012 was a satisfactory year for the Mafikeng Campus, which demonstrated the ability to effectively execute strategy and meet the targets set in the campus plan.

student enrolments 2012

Undergraduate students	8 866
Occasional students	14
Honours students	481
Postgraduate diploma/certificate students	242
Master's students	639
Doctoral students	194
Total	10 256

composition of undergraduate students in 2012

First years	Contact	2 272
	Distance	71
Seniors	Contact	4 886
	Distance	1 471

diplomas and degrees conferred in 2012

Certificates and diplomas	927
Bachelor's degrees	1 056
Honours degrees	291
Master's degrees (including MBA)	115
Doctorates	14
Total	2 403

graduates per faculty in 2012

Faculty of Commerce and Administration	609
Faculty of Education	866
Faculty of Law	84
Faculty of Human and Social Sciences	389
Faculty of Agriculture Science and Technology	455
Total	2 403

teaching-learning activities

The Mafikeng Campus strives to create an enabling academic environment in which students can discover their potential and staff can shape rewarding careers.

→ Development of academic staff

During 2012, 25 academics from different faculties attended phase 2 of the Institutional Course for New Lecturers. (This course introduces new lecturers to best practices in teaching and learning and refreshes the skills of experienced lecturers.)

As part of the professional development of lecturers, 13 capacity building workshops were held on pertinent research and teaching-learning topics.

A total of 18 lecturers received Institutional Teaching Excellence Awards (ITEA) awards. (ITEA is an initiative for academic personnel to inspire them to develop their teaching skills.)

Five lecturers were chosen as recipients of the *Rapport* Top Lecturer Awards for the NWU's most inspiring lecturers.

→ Student academic development and support

All five faculties made use of Supplemental Instruction (SI) during the year, with the Faculty of Commerce and Administration the biggest user of SI, followed by the Faculty of Agriculture, Science and Technology.

The Writing Centre assists students across academic disciplines and study levels to improve their academic writing skills. A total of 279 students visited the centre in 2012.

A mentoring programme for first-year students started in 2011 and continued in 2012. In this initial stage, it is being piloted in the Faculty of Commerce and Administration and the Faculty of Agriculture, Science and Technology, targeting students in the first year of the extended degree programme.

First-year students were informed about eFundi during the orientation programme and basic eFundi training was conducted in February and March 2012. The campus had 412 active sites in 2012.

A total of 2 344 students participated in the Klickers programme. (This programme introduces students to basic computer literacy skills.)

→ Quality assurance

Internal and external evaluations were conducted on various programmes. This went hand in hand with site visits by the professional bodies concerned, For more details of the evaluations done in 2012, please refer to the report of the senate, p 38.



→ Programmes approved

Four new undergraduate programmes and four postgraduate programmes were approved for the Mafikeng Campus. One of the postgraduate programmes is a PhD in Labour Relations and will be offered from 2014.

→ Drop-out rates

First-time entering undergraduate first years:

Qualification duration	2006	2007	2008	2009	2010	2011	2012
3 years	16%	16%	15%	14%	16%	13%	15%
4 years	18%	11%	12%	7%	7%	12%	11%

research activities

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

The results of this are evident in the increase in the number of NRF-rated researchers on campus, the participation of staff as speakers at national and international conferences, and the recognition that researchers have received.

→ Research support

In August 2012, the Centre for Research on Evaluation, Science and Technology (CREST) at Stellenbosch University conducted a research workshop at the Mafikeng Campus. Some 30 staff members from all the faculties attended the workshop, which focused on postgraduate supervision.

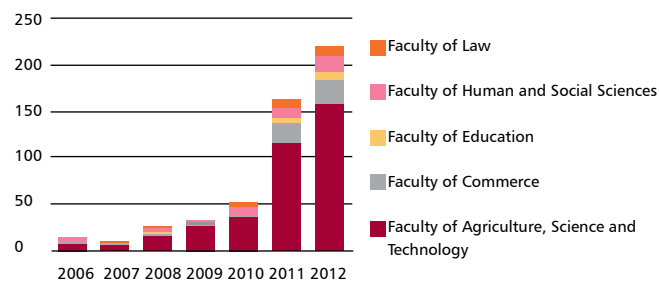
→ NRF-rated researchers

The table below gives details of rated researchers per category:

Category	2009	2010	2011	2012
B	-	-	1	1
C	1	2	6	10
L	1	1	1	0
Y	1	1	1	2
Total	3	4	9	13

→ Research outputs

It is clear from the following graph that research output substantially grew in 2011 and 2012, with all five faculties contributing. It is noteworthy that the research output per faculty increased evidently in 2012.



→ Postdoctoral fellows

The number of postdoctoral fellows increased with nine in 2012.

2006	2007	2008	2009	2010	2011	2012
-	1	2	3	6	14	23

→ Research entities

A new research focus area was approved, namely MaSIM (Material Science Innovation and Modelling). For a list of the research entities at the Mafikeng Campus, refer to p 45 in the report of Senate.

implementation of expertise

The Mafikeng Campus shared expertise and collaborated extensively with other institutions, statutory bodies and stakeholders in government and industry during the year. Some substantial tenders, ranging in value from R500 000 to approximately R10 million, were awarded to the campus.

To assist small-scale farmers around Mahikeng to gain access to market opportunities, the School of Agricultural Sciences participated in the Mafikeng Farmers Market in the Ngaka Modiri Molema District.

This was in partnership with the Provincial Department of Agriculture and Rural Development (DARD), Mahikeng Municipality and Megacity Shopping Complex. A second market, Taung Farmers Market, was launched in the Dr Ruth Segomotsi Mompati District. The School of Agricultural Sciences is a partner, together with the DARD and Greater Taung Municipality.

The Faculty of Law was very active in making its expertise available to stakeholders. Prof Melvin Mbaio was appointed by the Government of the Republic of Zambia to join a high-level committee of experts to advise the technical committee drafting a new constitution for Zambia.

The Community Law Centre provided legal services for indigent people, serving a vast clientele not only in Mafikeng but in the neighbouring communities of Atamelang, Coligny, Lehurutshe and Vryburg.

marketing and recruitment

In April 2012, the campus hosted its first open week for grade 12 learners. Approximately 5 000 learners from 47 schools attended the event, which featured a careers exhibition and a campus tour.

Later, in July, the campus hosted a Winter School for 1 050 Grade 12 learners. In Gauteng, 200 top-performing learners in Mathematics and Science attended an open day organised by the campus, while 134 learners in Limpopo attended a similar event.

In addition, the department contributed to the Ikateleng project for Grade 12s on Saturdays.



After only one year on air, the radio station NWU FM (105.5) had succeeded in attracting 56 000 listeners.

student affairs on campus

→ Student governance

On 23 June 2012, the Institutional SRC held a special sitting on assessing the possibility of approving the house rules for the Potchefstroom and Vaal Triangle campuses. However, the Mafikeng Campus Constitution (house rules) was considered to be in good standing.

An induction session was held in November 2012 for the newly elected Campus SRC and its substructures.

→ Wellness and counselling

The Health Centre provided a range of primary health care services such as the treatment of minor ailments, family planning, and voluntary testing for HIV and tuberculosis. During the year, more than 130 students on campus underwent voluntary testing and counselling.



Many staff members made use of preventive services such as Pap smears and showed interest in the men's health campaign.

A mentoring programme provided each first-year student with a supportive environment that allows a smooth transition from high school to university, both academically and socially, forming an environment of guidance and support.

The Student Academic Development section offered academic development and support to students at all levels. Activities and programmes included Supplemental Instruction, the Reading Laboratory, Writing Centre and

research support. In addition, individual consultations also played a vital role.

Peer helpers continued with assisting the department to be emotional buddies to other students, referring those with problems to the unit.

→ Anti-crime awareness campaign

During May 2012, a sharp increase was noted in criminal attacks against students residing in the broader Mahikeng area. In response, the campus joined forces with various other stakeholders and convened a successful anti-crime awareness march. They signed a pledge to combat crime and submitted a petition to the Speaker of the North West Provincial Legislature and the Premier of the province.

→ Cultural activities and achievements

The campus celebrated Africa Freedom Day on 24 and 25 May 2012, the theme of which was "Past, present and future". The festivities included a presentation by the MEC of Sports, Arts and Culture, Tebogo Modise, on the history and importance of Africa Freedom Day. Other speakers were Prof S Gutto from Unisa and Mr Molema from the Barolong Boora Tshidi Traditional Authority.

The Campus SRC celebrated Freedom Day in conjunction with the Cultural Union on 26 April 2012.

In April 2012 the Progressive Youth Alliance commemorated Che Guevara Day, which was marked by a book launch on the Argentine revolutionary.

The 'Freshers Bash' for first-year students took place on 28 April 2012. The Vaal Triangle Campus SRC and the Institutional SRC were part of the celebrations.

→ Sport activities and achievements

Athletes from the campus put in some powerful performances in 2012:

- ⇒ The aerobics team brought home five gold medals, two silver medals and two bronze medals from

the USSA Institutional Aerobics Competition at the University of KwaZulu-Natal.

- ⇒ The campus hosted the 2012 USSA Body Building Championships and won two gold medals, two silver medals and a bronze. The NWU team also won the overall title.
- ⇒ The ladies' chess team took fourth place at the USSAS Chess Tournament held at the Nelson Mandela Metropolitan University in Port Elizabeth.
- ⇒ The karate team won a silver and bronze medal at the USSA Institutional Karate competition hosted by the University of Johannesburg.
- ⇒ At the USSA Institutional Competition, the mixed doubles table tennis team took fourth position overall, as did the ladies' team.
- ⇒ Itumelang Mpa represented the North West Province at the U/23 National Athletic Championships and won a silver medal for the 4 x 400 m relay event.

conclusion

One of the greatest success stories at the Mafikeng Campus in the past few years has been the significant increase in research output. This has been increasing every year and in 2012, it increased from 163 to 197 units.

Yet another positive development was increased unity and pride in the campus among staff and students. In fact, the campus was a key player in inter-campus sport, with 217 staff members participating in 2012 compared to 111 in 2011.

On all fronts, from research and academics to sport and financial performance, 2012 was an excellent year for the Mafikeng Campus.

PROF DAN KGWADI
CAMPUS RECTOR: MAFIKENG

potchefstroom campus

achievements in terms of the campus plan objectives

In 2012, the campus met or exceeded most of its targets for teaching-learning, research and the implementation of expertise.

Some of the major achievements include the following:

- The Unit for Open Distance Learning was established.
- A record number of students, 42 338, were enrolled in 2012.
- Two new NRF research chairs were awarded to the campus, which also established several new research entities. The campus also achieved a healthy increase in research output.
- Unnecessary red tape was removed wherever possible.
- The campus placed a premium on cooperating with our sister campuses, and focused on improving relationships with national, provincial and local government, as well as the business sector.

campus highlights

- The Benchmarks Centre for Corporate Social Responsibility was officially launched to benefit communities in the mining sector.
- The Student Rag Community Service won second place in the MacJannet Prize for Global Citizenship and received \$5 000 to support their programmes and activities. The MacJannet Prize is organised by

the Talloires Network at Tufts University in the United States.

- The NWU Solar Car team from the Faculty of Engineering was announced joint winner of the SASOL Solar Challenge, together with Tokai University, the current world champions.
- The Potchefstroom Business School (PBS) received the Business School Leadership Award at the 2012 World Education Congress in Taj Lands End in Mumbai, India.
- Prof TT Cloete, a well-known poet, writer and honorary professor, donated a number of his original manuscripts to the Ferdinand Postma Library.
- Prof Louis du Preez of the School of Environmental Sciences discovered five new flatworm parasites in different species during a research visit to the rain forests of South America.
- The NWU gave a R360 000 sponsorship to Swimming South Africa (SSA) to enable the 25-strong team to represent the country at the FINA World Short Course Championships in Istanbul, Turkey.
- Prof LJ Grobler, dean of the Faculty of Engineering was the winner of the 2012 Green Industry Leader category of the Green Supply Chain Awards.
- The School of Environmental Sciences hosted the 9th 2012 Combined Congress of the Soil Science Society of South Africa, the South African Society of Crop Production and the Southern African Weed Science Society.
- Mr Terseus Liebenberg, NWU athletics coach, was nominated SA Athletics Coach of the Year (2011) for the second consecutive year by the SA Association of Athletics Statisticians (SAAS).

introduction

With over 42 000 students, 34 academic schools and a total of 25 research entities, the campus is large and diverse.

Its smooth, coordinated functioning depends in no small measure on the ability of its constituent components to see themselves as part of a greater whole, all working towards common objectives.

Based on the all-round performance of the campus, 2012 was a record-setting year and we have reason to be extremely proud of our talented and innovative staff and students.

The campus reached many milestones and received numerous awards, while continuing to make progress towards becoming a research-directed campus where teaching-learning and research are mutually reinforcing.

During 2012, a vibrant student life was evident on the campus. The Student Representative Council strengthened student governance by restructuring certain portfolios and evaluating each and every residence tradition.

In the sport and cultural arenas, students across the campus excelled at national and international events.

student enrolments 2012

Undergraduate students	30 312
Occasional students	121
Honours students	7 573
Postgraduate diploma/certificate students	1 603
Master's students	1 986
Doctoral students	743
Total	42 338

composition of undergraduate students in 2012

First years	Contact	3 484
	Distance	249
Seniors	Contact	10 724
	Distance	15 974

diplomas and degrees conferred in 2012

Certificates and diplomas	5 265
Bachelor's degrees	2 975
Honours degrees	2 183
Master's degrees (including MBAs)	507
Doctorates	125
Total	11 055

graduates per faculty in 2012

Faculty of Arts	319
Faculty of Law	309
Faculty of Natural Sciences	594
Faculty of Theology	127
Faculty of Education Sciences	6 420
Faculty of Economic and Management Sciences	1 433
Faculty of Engineering	301
Faculty of Health Sciences	1 552
Total	11 055

teaching-learning activities

To create an enabling environment for students and staff, the campus focused on continuously delivering outstanding teaching-learning programmes while improving quality and efficiency.

→ Development of academic staff

The annual Institutional Course for New Lecturers was

presented to newly appointed academics and additional training was conducted on topics such as assessment and moderation. In 2012, 72 lecturers attended ICNL phase 1 and 2.

In 2012, a total of 34 lecturers participated in the annual Institutional Awards for Teaching Excellence (ITEA) process, 10 more than in the previous year. Of the 34 lecturers who participated, 31 received ITEA awards.

During 2012, 24 lecturers were chosen as recipients of the Rapport Top Lecturer Awards for the NWU's most inspiring lecturers.

→ Student academic development and support

At-risk modules were identified based on examination results and management information, and then addressed through Supplemental Instruction, which was available in 176 modules. In all, 14 807 students participated in 4 315 sessions.

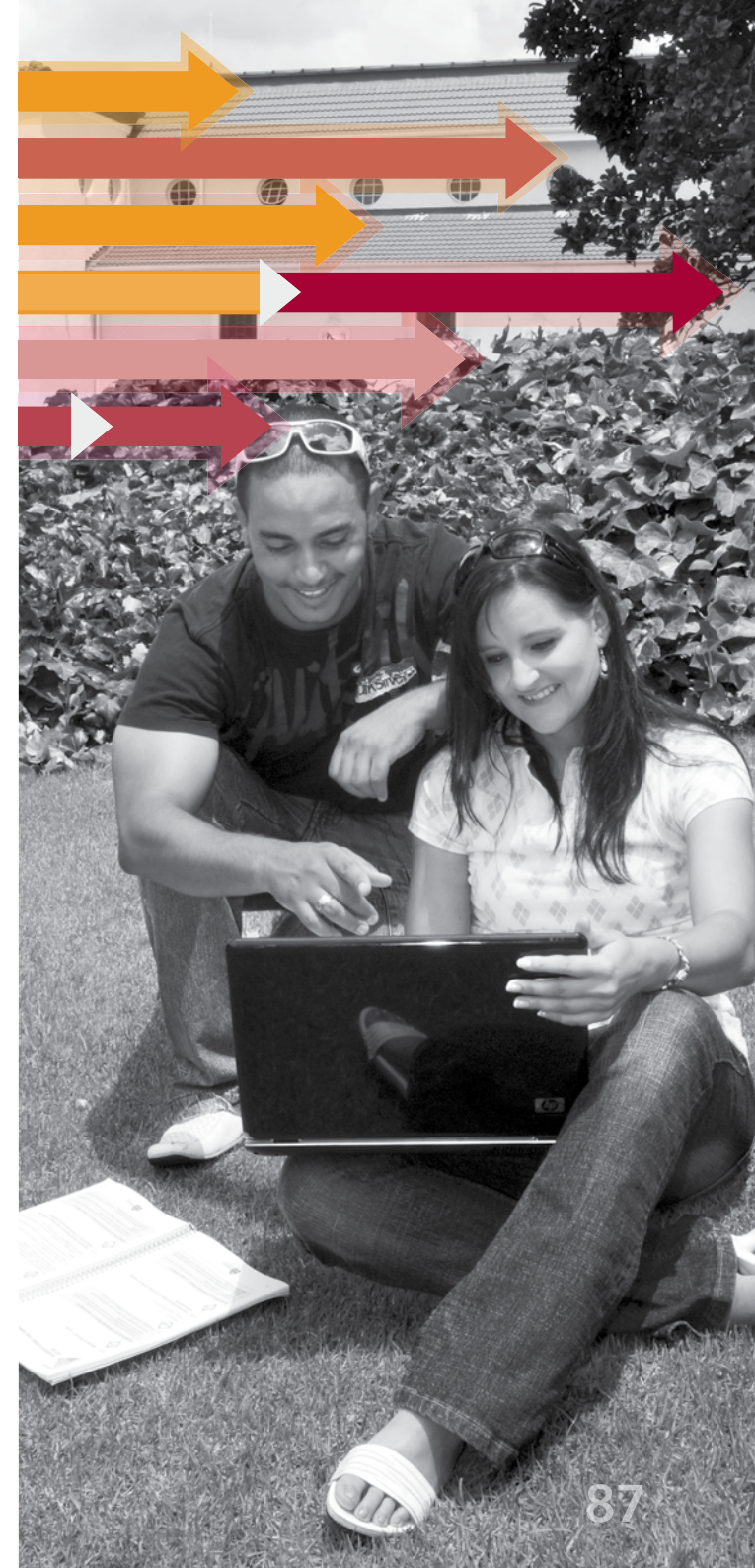
The Teaching-Learning Technology Task Team assisted the faculties to harness technology. This included presenting a three-day Excellent Teaching-Learning and Innovative Technology conference on the use of technology in the classroom.

The Reading Laboratory, which assists students to develop their reading and learning skills, dealt with 3 576 students. Students can receive reading training in English or Afrikaans.

The throughput rate was regularly monitored in all faculties and where deviations from faculty norms were identified, they were followed up and remedied.

The Faculty of Engineering registered the first group of Grade 12 learners for the Science, Engineering, Technology and Health (SETH) Academy where professionals and lecturers present special afternoon programmes.

In addition, the campus is recruiting senior students to do small-group facilitation for first-year students who experience academic problems. The Faculty of Natural Sciences started designing two new Agriculture programmes, namely Agronomy and Agriculture Economy.



The space allocation at the Ferdinand Postma Library building is under review by a spatial architect. In phase 1 of the project, the Research Commons will be introduced to support research through the provision of a tailor-made environment for all postgraduate students.

→ **Quality assurance**

A number of formal internal programme and external programme evaluations were completed at schools on the campus.

Furthermore, measures were taken in specific environments to improve general quality, such as in the Unit for Environment Sciences in the Faculty of Natural Sciences where short courses are presented.

For more information, refer to p 38 in the report of Senate.

→ **Unit for Open Distance Learning (UODL)**

Distance education in South Africa, and especially at the NWU, is entering an exciting new phase with the establishment of the Unit for Open Distance Learning (UODL) on the Potchefstroom Campus. This unit will position the NWU as a leader in distance education in South Africa and will begin to function officially from 1 January 2013.

In preparation for this, Natural Sciences, Law, Arts and Economic and Management Sciences all undertook to develop programmes for online and distance delivery.

Technological innovation is critical in teaching-learning, whether this takes place through contact methods or distance delivery. The UODL will be using interactive white board technology to present lectures that will be broadcast to study centres around South Africa.

Other priority areas in the campus's distance delivery strategy are quality assurance, the expansion of programmes to Southern African Development Community countries, cooperation with the NWU's two other campuses and plans to develop a uniform academic administration system for all distance students.

→ **Drop-out rates**

First-time entering undergraduate first years:

Qualification duration	2006	2007	2008	2009	2010	2011	2012
3 years	10%	10%	11%	11%	12%	9%	10%
4 years	11%	8%	11%	12%	9%	8%	7%

research activities

During 2012, the Potchefstroom Campus focused strongly on becoming a research-directed campus where excellence in teaching-learning and research is mutually reinforcing. The campus's research output for the year was higher than in 2011, with significant increases in journal types and citations.

→ **Research support**

During 2012, strategic funds were allocated for researchers going on sabbatical leave abroad and also for international visiting scientists. Additional bursaries were made available for international master's and doctoral degree students, especially international students from Southern African Development Community (SADC) countries.

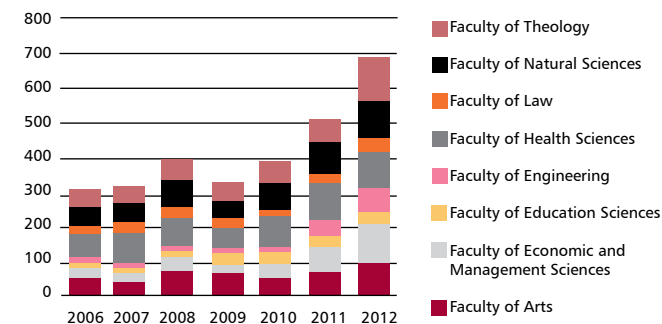


Two research chairs were approved by the Department of Science and Technology (DST)/National Research Institute (NRI) and NRF. These were the chairs in Hypertension in Africa and Coal Research.

An Eskom chair in Emission Control was approved to the amount of R3,5 million per year. Furthermore, the Chair in Nuclear Engineering was approved for a further term and Prof Markus Boettcher from the USA was appointed to the Chair in Astrophysics and Space Science.

→ **Publication outputs**

Research output increased substantially in 2012, as shown in the following graph.



→ **Postdoctoral fellows**

The number of postdoctoral fellows increased from 71 in 2011 to 88 in 2012.

2006	2007	2008	2009	2010	2011	2012
18	32	35	42	58	71	88

→ **NRF-rated researchers**

The table below gives details of rated researchers per category as at 31 December 2012.

Category	2009	2010	2011	2012
A	2	2	2	2
B	12	11	13	15
C	70	70	74	79
L	3	3	2	2
P	1	1	-	1
Y	20	20	16	17
Total	108	107	107	116

→ Research entities

In July 2012, the NWU Council approved the establishment of a Preclinical Drug Development Platform (DST/NWU PCDDP). As part of this platform, large-scale upgrading of the vivarium was completed.

The Centre for Water Sciences and Management was established and the Benchmarks Centre for Corporative Social Responsibility was formally launched, as was the Centre for Governance, which examines the governance in government, especially local government.

A new research focus area was approved, namely INSINQ (Quality in Nursing and Midwifery) and a new niche area, namely TRADE (Trade and Development). For a list of the research entities at the Potchefstroom Campus, refer to p 45 in the Senate Report.

implementation of expertise

Many of the campus's research projects have a community engagement component to serve and uplift communities. During 2012, a wide variety of projects were undertaken to serve and uplift communities.

The Centre for Text Technology (CTexT®) donated 1 700 language learning software units for isiXhosa, isiZulu, Afrikaans and Setswana to African Health Placements, which places medical practitioners in rural areas.

The African Centre for Disaster Studies (ACDS) continued with the Girls in Risk Reduction leadership project in Orkney and Potchefstroom, enabling young people to learn about disaster management.

Seven members of staff of the Faculty of Theology participated in the Bible Society's New Source Language-directed Afrikaans Bible translation project.

The Faculty of Law continued to assist the Rooigrond community to realise their socio-economic rights by directing requests from the community to provincial, national government and parliamentary leaders.

The Centre for Advanced Manufacturing (CFAM) at the Faculty of Engineering worked on a biodiesel project that

will be providing diesel for the vehicles in the commuting service on the campus.

The Africa Unit for Trans-disciplinary Health Research (AUTHeR) has a community involvement component in which postgraduate students are trained. The same applies to community development programmes such as Farm Labour and General Health (FLAGH) and HIV stigmatisation.

Similarly, the Sympathetic Activity and Ambulatory Blood Pressure in Africans (SABPA) project of the Hypertension in Africa Research Team (HART) monitors the cardiovascular health of Potchefstroom teachers and presents stress handling workshops for them.

The Potchefstroom Business School's Small Business Advisory Bureau (ABSB) concluded a cooperation agreement with the Afrikaanse Handelsinstituut (AHI) to train members of chambers of commerce to present the ABSB programme in Entrepreneurship Skills.

The Research Institute for Industrial Pharmacy (RIIP), incorporating the Centre for Quality Assurance of Medicines (CENQAM), maintained its ISO 17025 accreditation status. This laboratory is the largest accredited pharmaceutical test laboratory in South Africa, as well as the only one of its kind associated with a South African university.

Following an audit by the World Health Organisation (WHO), the RIIP/CENQAM was confirmed as a WHO prequalifying laboratory for monitoring the quality of medicine for the WHO's Prequalification programme.

marketing and recruitment

A well-structured student recruitment plan was implemented, consisting of a Grade 9 parent evening, career exhibitions, Grade 11 and 12 visits, and individual visits. This programme contributed to the campus receiving more than double the number of applications from Grade 12 learners than the enrolment objective in the Campus Plan.

The campus participated in the Ikateleng project, one of the most successful programmes for Grade 12 learners in

the country. It aims to improve the overall examination results of historically disadvantaged learners through additional classes in Science, Mathematics and English, thus making tertiary education accessible to them.

The campus received 513% more media coverage than in the previous year. The campus's community projects were featured in 21 media articles and were also mentioned on two television programmes.

In 2012, the brand name ambassador Pukki was successfully launched. Pukki focuses mainly on the student market.

The Alumni Office hosted 27 gatherings in 2012. Of these, the highlight was the reunion of first-year students from the class of 1962 (50 years ago).

student affairs on campus

→ Student governance

During 2012 the Student Council focused on improving the quality of student life and activities:

- ⇒ A new portfolio, internal coordinator, was created. Its aim is to maintain the House Rules of the SRC and any other legislative requirements that affect the students.
- ⇒ The SRC initiated the Green Campus project to highlight the importance of conserving the earth's natural resources.
- ⇒ The RAG Committee was restructured for greater efficiency and cost-effectiveness.
- ⇒ The Human Rights Committee of the SRC evaluated every residence tradition and gave feedback to every House Committee.

The new SRC for 2012/2013 was announced. Only five of the 15 newly elected SRC members were men, with Mr Janco Jordaan as the new chairperson.

→ Wellness and counselling

Student Counselling Services' (SCS) objective is to establish relevant cost-effective counselling, development and consultation services. The focus is to facilitate the

total development of the individual and the student community with the aim of equipping students for the demands of the labour market and the world of work.

They also support students to make sound study and career choices, presents workshops on study and life skills, and supports students with disabilities to participate fully in the educational and other facilities available on campus.

In July 2012, the Potchefstroom Campus appointed an HIV and AIDS programme coordinator, demonstrating renewed commitment to raising awareness and preventing infection among staff and students.

Voluntary counselling and testing was available to the campus community through the Health Care Centre, which provides a one-stop primary healthcare service and employs qualified healthcare professionals, including a medical doctor, social worker and psychologist.

The InGryp (intervention) Centre offered crisis intervention and counselling services, including HIV counselling and testing. The 24-hour crisis line is functioning very well, ensuring that emergencies are dealt with professionally.

→ Cultural activities and achievements

The campus continued its rich and vibrant tradition of supporting the arts.

NWU PUK Arts and the Institute for Arts Management and Development (Artéma) presented a very successful production of the musical Grease.

The NWU PUK Serenaders choir came third in the national Old Mutual Choir Festival in Durban. The choir won the category for best conductor of a large choir, best conductor of a standard section and best African choir in the standard category.

During the Aardklop Arts Festival, the NWU PUK Choir sang with the Johannesburg Festival Orchestra and choir in the production of the Stabat Mater by Rossini. In July the NWU Gallery presented a special exhibition of the work of the internationally known artist Roger Ballen. The NWU PUK Symphony Orchestra played three concerts

during the year and the *Pukki* Talent Contest was staged for the 29th consecutive year.

→ Sport activities and achievements

The campus was privileged to have four athletes and one coach involved at the 2012 Olympic Games and Paralympic Games in London. They were:

Sunette Viljoen	- Javelin
Casper Schutte	- Javelin
André Olivier	- 800 metres
Sulette Damons	- Hockey
Terseus Liebenberg	- Coach

At the campus's sports acknowledgement function, Sunette Viljoen was named Sportswoman of the Year while the Sportsman of the Year award went to André Olivier (athletics).

The junior awards went to Zandré Kruger (netball) and John-Roy Jenkinson (rugby).

No fewer than 25 sportspeople from the campus received their national colours in 2012 for a wide spectrum of sports, from track, cross-country and javelin to the triple jump, archery, hockey, netball and karate.

Very good results were achieved overall at the USSA tournaments of 2012:

- ⇒ The campus rugby team finished in second place at the Sevens Rugby Tournament and the USSA 2012 Tournament, and played in the semi-finals of the Varsity Cup Tournament.
- ⇒ For the tenth time in 19 years, the Traumeel NWU PUKKE Athletics Club won the USSA Athletics tournament and brought home 14 gold medals.
- ⇒ At the USSA 2012 hockey tournament, the ladies' team won first place and the men's team came eighth.
- ⇒ In cycling, the NWU PUK ladies won the competition and the Yellow and Green Jersey divisions, and finished second in the Queen of the Mountain Competition.

- ⇒ The karate team won the USSA tournament for the 13th consecutive time.
- ⇒ The squash team took second place at the USSA 2012 tournament.
- ⇒ The campus's golf team finished third in the USSA 2012 golf tournament, as did the badminton, rock climbing and gymnastics teams.

conclusion

All in all, it was a very good year for the Potchefstroom Campus, which benefited from a well-crafted Campus Plan, effective execution and coherent cross-faculty teamwork.

Unnecessary red tape was removed wherever possible and stumbling blocks to delivery were identified and cleared.

The campus is looking forward to the challenges of 2013, which include expanding the Unit for Open Distance Learning, extending our efforts to be more relevant and research directed, optimising the use of infrastructure, and strengthening performance management.

A firm foundation has been laid to achieve the Potchefstroom dream, and a very positive climate has been created for further achievements. It is a privilege to lead such a committed team and I am convinced 2013 will bring even better results.



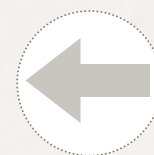
PROF HERMAN VAN SCHALKWYK
CAMPUS RECTOR: POTCHEFSTROOM

10 256
mafikeng students



2012

58 752
students
enrolled



6 158
vaal triangle students



42 338
potchefstroom students



2 403
qualifications conferred




4 athletes • 1 coach
involved in olympic and paralympic games

70
international students from
20
countries


vaal triangle campus

achievements in terms of the campus plan objectives

The following strategic priorities were realised in 2012:

- A strategy for closer collaboration between academic schools and the Department of Marketing and Communication was implemented, resulting in three very successful mini open days.
- The campus realised its financial objective to increase the third stream income, decrease student debtors, exercise financial discipline and not exceed the approved budget. 
- The campus increased and improved the use of technology in the classroom and the use of innovative teaching and learning methods.

campus highlights

- The campus enjoyed unprecedented growth in student numbers and during 2012 a total of 6 158 students were registered. Among them were more than 70 international students from 20 countries.
- As a responsible corporate citizen, the campus launched a very successful programme to save electricity across its operations and formed a Green Committee to oversee all environmental sustainability projects. 
- An academic peer mentoring programme was extended to the on-campus and off-campus residences. 
- The teaching-learning target for 2012 was to maintain the overall pass rate of 82%. The

achieved pass rate of 81,70% reflects the efforts of the academic staff and the impact of targeted interventions and academic support services.

- Significant investments were made in improving the quality of student life by constructing or renovating academic buildings, student residences, sports facilities and computer centres.
- The campus won several coveted awards, including a PMR Business Award (Golden Arrow) and the Global Business Round Table Award.
- The International Calvary Community Church Award for Excellence in Community Engagement was awarded to the campus rector. 
- More than 10 000 names have been included in the campus alumni database. In 2012 an Alumni Advisory Committee was established.
- The campus launched the first innovate Teaching and Learning with Technology (iTLT) competition in 2012. Eight staff members had the opportunity to attend Online Educa in Berlin, Germany.
- The campus officially opened the Unit for Applied Risk Management (UARM).
- OPTENTIA was established as a research focus area in the Faculty of Humanities, and Multilingual Speech Technology (MuST) was established as a research niche area in the Faculty of Economic Sciences and Information Technology.

introduction

Over the past nine years since the merger, the Vaal Triangle Campus has evolved into a dynamic campus of choice where functional multilingualism is practised and

multiculturalism celebrated. The campus has continued to provide a student-centred service that promotes diversity while concurrently raising the stature of teaching-learning so that we could produce well-rounded, successful students.

The campus is proud to report that the average pass rate for all modules presented was 82%. This achievement was due to the concerted efforts of the academic staff, the impact of targeted interventions and academic support services, and campus's integrated approach to teaching-learning, student success and student wellness.

During the year, the campus continued to promote a culture in which all students can feel at home, knowing they have the support they need to lead a constructive student life, take part to the full in collective activities and be a part of a vibrant academic setting.

student enrolments 2012

Undergraduate students	5 363
Occasional students	45
Honours students	314
Postgraduate diploma/certificate students	122
Master's students	203
Doctoral students	111
Total	6 158

composition of undergraduate students in 2012

First years	Contact	1 787
	Distance	0
Seniors	Contact	3 505
	Distance	115

diplomas and degrees conferred in 2012

Certificates and diplomas	218
Bachelor's degrees	740
Honours degrees	190
Master's degrees (including MBAs)	48
Doctorates	15
Total	1 211

graduates per faculty in 2012

Faculty of Humanities	753
Faculty of Economic Sciences and Information Technology	458
Total	1 211

teaching-learning activities

During 2012, the campus took various steps to encourage and support academic staff to excel, and students to develop into well-rounded graduates.

→ Development of academic staff

- ⇒ During 2012, 17 lecturers from the Vaal Triangle Campus attended the Institutional Course for New Lecturers phase 1 and 2, where new lecturers were introduced to best practices in teaching and learning and the skills of experienced lecturers refreshed.
- ⇒ Further staff development took place through the annual Institutional Awards for Teaching Excellence (ITEA), with ten lecturers receiving awards.
- ⇒ The winners of the *Rapport* Top Lecturer Awards received R50 000 each.

→ Student academic development and support

- ⇒ The Supplemental Instruction (SI) programme experienced growth in 2012, with a total of 218

⇒ SI leaders employed in 170 modules (105 in the Faculty of Humanities and 65 in the Faculty of Economic Sciences and Information Technology).

⇒ One of the strategic priorities for 2012 was to utilise technology in the classroom to improve teaching-learning outcomes.

⇒ The Academic Development and Support (ADS) directorate joined forces with the Faculty of Economic Sciences and Information Technology to host a very successful teaching-learning conference with the theme, "Technology integration and innovation in higher education".

⇒ Another initiative to explore the impact of technology usage within the teaching-learning environment was the lecture-capturing pilot project. Video clips explaining difficult concepts were placed on eFundi and extensively used by the students.

⇒ Following the success of the 2011 pilot programme for peer mentoring in the residences, the programme was extended to include all on-campus and off-campus residences.

⇒ Senior students (mentors) and first-year students (mentees) were matched on gender and study programme. Although the programme is voluntary, only 4,23% of the first-year students in the residences did not attend the mentoring sessions.

⇒ An allocation of R1,1 million from the strategic funds enabled the Campus Library to expand its E-resources and prescribed textbooks. The electronic full text and database resources now include access to 73 000 titles via the A-Z journal list.

→ Quality assurance

Quality assurance remained a priority at the Vaal Triangle Campus. Various evaluations were conducted, including statutory body evaluations of academic programmes. For more details, kindly refer to p 38 in the report of Senate.



→ Drop-out rates

First-time entering undergraduate first years:

Qualification duration	2006	2007	2008	2009	2010	2011	2012
3 years	18%	17%	14%	15%	16%	13%	18%
4 years	16%	18%	16%	8%	10%	10%	17%

research activities

The Vaal Triangle Campus further consolidated and strengthened its research portfolio in 2012 and has a clear strategic intent to focus on quality research as opposed to quantity.

→ Research support

An awards function was held to recognise the research output of the researchers, and Prof Linda Theron received the award for the most productive researcher of the year.

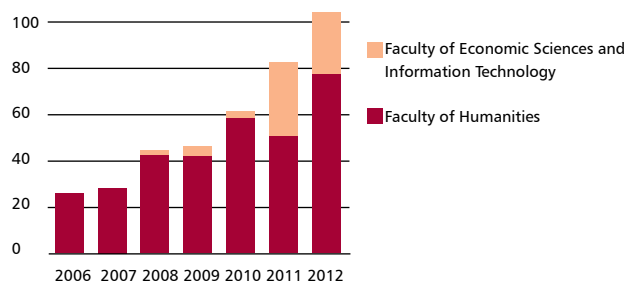
Initiatives to build the research capacity of the faculties were implemented. The target is to have 40% of the academic staff as research-active staff within two years and then increase the number to 50% of the academic staff.

Capacity-building initiatives were implemented, which included mentoring junior researchers, research collaboration agreements with other universities and the appointment of subject experts as extraordinary professors.

Emerging researcher funding was made available to staff members who were in the process of completing a master's or PhD.

→ Publication output

It is clear from the following graph that research output substantially grew in 2012.



→ Postdoctoral fellows

The postdoctoral fellows decreased by one in 2012.

2006	2007	2008	2009	2010	2011	2012
-	1	1	3	5	4	3

→ NRF-rated researchers

The table below gives details of rated researchers per category as at 31 December 2012.

Category	2009	2010	2011	2012
B	-	-	1	1
Y	3	3	2	2
C	2	3	5	8
Total	5	6	8	11

→ Research entities

A new research focus area was approved, namely OPTENTIA (Optimal Expression of Individual, Social and Institutional Potential) and a new niche area, namely MuST (Multilingual Speech Technologies).

This is in addition to the existing focus area, Understanding and processing language in complex settings (UPSET).

implementation of expertise

At the Vaal Triangle Campus, as on the other campuses, implementation of expertise has two elements, one being community service and the other the commercialisation of expertise. In 2012, this campus achieved success for both components.

For community engagement, primary themes were poverty alleviation, the utilisation of technology for educational purposes, eco wellness and socio-economic empowerment.

The Enterprise Development Centre (EDC), housed within the Faculty of Economic Sciences and Information Technology, offered support and training to local start-up and established entrepreneurs with potential.

The faculty also launched the Centre for Applied Risk Management (UARM), situated at the Quest Conference Estate. The centre will provide specialised education for professionals who seek a better understanding of risk management at postgraduate level.

A third initiative was the Serious Games Institute-South Africa (SGI-SA), which is the only one of its kind in the country. The SGI-SA serves to show people that there are valuable opportunities in teaching and learning through gaming.

As an affiliate of the international Serious Games Institute, based at the Coventry University in the United Kingdom, SGI-SA hosted several workshops in 2012.

marketing and recruitment

Highlights of 2012 include:

- Two mini-open days were held through the course of the year.
- The annual open day attracted more than 2 000 prospective students.
- The Alumni Office hosted a prestigious annual reunion and two business breakfast forums.

In a strategic effort to enhance corporate giving the Alumni Office, in conjunction with the Fundraising Office, launched the Alumni Feather Fund.

student affairs on campus

→ Student governance

- ⇒ The 2012/2013 CSRC and House Committees were elected during August. The student leaders attended various training camps to prepare them for their leadership role and to foster group cohesion and team spirit.
- ⇒ The Home Coming Programme, a community outreach initiative, highlighted the campus's commitment towards charitable giving and community involvement. A total of 1 834 students took part in the project. Charities and institutions that benefited from the project included the Johan Heyns Clinic, the Mathwala Orphanage and four health care centres in Boipatong.
- ⇒ The CSRC organised a very successful Youth Day Celebration at the Groenpunt Correctional Service.

→ Wellness and counselling

The campus has put in place a comprehensive array of support systems and structures to cater for students' well-being and to assist them in making informed choices.

Apart from the day-to-day delivery of primary health care services, the campus clinic hosted several Wellness Days for staff and students. NGOs and primary health care providers that participated were HEAIDS, the SA Epilepsy Association, SA Organ Donor Association, SANCA, SA National Blood Service, Gauteng Department of Health and CANSA.


To commemorate World Aids Day, the campus hosted an event, "Be a hero, stay a zero". HIV counselling and testing were offered, together with other health-related screening services.

The Vaal Triangle Campus joined organisations from 60 countries across all seven continents and celebrated World Happy Day on 11 February 2012. The campus was one of only three venues in South Africa chosen to participate in the event, which the OPTENTIA research programme oversaw.

→ Cultural activities and achievements

A cultural festival was hosted with the theme "Celebrate your roots – your culture, my culture, our culture" and saw the campus community experiencing other cultures by spending time researching the various indigenous traditions and customs.

In a first for the campus, a Mr and Miss NWU Vaal pageant was hosted. The winners represented the campus at the Mr and Miss SA Campus pageant and came second and first respectively.

Labour Relations Management and Industrial Psychology within the Faculty of Humanities hosted the fourth "Diversity in the South African workplace" presentation. 

During this annual event, the focus is placed on diversity in the corporate sphere and how the increasingly competitive and global world economy has changed the face of organisations.

Four students joined their peers from all over the globe in attending the 29th international summit of the Golden Key International Honour Society in Atlanta, Georgia.

The student online newspaper, *Student 24/7*, continued to be a popular communication vehicle and celebrated its second year of existence.

A licence for the campus radio station, *River FM* was approved and more than 100 students attended the auditions for the selection of presenters. The aim is to have at least 30 students working as presenters.

→ Sport activities and achievements

Sport on the campus is going from strength to strength and the number of competitive sporting codes has grown from only five in 2008 to a total of 13 in 2012. Participation in the residence and competitive leagues has also increased. Campus teams in the following sporting codes participated in the USSA tournament: dance, chess, rugby, rugby sevens, cricket, hockey, soccer (both men and women), bodybuilding and netball.

The best achievements were in body building, netball, rugby and cricket. Specifically, the body building team maintained its first position in the USSA league and won the award for the best-performing team in the tournament. The netball team was promoted to the A division, while the rugby team won the C division and was promoted to the B division. The cricket team maintained their position in the A division.

Great headway has been made with the sporting facilities available. The campus now has three fields used for soccer and rugby, three netball courts, three cricket fields, two hockey fields and two fully equipped gymnasiums.

conclusion

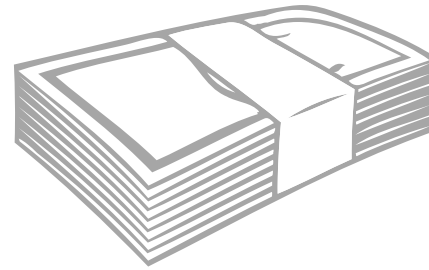
Looking back at the achievements of 2012 it is clear that much has been accomplished to realise the strategic goals set for teaching-learning, research and the implementation of expertise.

To make sure that we receive well-prepared university entrants, we must engage pro-actively with the entire South African education system, from early childhood education on upwards. Moving forward, we will continue working closely with stakeholders in business, government and communities to strengthen the relevance of our programmes, help address skills shortages and make quality higher education accessible to more citizens.



PROF THANYANI MARIBA
CAMPUS RECTOR: VAAL TRIANGLE

income



R2 713,3 million

total income

R863,8 million

self-generated income

R718,1 million

student-related income
= 26,5% of total income

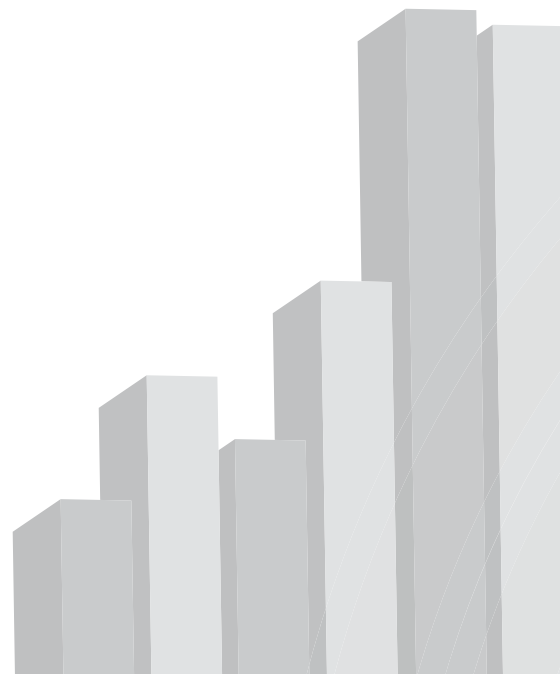
R1 111,5 million

income from government
= 41% of total income

2011 → 2012

R63,3 million
net surplus

R104 million
net surplus



expenses

R2 609,3 million

total expenses

R1 359,8 million

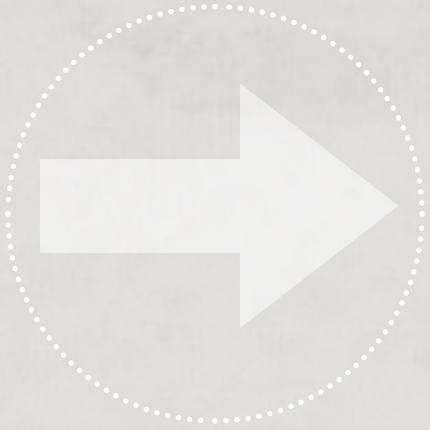
staff cost = 50,1%
of total income

R1 142,5 million

operating expenses
= 42,1% of total income

R52,9 million

capital expenditure
on upgradings



financial overview

report of the chairperson of the finance committee and
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consolidated statement of financial position
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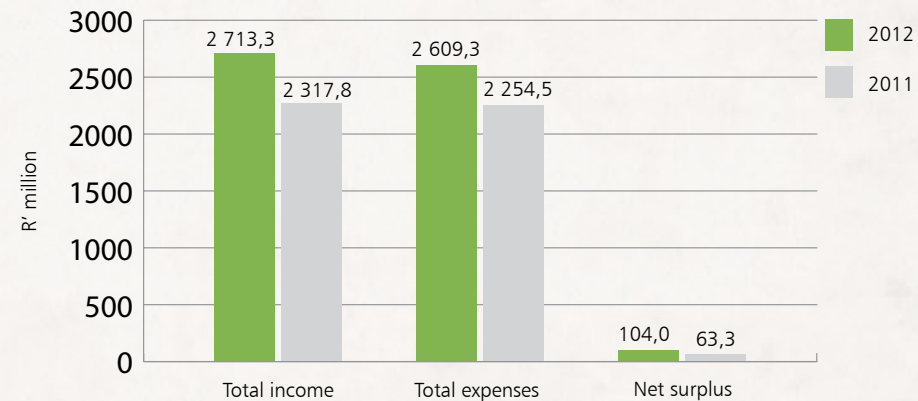
report of the chairperson of the finance committee and executive director: finance and facilities

The financial review for the year ended 31 December 2012 is presented under the following headings:

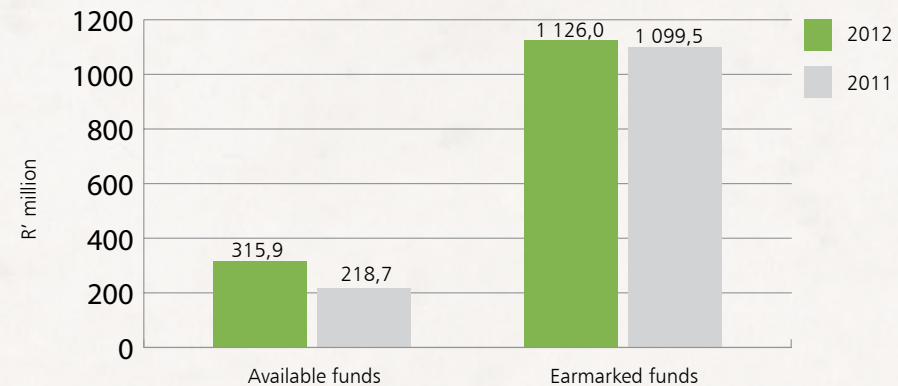
profitability and growth

The university's accumulated reserves improved in the 2012 financial year due to a net surplus of R104,0 million (2011: R63,3 million), which represents 3,8% (2011: 2,7%) of the total income. The total income of the university increased by 17,1% to R2 713,3 million, while the total expenses increased by 15,7% to a total expenditure of R2 609,3 million for the 2012 financial year.

Total (excluding other comprehensive income)



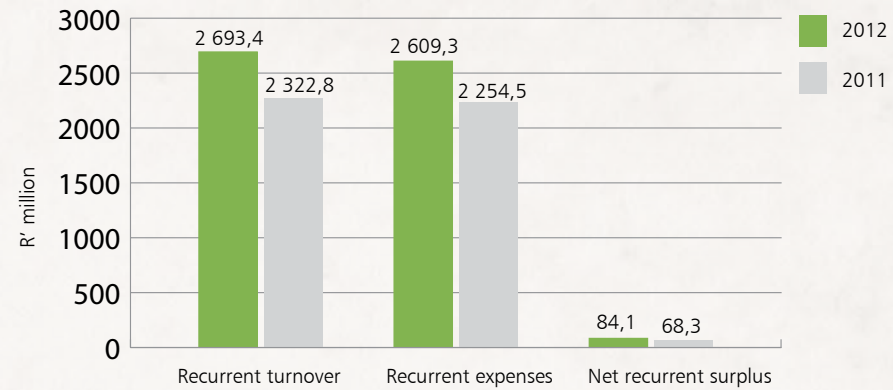
Available funds: Earmarked funds



The available funds increased to 21,9% (2011: 16,6%) of total equity, mainly due to the increase in the surplus and comprehensive income, as well as an increase in funds available for additions to and renewals of property, plant and equipment.

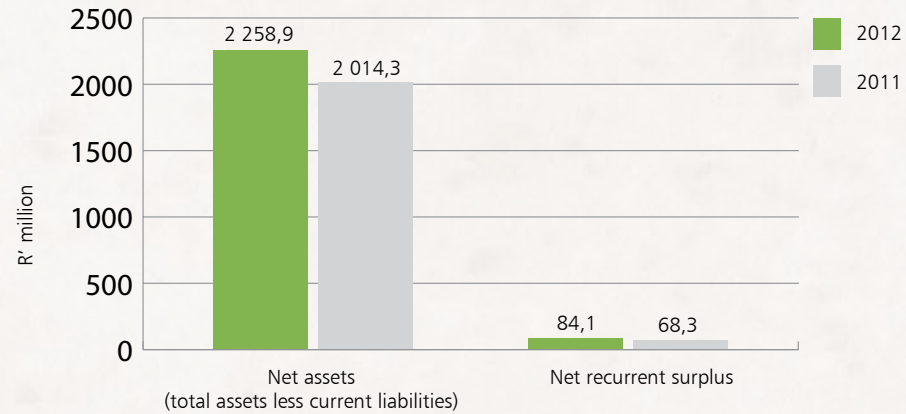
The total income of the university from recurrent activities (excluding disposal of PPE, disposal of investments and other comprehensive income) increased by 16,0% to a total income of R2 693,4 million, while the total expenses from recurrent activities increased by 15,7% to a total expenditure of R2 609,3 million for the 2012 financial year. The surplus of the 2012 financial year from recurrent activities represents 3,1% (2011: 2,9%) of the total recurrent income.

Recurrent activities



The university's return (from recurrent activities) on capital employed (total assets less current liabilities) increased to 3,7% (2011: 3,4%). This is mainly due to an increase of 23,1% in the recurrent surplus attributable to an overall increase in all sources of income and an increase of 12,1% in capital employed. The latter is mainly due to an increase in property, plant and equipment and long-term investments.

Return on capital employed



The university's income from state subsidy represents 41,0% (2011: 43,1%) of the total income. The reason for the decrease in this percentage is attributable to an on average higher increase in all the other main sources of income.

The student-related income increased by 25,2% for the 2012 year (2011: 21,4%). This can be attributed to the annual increase in tuition fees of 9,6%, the increase in student numbers, as well as an increase in modules enrolled for. The total student-related income represents 26,5% (2011: 24,7%) of the total income.

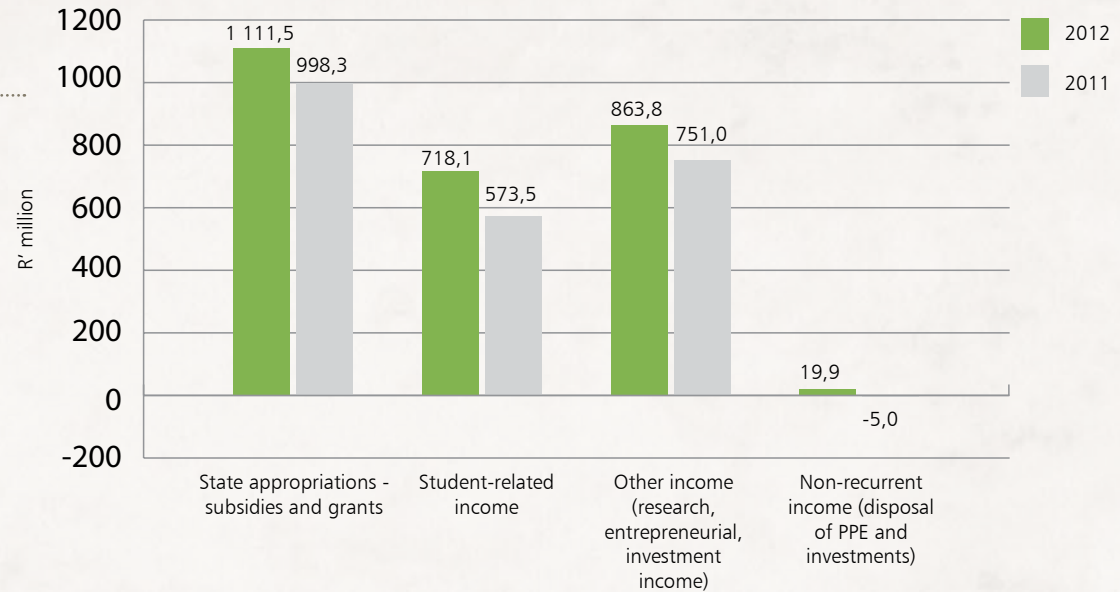
Total expenditure increased by 15,7% (2011: 14,8%).

Personnel remuneration increased by 15,2% (2011: 13,9%). The total cost of personnel expenditure was 50,1% (2011: 50,9%) of total income. The decrease is mainly due to a higher increase in income of 17,1%.

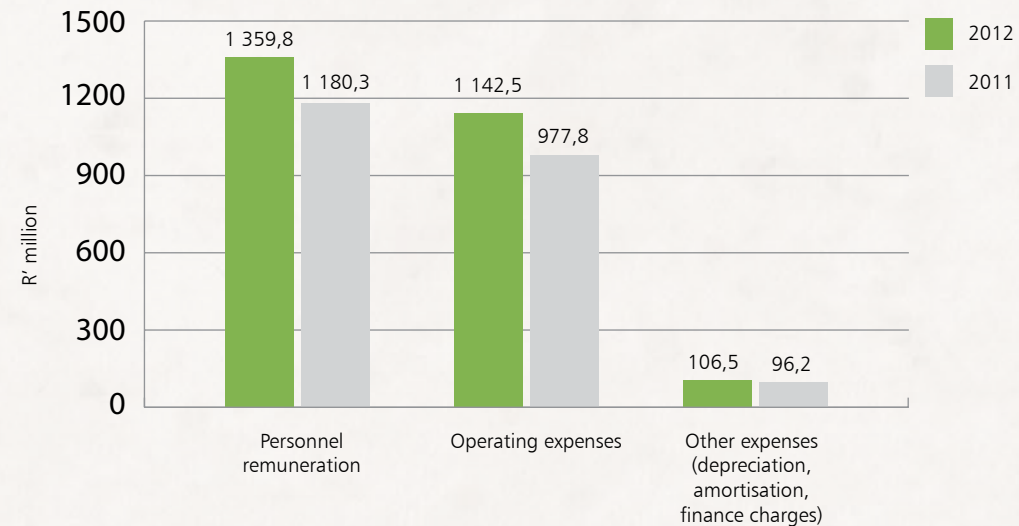
Operating expenses increased by 16,8% (2011: 17,0%) and represent 42,1% (2011: 42,2%) of total income. The increase can be attributed to the additional expenses to generate the increase in other sources of income, as well as a few specific budgeted expenses of which the main items are bursaries (R21,5 million) and water and electricity (R11,0 million).

Other expenditure relating to depreciation, amortisation and finance charges increased by 3,9% (2011 4,2%), 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 income per category



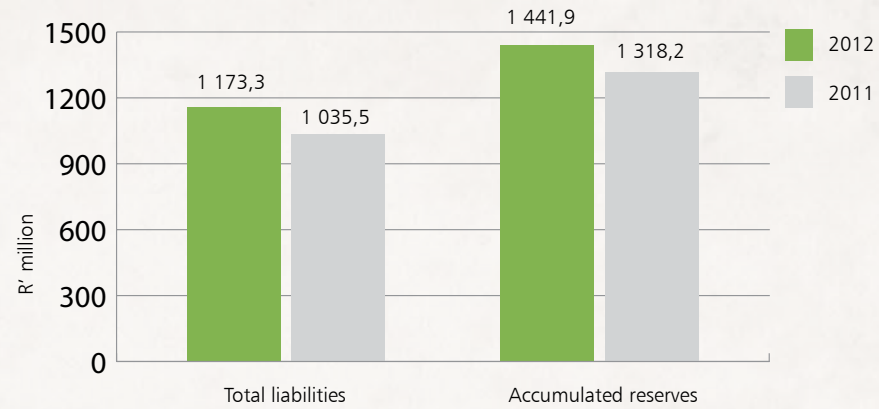
Total expenses per category



solvability

The total liabilities (R1 173,3 million) expressed over accumulated reserves (R1 441,9 million) indicate that the university's ratio of debt to funds available increased to 0,81 (2011: 0,79). This is attributable to an increase of 24,1% (R68,6 million) in deferred income, and an increase of 7,1% (R20,4 million) in trade/other payables and income in advance.

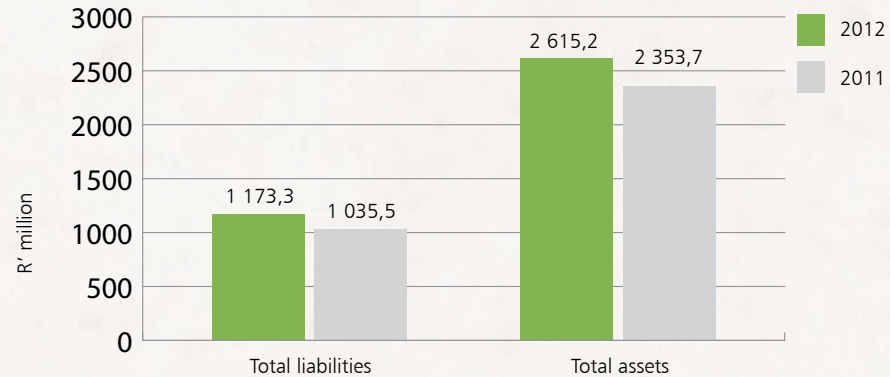
Total liabilities: Accumulated reserves



The total liabilities expressed over total assets increased to 0,45 (2011: 0,44) for the 2012 financial year. The total liabilities are covered 2,23 times (2011: 2,27) by total assets.

Solvency ratios continue to indicate clearly that the university is solvent and able to meet both its long-term and its short-term obligations.

Total liabilities: Total assets



liquidity

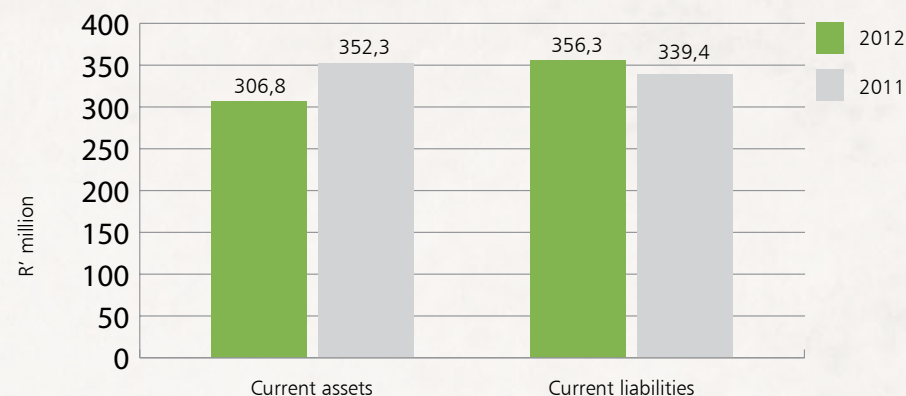
The working capital ratio indicates that the current liabilities are covered 0,86 times (2011: 1,04 times) by the current assets. If the analysis is expressed in rand value, the current assets decreased by R45,5 million for the 2012 financial year, whilst current liabilities for the same period increased by R16,9 million.

The main reason for the decrease in the current assets is a decrease in cash and cash equivalents, which is mainly due to the investment in property, plant and equipment (mainly attributable to the DHET infrastructure and efficiency funding grant condition that stipulates that the university should contribute a material percentage of the total investment from its own funds in order to receive the grant, the so-called co-funding principle). It is also due to cash that was transferred to long-term investments (which increased by R102,8 million, net of revaluation, while 81,7% of the investment income was reinvested). The main reasons for the increase in current liabilities are an increase in trade and other payables (R28,9 million), and a decrease in deposits and prepaid income received (R8,5 million).

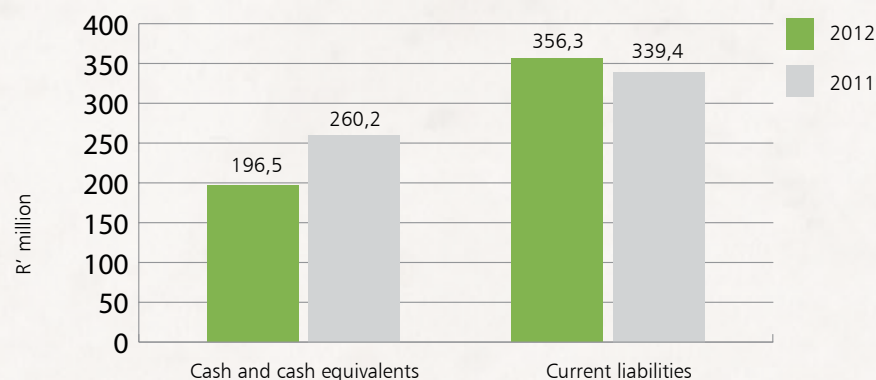
The cash flow situation is monitored closely in order to achieve an optimal balance between long-term and short-term investments to optimise investment income without compromising flow of business.

The university's ratio of cash and cash equivalents to current liabilities decreased from 0,77 in 2011 to 0,55 during the 2012 financial year, which was mainly due to the transfer of cash and cash equivalents to long-term investments and investment in property, plant and equipment (PPE).

Current assets: Current liabilities



Cash and cash equivalents: Current liabilities



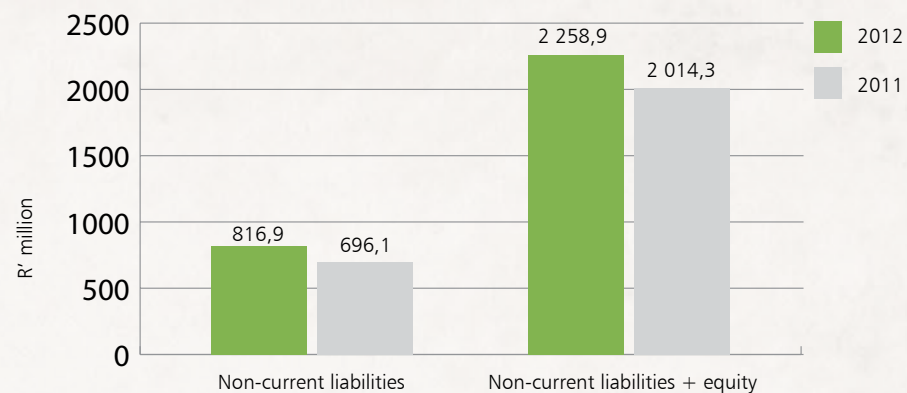
gearing ratios

Gearing ratios analyse the extent to which long-term finance is used as a source of financing. It is a longer-term indication of liquidity.

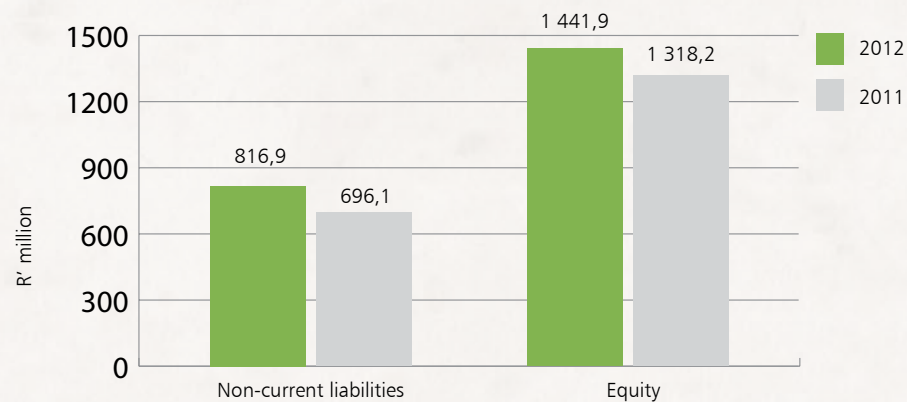
Non-current liabilities represent 36,2% (2011: 34,6%) of total funds employed.

The total non-current liabilities expressed over equity for the 2012 financial year increased to 56,7% (2011: 52,8%). The increase in non-current liabilities is mainly attributable to an increase of 27,3% (R72,2 million) in deferred income (which is mainly earmarked subsidy received for investment in PPE) and an increase in post-employment benefits/obligations of 15,4% (R55,4 million).

Non-current liabilities: Non-current liabilities + equity



Non-current liabilities: Equity

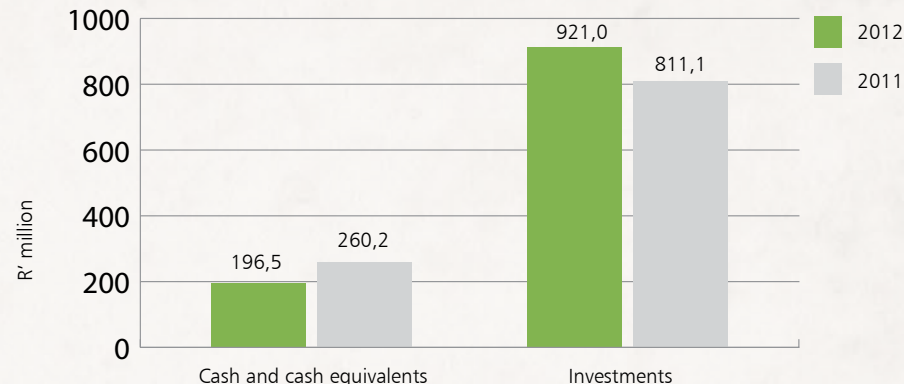


cash flow

Surplus generated relating to cash flow

The university generated a surplus of R104,0 million for the 2012 financial year, and the net cash flow from operating activities amounted to R314,8 million. The total net cash flow decreased by R63,7 million for the same financial year due to a transfer of cash and cash equivalents to longer term investments (R102,8 million), as well as investment in property, plant and equipment (R277,9 million). For the 2011 financial year the net cash flow decreased by R117,9 million. The NWU is still in a viable cash flow situation.

Cash and cash equivalents & Investments



added value

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

- 14 669 (2011: 15 093) students received degrees and diplomas during 2012.
- R120,1 million (2011: R98,6 million) was awarded as bursaries to students from own funds, which represents an increase of 21,8% (2011: 24,8%).
- The investment in property, plant and equipment amounts to R277,9 million (2011: R242,8 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.

conclusion

The university was able to achieve the following financial goals during the 2012 financial year:

- To increase total assets by 11% (2011: 15%) 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 while increasing long-term investments.
- To increase the net surplus from recurrent activities to 3,1% (goal: between 3% and 6%) as a result of an overall increase in all sources of income, as well as to maintain a sound solvency position and optimal liquidity levels during the 2012 financial year to ensure that the NWU remains a going concern.
- To increase bursaries awarded to students (bursaries were increased by 21,8%).
- To decrease the dependency on state subsidy income to 41% (goal: less than 40%).

Council and management are jointly committed to managing the NWU in such a way that the sound financial position will be maintained in 2013.

MR JJ KITSHOFF
CHAIRPERSON: FINANCE COMMITTEE

PROF IJ ROST
EXECUTIVE DIRECTOR: FINANCE AND FACILITIES

consolidated statement of financial position as at 31 december 2012

	2012 R'000	%	2011 R'000	%
ASSETS				
Non-current assets	2 308 378	88.3	2 001 444	85.0
Property, Plant and Equipment	1 192 724	45.6	1 006 808	42.8
Investment properties	21 815	0.8	22 312	0.9
Intangible assets	7 320	0.3	8 001	0.3
Long-term investments	920 915	35.2	811 092	34.5
Investments in associates	42	0.0	24	0.0
Deferred income tax assets	62	0.0	66	0.0
Pension reserve funds	126 744	4.9	120 123	5.1
Disability reserve funds	38 756	1.5	33 018	1.4
Current assets	306 817	11.7	352 270	15.0
Inventories	21 338	0.8	19 765	0.8
Trade and other receivables	88 984	3.4	72 335	3.1
Cash and cash equivalents	196 495	7.5	260 170	11.1
Total assets	2 615 195	100.0	2 353 714	100.0
FUNDS AND LIABILITIES				
Funds available	1 441 914	55.1	1 318 202	56.0
Accumulated funds	1 441 600	55.1	1 318 012	56.0
Non-controlling interest	314	0.0	190	0.0
Total liabilities	1 173 281	44.9	1 035 512	44.0
Non-current liabilities	816 945	31.2	696 067	29.7
Long-term loans	86 536	3.3	93 267	4.0
Post-employment benefits	393 335	15.0	337 933	14.4
Deferred income	337 074	12.9	264 867	11.3
Current liabilities	356 336	13.7	339 445	14.3
Trade and other creditors	255 675	9.9	226 803	9.6
Current income tax liability	4	0.0	71	0.0
Current portion: Long-term loans	10 699	0.4	10 321	0.4
Current portion: Post-employment benefits	20 731	0.8	20 944	0.9
Current portion: Deferred income	15 929	0.6	19 559	0.8
Student deposits and prepaid income	53 298	2.0	61 747	2.6
Total funds and liabilities	2 615 195	100.0	2 353 714	100.0

consolidated statement of comprehensive income for the year ended 31 december 2012

	2012 R'000	% of total income	2011 R'000	% of total income
RECURRENT ITEMS	84 545	3.2	68 400	2.9
Income	2 693 358	99.3	2 322 782	100.2
State appropriations - subsidies and grants	1 111 470	41.0	998 270	43.1
Tuition and other fees	718 082	26.5	573 491	24.7
Income from contracts (research and other)	183 426	6.8	143 047	6.2
Residence and catering services	220 409	8.1	200 015	8.6
Services - entrepreneurial activities	307 781	11.3	274 190	11.8
Private gifts and grants	30 059	1.1	26 635	1.2
Investment income	122 131	4.5	107 134	4.6
Expenditure	2 608 813	96.1	2 254 382	97.3
Personnel remuneration	1 359 764	50.1	1 180 333	50.9
Operating expenses	1 142 531	42.1	977 802	42.2
Depreciation and amortisation	92 181	3.4	83 383	3.6
Finance charges	14 337	0.5	12 864	0.6
NON-RECURRENT ITEMS	19 929	0.7	(5 022)	(0.2)
Income	19 929	0.7	(5 022)	(0.2)
Profit/(Loss) on disposal of PPE	7 548	0.3	(6 926)	(0.3)
Profit/(Loss) on investments	12 351	0.4	1 848	0.1
Share of profit of associates	17	0.0	24	0.0
Other non-recurrent income	13	0.0	32	0.0
Expenditure	0	0.0	0	0.0
Net surplus before income tax	104 474	3.9	63 378	2.7
Income tax expense	524	0.0	87	0.0
Surplus for the year	103 950	3.9	63 291	2.7
OTHER COMPREHENSIVE INCOME (OCI)	19 762		2 325	
Pension fund - surplus/(deficit)	6 621		(8 966)	
Disability reserve fund - surplus/(deficit)	5 738		(1 368)	
Net value gain/(loss) on available-for-sale financial assets (net of tax)	7 403		12 659	
Total comprehensive income for the year	123 712		65 616	
Attributable to:				
- North-West University (Surplus and OCI)	123 588		65 600	
- Non-controlling interests (Surplus)	124		16	
Total comprehensive income for the year	123 712		65 616	

list of abbreviations and terms used in this report

@NWU The daily notice for NWU staff (not an abbreviation)

A

ABET	Adult Basic Education and Training
ACDS	African Centre for Disaster Studies
ADC	Academic Development Centre
ADS	Academic Development and Support
AECT	Association for Educational and Communication Technology
AGB	Association of Governing Boards
AGLA	Compulsory integrated module (if done in Afrikaans)
AGLE	Compulsory integrated module (if done in English)
AHI	Afrikaanse Handelsinstituut
AHP	African Health Placements
AIDS	Acquired Immune Deficiency Syndrome
AMBA	Association of MBAs
APE	Advanced Diploma in Education
APS	Admission Point Score
Artéma	Institute for Arts Management and Development
ASAUDIT	Association of South African University Directors of Information Technology
ASEM	Advent Sport Entertainment and Media
AUTHeR	African Unit for Transdisciplinary Health Research

B

BBBEE	Broad-based Black Economic Empowerment
Boloka	The NWU's digital archive that collects, preserves and distributes research material.

C

CA	Chartered Accountant
CareerZone	This is an online career portal.
CCMA	Commission for Conciliation, Mediation and Arbitration
CCYFS	Centre for Child, Youth and Family Studies
CEL	Cosmetics Effectiveness Laboratory
CEN	Centre of Excellence for Nutrition
CENQAM	Centre for Quality Assurance of Medicines
CFAM	Centre for Advanced Manufacturing
CHE	Council on Higher Education
CHET	Centre for Higher Education Transformation
CoE	Centre of Excellence
CRM	Customer Relationship Management
CSRC	Campus Student Representative Council
CTexT [®]	Centre for Text Technology
CV	Curriculum Vitae
CWSM	Centre for Water Sciences and Management

D

DALRO	Dramatic, Artistic and Literacy Rights Organisation
DEVNOMICS	Developmentnomics
DHET	Department of Higher Education and Training
DST	Department of Science and Technology
DVD	Digital Versatile Disc – an optical disc storage format.

E

EAP	Employee Assistance Programme
EASA	Education Association of South Africa
EDC	Enterprise Development Centre
Educause	A non-profit association whose mission is to advance higher education by promoting the intelligent use of information technology.
eFundi	The NWU's e-learning management system.
EHW	Employee Health and Wellness
Eidos	An independent non-profit organisation dedicated to the value of ideas and social change.
Eish!	The NWU's internal staff magazine (not an abbreviation).
EPE	External Programme Evaluation
ETDP SETA	Education, Training and Development Practices Sector Education and Training Authority
ETH	Eidgenössische Technische Hochschule
Exco	Executive Committee

F

FAST	Faculty of Agriculture, Science and Technology
FCCD	Forum for Continuous Community Development
FIA	Federation Internationale de l'Automobile
FLAGH	Farm Labour and General Health
FTE	Full-Time Equivalent

G

GIRRL	Girls In Risk Reduction Leadership
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H

HART	Hypertension in Africa Research Team
HEAIDS	Higher Education HIV/AIDS Programme
HELTASA	Higher Education Learning and Teaching Association of South Africa
HEQC	Higher Education Quality Committee
HEQF	Higher Education Qualifications Framework
HESA	Higher Education South Africa
HIV	Human Immunodeficiency Virus
HSRC	Human Sciences Research Council
HSS	Human and Social Sciences
HySA	Hydrogen South Africa

I

IAUP	International Association of University Presidents
IBIMA	International Business Information Management Association
ICAS	Institutional Committee for Academic Standards
ICBID	Institutional Corporate and Branding Identity Committee
ICNL	Institutional Course for New Lecturers
ICRI	Institutional Committee for Research and Innovation
ICT	Information and Communication Technology
ICTL	Institutional Committee for Teaching and Learning
IDP	Integrated Development Plan
IDU	Software program that was introduced as a budgeting and reporting tool.
IEASA	International Education Association of South Africa
IEESDF	Institutional Employment Equity and Skills Development Forum

IF	Institutional Forum
IFRS	International Financial Reporting Standards
InGryp	An intervention centre on the Potchefstroom Campus that offers crisis intervention and counselling services.
INSINQ	Quality in Nursing and Midwifery (research focus area on the Potchefstroom Campus)
IOHS	Institutional Occupational Health and Safety
IPE	Internal Programme Evaluation
IREA	Institutional Research Excellence Awards
ISRC	Institutional Student Representative Council
ISSD	Institute for Sport Science and Development
IT	Information Technology
ITEA	Institutional Teaching Excellence Awards
iTLT	innovate Teaching and Learning Technology

K

KPA	Key Performance Area
Kuali KFS	Quality open-source financial software for higher education institutions

L

LibQUAL	A suite of services that libraries use to solicit, track, understand and act upon users' opinions of service quality.
LMS	Learning Management System

M

MACE	Marketing, Advancement and Communication in Education
MACON	Mafikeng College of Nursing
MASARA	Musical Arts in South Africa: Resource and Applications
MaSIM	Material Science Innovation and Marketing (research focus area on the Mafikeng Campus)

MC	Mafikeng Campus
MCS	Modular Cooling Systems
MEC	Member of Executive Council
MIS	Management Information Services
MoU	Memorandum of Understanding
MUSA	Medicine Usage in South Africa
MUSICA	Annual choir festival
MuST	Multilingual Speech Technology

N

NADEOSA	National Association of Distance Education and Open Learning in South Africa
NAFSA	Association of International Educators
NAGCAS	National Association of Graduate Careers Advisory Services
NCV	National Certificate Vocational
NEHAWU	National Education, Health and Allied Workers Union
NGO	Non-Governmental Organisation
NHREC	National Health Research Ethics Council
NIPMO	National Intellectual Property Management Organisation
NLDTF	National Lottery Distribution Trust Fund
NQF	National Qualifications Framework
NRF	National Research Foundation
NRI	National Research Institute
NSC	National Senior Certificate
NSFAS	National Student Financial Aid Scheme
NWFCU	Northwest Federal Credit Union
NWU	North-West University
NWU & U	The NWU's alumni publication

O

OCLC	A worldwide library cooperative, providing services and research to improve access to the world's information.
ODL	Open Distance Learning
ODS	Operation Data Store
OpenCMS	Open-source content management system written in Java.
OPTENTIA	A research focus area on the Vaal Triangle Campus focusing on positive psychology at work.
Oracle-ERP	Oracle Enterprise Resource Planning

P

PAIA	Promotion of Access to Information Act
PARSED	Public Affairs Research for Service Delivery
PC	Potchefstroom Campus
PCDDP	Preclinical Drug Development Platform
PhASRec	Physical Activity, Sport and Recreation
PHC	Primary Health Care
PQM	Programme and Qualifications Mix
PRMIA	Professional Risk Managers' International Association
Pukki	The Potchefstroom Campus's mascot
PwC	PricewaterhouseCoopers

R

REMeasure	A new job evaluation system
RIIP	Research Institute for Industrial Pharmacy
RSS feed	A document (which is called a "feed", "web feed" or "channel") that includes full summarised text plus metadata.

S

SAAAS	South African Association of Athletics Statisticians
SABS	South African Bureau of Standards
SACSSP	South African Council for Social Service Professions
SAGRA	South African Graduate Recruitment Association
SAHECEF	South African Higher Education Community Engagement Forum
SAKAI	A community of academic institutions who work together to develop an e-learning environment.
SANORD	Southern African-Nordic Centre
SANREN	South African National Research and Education Network
SAPTU	South African Parastatal and Tertiary Institutions Union
SAQA	South African Qualifications Authority
SARCHI	South African Research Chair Initiative
SAS	Student Administrative Systems
SAUS	South African Union of Students
SAVC	South African Veterinary Council
SBAB	Small Business Advisory Bureau
SET	Science, Engineering and Technology
SETH	Science, Engineering, Technology and Health
SGI-SA	An initiative that serves to show people that there are valuable opportunities in teaching and learning through computer games.
SHARE	Electronic Records Management System
SI	Supplemental Instruction
SOA	Service-Oriented Architecture
SoTL	Scholarship of Teaching and Learning
SRC	Student Representative Council
SRCS	Student Rag Community Service
STREAM	Strengthening African Higher Education through Academic Mobility

T

TFT	Teacher Further Training
THRIP	Technology and Human Resources for Industry Programme
TIA	Technology Innovation Agency
TLT	Teaching and Learning Technology
TOC	Transformation Oversight Committee
TRADE	Trade and Development (a research focus area on the Potchefstroom Campus)
TREES	Tourism Research in Economic Environs and Society
TRIGA	A class of small nuclear reactor designed and manufactured by the company General Atomic.

U

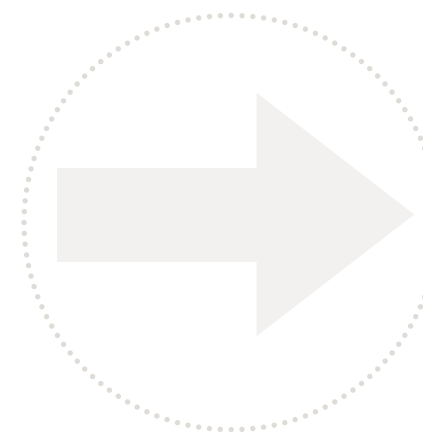
UCCF-SA	University Councils Chairpersons Forum South Africa
UK	United Kingdom
UNAIDS	Joint United Nations Programme on AIDS
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNICEF	United Nations Children’s Emergency Fund
UNIPREP	University Preparatory Programme
UNISA	University of South Africa
UODL	Unit for Open Distance Learning
UPSET	Understanding and Processing Language in Complex Settings
USA	United States of America
USSA	University Sports South Africa

V

VAT	Value Added Tax
VC	Vice-Chancellor
VTC	Vaal Triangle Campus
VU	Vrije Universiteit Amsterdam
VW	Volkswagen

W

WHO	World Health Organisation
WiFi	A popular technology that allows an electronic device to exchange data wirelessly (using radio waves) over a computer network, including high-speed internet connections.
WIL	Work-Integrated Learning
WorkWell	Research Unit for Economic and Management Sciences



acknowledgements

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