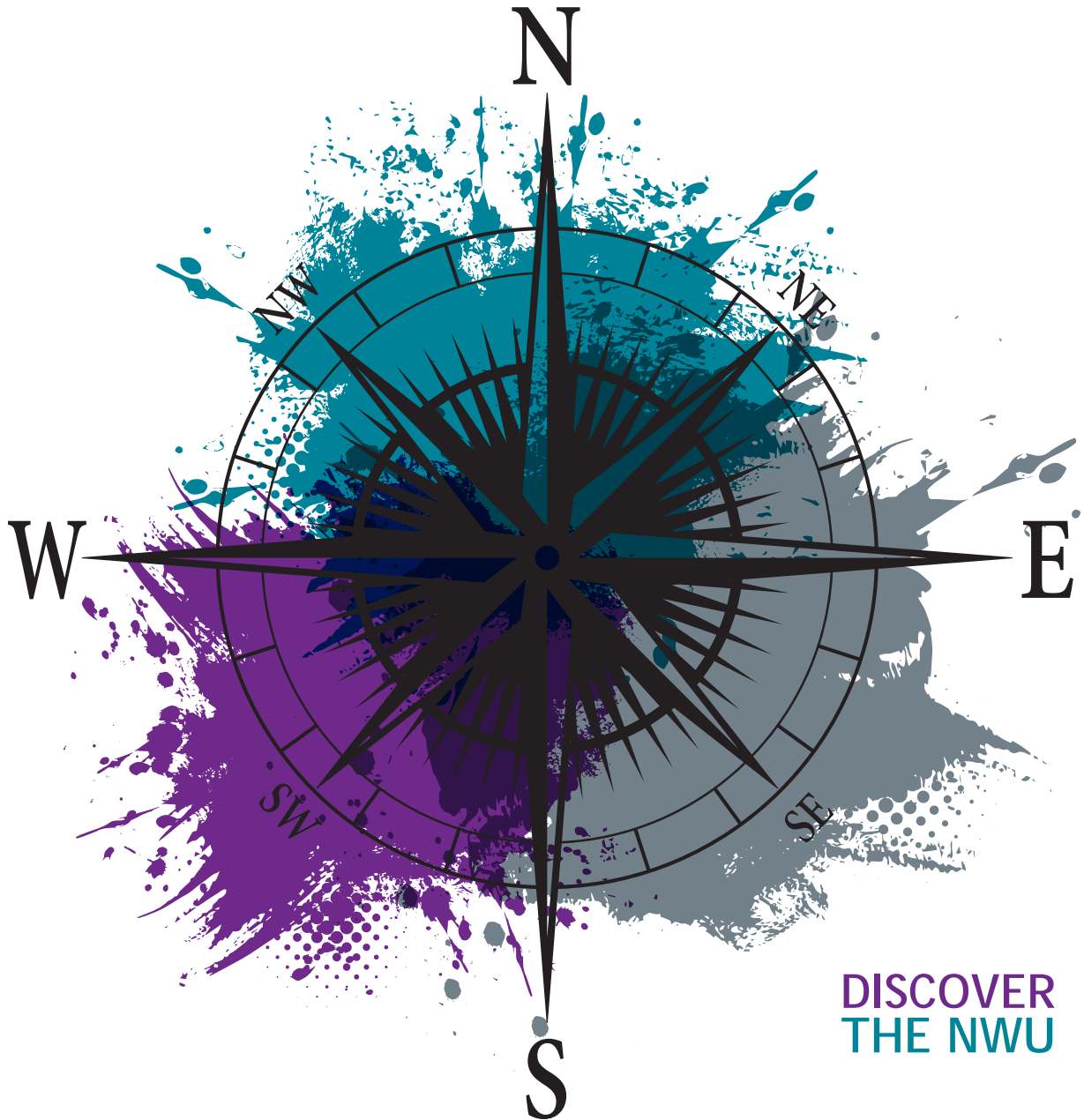




NWU®

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



DISCOVER
THE NWU

INTEGRATED
ANNUAL
REPORT

2022

Video

Video link

In this video we tell the story of students **discovering** more about themselves and their dreams, and how the NWU can help them realise these dreams.

Front page image

The image on the front page – a compass surrounded by the vibrant corporate colours of the NWU – symbolises our theme: **Discover the NWU**.

For us, the compass symbolises movement, adventure and growth – it points you in the right direction to ultimately reach your destination. With the compass always pointing North, it also helps to orientate yourself and find your place in the world.

The word “compass” is derived from the Latin words **com** meaning “together,” and **passus** meaning “pace” or “step”, and later also “way” or “journey”, making the compass a symbol of journeys and adventures.

As a knowledge-seeking institution, we are always moving forward, and we want to take you, our stakeholders, along on this adventure. Join us to learn more about the NWU, yourself and the world.

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© This is a more concise version of the integrated annual report which the NWU Council approved on 22 June 2023 and was submitted to the Department of Higher Education and Training (DHET) at the end of June.

The **full report** is available on the NWU website. We welcome feedback on our reporting approach – please send your comments or suggestions to our registrar, **Prof Marlene Verhoef**.

Throughout this concise version of the report, you will find links to related information. Some of this is in other sections in this report and some is hosted on the NWU website or posted elsewhere on the internet. Certain links will also take you to the relevant information included in the full integrated report that was submitted to the DHET. Look out for these bold, turquoise links: **link**.

The NWU is a place where everyone should feel at home. The languages used have a lot to do with that sense of belonging.

In line with our functional multilingual language policy, you will be able to click on “language choice buttons” that will enable you to read certain sections or topics in this integrated report in Setswana, Sesotho or Afrikaans.

Language buttons



About this report



Discover the NWU

With the Covid-19 pandemic finally subsiding, our staff and students returned to our campuses, ready and eager to tackle the 2022 academic year while adhering to the last Covid-19 protocols that were still in place at that stage.

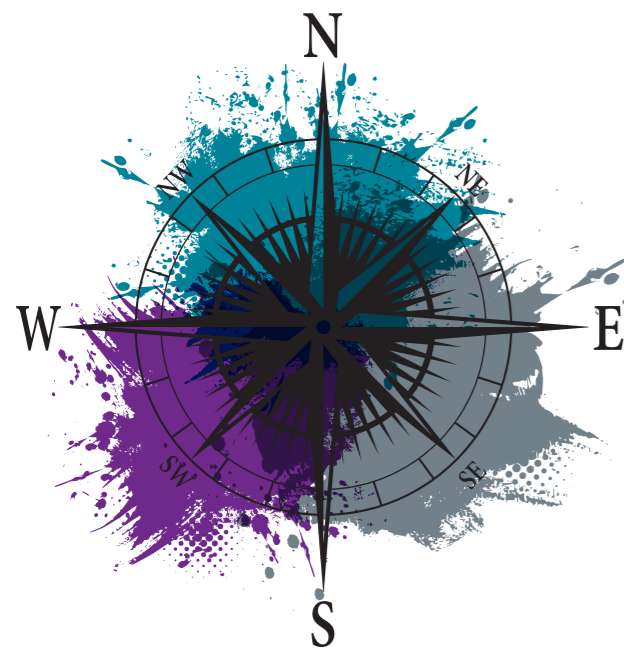
Living through the pandemic was a **journey of discovery**: we discovered old strengths and new possibilities within ourselves and our world.

In 2022 we harnessed several pandemic-driven discoveries and innovations, for instance adopting a hybrid-flexible (HyFlex) teaching-learning approach that enables simultaneous face-to-face and online teaching and learning.

By resuming our on-campus activities, we returned to our essence: being a contact university with a vibrant student life. Through this “home-coming”, we were also able to **rediscover** the treasures the NWU has to offer.

As a result, **Discover the NWU** became the theme interlacing all our activities in 2022 and, by extension, the story we tell in this integrated report.

Our story has two levels of meaning. Our first intention is to show you how we as a university lead people to **discover the NWU** and the myriad of opportunities we offer to guide them on their own journeys of discovery. Our second aim is specifically linked to this report: we invite you, our readers, to **discover** more about **the NWU** itself – especially about how we create value by empowering people.



We aim to show you how we mobilised and affected our resources, skills and relationships, known as our “capitals”, for the greater good.

There are six capitals: intellectual, human, social and relationship, manufactured, natural and financial. *(Read more about our capitals on page 3.)*

Although we strive to increase value in all instances, our capitals can also undergo either a net decrease or no net change. In such cases, value is eroded or preserved.

Although we strive to increase value for the university and our stakeholders at all times, we realise that changing circumstances in our internal and external environment may hamper our efforts to accomplish this.

We include these instances – where value is maintained at existing levels or even eroded – in our integrated report, as we aim to tell our story in a balanced and transparent way.

Our story is for you

The **Discover the NWU** story told in this report is intended for you, our stakeholders.

Our stakeholders are those individuals or groups whom we affect through our activities and services, and whose actions can also affect our ability to successfully implement our strategy and achieve our goals. This integrated report refers mainly to our primary stakeholders. They are our students, alumni, Council, staff, the Department of Higher Education and Training (DHET), peer universities, collaboration partners and business communities (as future employers of our students).

However, we believe that our story will also be of value to the other **stakeholders** with whom we engage.

How we tell our story

At the beginning of our story, we give an **overview** of the NWU and explain how we have interacted with our **external environment**.

Also in this report you will find a graphic of **our business model**, followed by the **risks and opportunities** that affect us, and how we are dealing with these. The section on **our strategy** aims to inform you about where we want to go to and how we intend to get there, while the section on **how we performed against our capitals** describes what we did to achieve **our strategic objectives**.

How to navigate our story

We use different icons to show the connections between the various sections in our integrated report, and enhance your journey of discovery.

Our capitals



Intellectual

These include our processes, procedures, policies, strategies and knowledge-based intangibles emanating from our teaching and learning and research and innovation activities.



Human

Staff and students (internal stakeholders)



Social and relationship

Relationships with external stakeholders



Manufacturing

Tangible infrastructure and assets



Natural

Environmental/natural resources



Financial

Funds that we obtain and spend according to budget

Our strategic goals



Goal 1: Promote excellent learning and teaching and reposition the NWU to attain the size and shape required by the market direction decisions



Goal 2: Strengthen research and innovation with a strategic focus on impactful globalisation



Goal 3: Integrate and align community engagement with teaching-learning and research to develop a culture of active citizenship



Goal 4: Develop a clearly differentiated student value proposition with a focus on creating an inclusive environment aimed at developing students holistically through structured and unstructured co-curricular programmes which are relevant, desirable and meet students' needs



Goal 5: Attract, develop and retain excellent staff and create an equitable staff profile



Goal 6: Develop and implement a digital business strategy to create a competitive advantage for the university and ultimately unlock alternative revenue streams

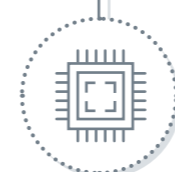
Our enablers



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



Cultivate and deliver stakeholder-focused platforms to create and grow intentional experiences and brand equity



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



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

Materiality of the report content

We use the concept of “materiality” to decide what information to include in this report. As set out in the International Integrated Reporting Council’s (IIRC) Integrated Reporting Framework, we see material matters as issues that:

- substantively affect the university’s ability to create value over the short, medium and long term; and
- are important to any stakeholder wishing to make an informed assessment of the NWU’s ability to generate value.

How we identify material matters

In this report, we discuss the factors with the greatest potential to impact our ability to create value. Identifying these material factors was the work of our integrated reporting task team, led by the NWU’s registrar and including the deputy vice-chancellor for planning and the chief strategy officer in the office of the vice-chancellor. The team identified those matters with the highest potential to impact our ability to create value.

In the process, we took the following frameworks into account:

- the NWU’s Annual Performance Plan (APP)* that puts the strategic plan into action;

- the common strategic assumptions that underpin our strategy;
- the institution-wide risk register**;
- the IIRC’s Integrated Reporting Framework; and
- the DHET’s reporting regulations.

* The goals, enablers and strategic assumptions, as included in the APP, resulted from the process the University Management Committee members used to identify material matters to include when developing or revising the APP.

** Our key risks and opportunities are the result of an institution-wide identification and prioritising process, as described on page 41.

We also considered any factors in our **external environment** that substantially affect our ability to create value.

In addition, materiality was informed by the matters our stakeholders raised during their interaction with the university. These are described in the section on how we engage with our **stakeholders**, in the table under the subheading: Issues raised.

Reporting period and scope, and suite of reports

Our integrated report reflects the performance of the NWU across our three campuses for the period 1 January to 31 December 2022.

Information about our performance is both financial and non-financial. This includes facts about our non-financial performance, risks and opportunities and the internal and external factors that substantially influence our business. Where material, we discuss the real and potential impact of these matters on our ability to create value.

Reporting cycle	Annually in December
Contact point for questions	marlene.verhoef@nwu.ac.za
Suite of reports	Our integrated report is the primary vehicle for reporting to our stakeholders. It is supplemented by the following: <ul style="list-style-type: none"> ➤ annual financial statements for the year ending 31 December 2022, which can be found here. ➤ documents for various stakeholders, which can be accessed here.
Our reporting framework	This integrated report has been prepared in accordance with the IIRC’s International Integrated Reporting Framework and the DHET’s Regulations for Annual Reporting by Higher Education Institutions (published in June 2014 and incorporating principles from the King IV Report).

Assurance

Internal and external assurance providers give us assurance about the effectiveness of the internal controls at the NWU. Their input has been incorporated into this report.

We have also ensured the accuracy of our reporting by taking the following steps:

- After compiling the integrated report, we submitted it to the University Management Committee. The committee considered the completeness and accuracy of the content and provided feedback where necessary, which was then incorporated into the integrated report. Only then did we submit the report first to the Audit, Risk and Compliance Committee and then to Council for approval.
- The student and staff data in this report was obtained from our Institutional Planning and Strategic Intelligence Department, which is also responsible for submitting NWU data to the Higher Education Information Management System (HEMIS).
- The summarised, audited consolidated financial statements in this report were extracted from the audited consolidated financial statements, prepared in accordance with the International Financial Reporting Standards (IFRS) and independently audited by our external auditors, PricewaterhouseCoopers.
- Our auditors also independently audited the information in our **performance assessment report**.

The financial statements, including the auditors’ report, are in **Annexure 6**.

More information about combined assurance can be found in the **risk section** of this report.

Council approval

Council, upon advice from its Audit Risk and Compliance Committee, is responsible for overseeing the integrity, accuracy and completeness of this integrated report.

Council confirms that it has reviewed the contents of the report and applied its collective mind to the preparation and presentation of this document.

Furthermore, Council believes that it has appropriately considered the accuracy and completeness of the material matters, as well as the reliability of the information presented in this report.

Council has sufficiently considered and materially presented these matters in accordance with the Integrated Reporting Framework of the IIRC.

The NWU Council approved the 2022 Integrated Annual Report on 22 June 2023.



MR BERT SORGDRAGER
CHAIRPERSON OF COUNCIL



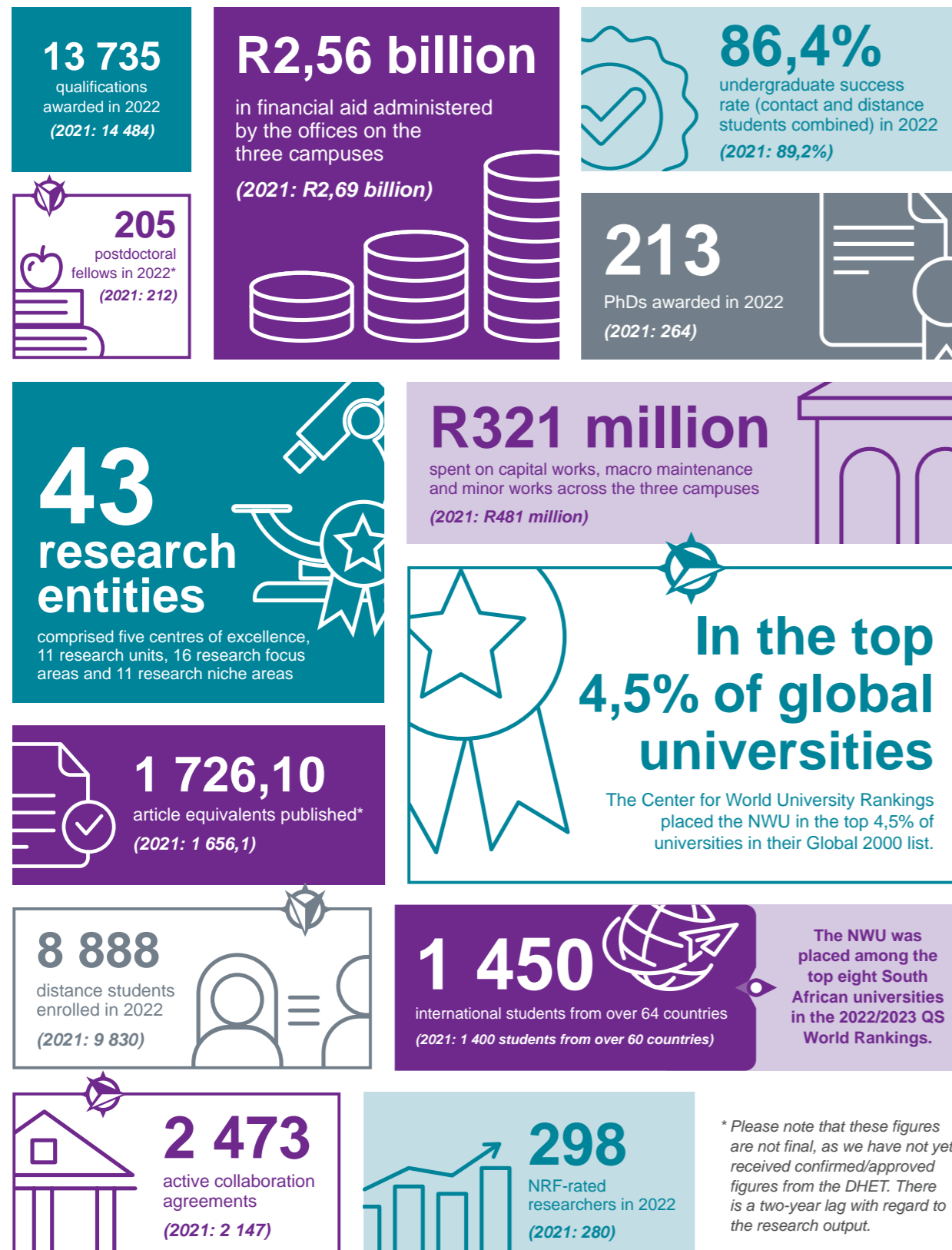
MR THABO MOKGATLHA
CHAIRPERSON OF THE AUDIT,
RISK AND COMPLIANCE COMMITTEE

Overview of NWU

Performance highlights

In 2022 we continued to create value for the NWU and for our stakeholders.

The following achievements – and in many instances also improvements – are noteworthy:



Who we are

The North-West University is one of the 26 public higher education institutions in South Africa. We have three campuses: two in the North West province and another in Gauteng.

We have a single set of policies, systems and standards, and are driven by a set of constitutionally based values, a core value being ethics in all our endeavours.

We wish to foster engaged and caring staff and students, ensuring a suitable environment in which we can reach our purpose and realise our dream.



Our purpose

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



Our dream

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



Our strategy

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

What we do

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

Ultimately, though, our core business is about creating value in the form of outputs and outcomes, while pursuing an ethic of care.

Where we operate

We operate in South Africa but collaborate extensively with institutions and people all over the world. In 2022, the NWU had approximately 2 473 (2021: 2147) active collaboration agreements.

What sets us apart

- The Quacquarelli Symonds (QS) ranking has placed the NWU among the top eight South African universities. Globally, we have been placed in the 1 001 to 1 200 ranking category for the 2022/2023 QS World University Rankings. The NWU's performance has been consistent in this ranking category for the past four years.
- The NWU is the best choice among local universities for studies in the field of engineering. The latest subjects ranking by Times Higher Education (THE) places the NWU at the top of the ladder in this field.
- The Center for World University Rankings placed the NWU in the top 4,5% of universities in their Global 2000 list.
- We had more than 1 459 international students from over 64 countries in 2022.

Discover the NWU

Engineering students win national award

Picking up bottle caps littering our beaches and then being rewarded for inserting them into a vending machine sounds like a winning idea, especially when it bags you a national award too.

Njabulo Mhlungu and Nosisa Ngcaba, two industrial engineering students who developed this idea, won the first annual student competition of the South African Institute of Industrial Engineers (SAIIE).

The competition required participants to use industrial engineering skills to solve the real-life problem of plastic bottle caps and lids that pollute our beaches and oceans.

Njabulo and Nosisa came up with the idea of a vending machine that can be placed on or near beaches. [Read more.](#)



Industrial engineering students Njabulo Mhlungu and Nosisa Ngcaba present their winning idea at the annual conference of the South African Institute of Industrial Engineers.

Our external environment

Various factors in our external environment affect our capitals and consequently our ability to create value for ourselves and our stakeholders.

Examples are:

- emerging trends such as the “great resignation”, “quiet quitting” and “quiet hiring”, which have an impact on our staff; and
- the lifting of the National State of Disaster on 5 April 2022, enabling the move to more contact classes and on-campus activities.

The 2022 academic year commenced with Covid-19-related restrictions on in-person attendance of contact sessions. Lecturers provided students with material such as study guides and recorded lectures or videos.

During the second semester, once the restrictions were lifted, most faculties could return to full contact teaching and learning. Each module had at least one contact session per week.

Below, we discuss other material factors in our external environment, link them to our strategic goals and risks, and explain the impact on our ability to create value.

Responding to a transforming society

Student life is a journey of discovery – personally, academically, culturally and socially.

Increasingly, students are voicing support for social movements focused on eradicating prejudices and discriminatory practices, including racism and gender-based violence. Students are also exploring reconceptualised gender roles and norms and speaking up about service delivery, sustainable transformation and cultural reforms.

There is still much to do to achieve the level of diversity, social cohesion and sustainable transformation to which we aspire. The NWU comprises people from diverse socio-economic, cultural, religious, racial and other backgrounds and, as we pursue equity, social justice and redress, we have become aware of additional layers of complexity.

The Covid-19 pandemic exposed troubling inequities in relation to students’ access to technology and basic infrastructure, and the impact of these on students’ access and success.

Strategic matter affected:

development of a clearly differentiated student value proposition (goal no 4)

Capitals affected:

human, social and relationship, financial

Risks involved:

2 and 5 – refer to page 37

Effect on value creation

Our student value proposition centres on inclusivity and belonging. Anything that could stand in the way of this could potentially lead to conflict and erode the relevance of our student value proposition. We therefore consider it crucial to be able to identify potential conflict timeously and to take appropriate action to deal with any inequities as inaction can be perceived to further exclude affected students.

Our strategic response

We proactively develop and implement measures to build social capital, awareness and partnership within the student community.

Our integrated interventions and platforms facilitate social change in existing curricular and co-curricular programmes, and we continuously refine our governance model and policy directives on social change.

Purpose-driven engagement and effective communication channels inform our decision-making and policy development processes, preparing us to respond to projected changes proactively and with agility in maintaining a relevant and valuable student experience.

Instability in the higher education sector

Instability within the higher education sector influences the way our students receive and respond to university programmes and messages. A further barrier is lack of understanding of how the higher education sphere functions nationally and institutionally.

Strategic matter affected:

development of a clearly differentiated student value proposition (goal no 4)

Capitals affected:

human, social and relationship, financial

Risks involved:

2 and 5 – refer to page 37

Effect on value creation

Any stakeholder resistance to university responses and offerings could delay and frustrate the development and implementation of sustainable resolutions that advance the business of the university.

Our strategic response

We have an inclusive communication and consultation strategy for staff, students and community stakeholders. This communication goes beyond co-curricular offerings and includes efficient and interactive service delivery across the NWU, enhancing stakeholder understanding and strengthening the university’s value proposition.

The Fourth Industrial Revolution

Higher education is playing a cardinal role in developing the skills needed for rapidly changing economies. This entails teaching Fourth Industrial Revolution (4IR) skills to student, adapting academic administration and student support systems and services and equipping staff with new skills. Universities will increasingly be competing for scarce ICT innovation skills across the student life cycle.

Technologically speaking, standalone systems and software are being replaced with agile, integrated systems. The NWU’s learning management system (LMS), eFundi, was reviewed during 2022.

Strategic matter affected:

all goals and enablers

Capitals affected:

all capitals

Risks involved:

2, 3, 5, 6 and 8 – refer to page 37

Effect on value creation

The 4IR offers opportunities to make discoveries that will propel us forward in creating value. The NWU is focused on seizing these opportunities, which lie in implementing ICT innovation to support core business, broaden access to tertiary qualifications through online teaching and learning and being part of global trends such as the multiversity, the unbundled university and the blockchain university.

Our strategic response

When the Covid-19 pandemic struck and the shift to online learning came, we were able to accelerate our digital journey in teaching and learning, student support and workplace practices.

We have already automated the management of students’ work-integrated and service-learning placements and introduced Robotics Process Automation for repetitive processes.

We are also preparing to implement a leading-edge student information system and a new digital workplace environment that will improve workplace efficiencies.

A team of education technologists is assisting staff to integrate technology into their teaching strategies, and online assessment (with or without proctoring) has become part and parcel of the suite of assessment methods used.

The NWU has implemented HyFlex teaching and learning, which uses a combination of in-person contact sessions and live streaming. In the distance education environment, we are phasing out paper-based programmes and textbooks, and instead serving students via the eFundi LMS. Online suppliers deliver electronic material directly to students, wherever they are.

Given global technological advances in the LMS sphere, the NWU will consider options for a new LMS in 2023.

Academic staff shortages

South Africa has a finite pool of academic staff, especially senior staff from designated groups and in the scarce and critical skills. The university takes these limitations into account in its human-capital planning, policies, procedures and processes.

Strategic matter affected:

teaching and learning (goal no 1), research and innovation (goal no 2) and community engagement (goal no 3)

Capitals affected:

intellectual, human, social and relationship, financial

Risks involved:

2 and 3 – refer to page 37

Effect on value creation

Our ability to recruit and retain high-calibre academic staff is the cornerstone of our reputation for excellent teaching and learning, innovative research and community engagement with impact. It is essential that we attract enough demographically diverse staff with the requisite skills and experience, otherwise our reputation might suffer, along with our capacity to implement functional multilingualism. An overreliance on temporary staff has adverse implications for our core business capacity.

Faced with lower subsidy income and the cap on student fees, we have taken special measures to contain employment costs, such as placing a moratorium on positions. As it is crucial to avoid compromising academic service offerings, we apply our minds carefully when making any decisions about academic positions.

Our strategic response

Line managers have been tasked with identifying and fast-tracking professionally qualified academics from designated groups.

Our integrated talent management strategy provides incentives and professional development pathways to attract and retain scarce skills, particularly among black academics.

Enhancing our staff value proposition is a priority. In 2022, we looked at ways to use savings from the use of technology to enhance remuneration and continued conducting individual remuneration reviews to ensure fair, market-related pay.

Fee-free higher education affects financing model

Since 2015, the number of students qualifying for the National Student Financial Aid Scheme (NSFAS) has increased six-fold, from 4 837 to 26 595 in 2022.

This has placed great pressure on our financial aid administration processes and cash flow. In 2022, as NSFAS was unable to make an upfront payment to universities, the Council decided to advance allowances totalling R257,7 million to NSFAS students.

Delays in approving NSFAS applications caused teaching-learning complications during the first semester of 2022. Some students with provisional registration had their registration revoked when NSFAS failed to approve their applications on time. Other students whose funding was later confirmed lost several weeks of the academic year and had to catch up.

Strategic matter affected:

teaching and learning (goal no 1), financial sustainability (enabler 4)

Capitals affected:

financial, human, intellectual

Risks involved:

1, 3, 5 and 8 – refer to page 37

Effect on value creation

Students who would previously not have been able to afford to go to university can now do so because of fee-free higher education for households earning under R360 000 a year. This has also brought temporary financial stability to the sector.

The other side of the coin is that it has become more complex to manage enrolment targets and administer registrations.

However, the greatest risk to value creation is still the potential unsustainability of the NSFAS model and the proposed fee regulation framework.

Our strategic response

In 2022, we used effective administration and communication to manage the challenges linked to higher numbers of NSFAS students. We advanced interim allowances to students, kept staff and students informed about financial aid issues and maintained good relations with NSFAS and the DHET.

An internal working group was set up to manage the impact and minimise any disruptions caused by possible late approvals in 2023.

Fee regulation by the DHET

In addition to increasing NSFAS funding, the DHET is formulating a fee regulation framework. This has the potential to significantly influence the financing model of the NWU.

In the interim, the Minister again recommended CPI-related increases in fees for 2022.

We implemented a tuition-fee increase of 4,23%, which was below the CPI of 6,9% of 2022.

Strategic matter affected:

financial sustainability (enabler no 4)

Capitals affected:

financial, intellectual, human

Risks involved:

1 – refer to page 37

Effect on value creation

Our financial stability could be at risk if the increases permitted under the planned fee regulation regime do not reflect our cost structure and internal inflation rate. This may ultimately affect the quality of the services we provide.

The regulations as they stand also have the potential to erode the autonomy of universities.

Our strategic response

We are pursuing a multifaceted strategy to maintain financial stability and the quality of our services. We are part of the consultations on the proposed fee regulation framework and are also diversifying our income streams, managing our budget process and improving operating cost efficiency.

State funding

State funding of higher education continues to decline in real terms.

The Rand value of the block grant allocated to the NWU for 2022 increased by 9,6% but the value of the earmarked grants allocated to universities decreased by 29,8%.

Although the block grant (used to fund universities' operational costs) has increased, this will be offset by the lower-than-needed increase in tuition fees and the anticipated growth in funded units.

Strategic matter affected:

teaching and learning (goal no 1), research and innovation (goal 2), student value proposition (goal 4) staff profile (goal no 5), financial sustainability (enabler 4)

Capitals affected:

human, financial, intellectual

Risks involved:

1, 3 and 8 – refer to page 37

Effect on value creation

Continued funding shortfalls would force us to respond with budget cuts and we would then not be able to fund all operational and strategic activities. In the short and medium term, however, the funding provided by the state does contribute to financial stability. On the other hand, it is not yet clear what effect the economic downturn will have on future state funding.

Our strategic response

Amid the current economic and funding uncertainties, we are practising prudence. We prioritise wisely when allocating the funds available while reviewing current activities and investing continually in opportunities to improve cost effectiveness and support efficiency and cost reduction.

In the longer term, our strategy is to become less dependent on state funding by diversifying income generation.

External research funding declines

In the past few years, most government and industry funding agencies have experienced budget cuts, limiting their ability to fund and support research. Postgraduate funding, which was already limited, has declined further. At the same time, the implementation of the new NRF funding instrument has meant that fewer students are being funded, even though the amount per student has increased.

Strategic matter affected:

research and innovation (goal no 2)

Capitals affected:

financial, intellectual, human, social and relationship

Risks involved:

3 and 7 – refer to page 37

Effect on value creation

Dwindling external research funding may adversely affect our research productivity and the standing of the university in higher education rankings. So far, research journal outputs have not been affected; international conference proceedings have declined, however, because of pandemic-related restrictions on travel.

Our strategic response

We provided R1 499 455 in mobility grants to our researchers, along with R716 815 in research mentorship, including assistance with NRF rating applications. We also contributed R626 664 to the salary component of the research chairs.

Demand for Intellectual Property (IP) reduced

As in the previous year, there was less private sector interest in licensing our intellectual property (IP) and technology, mainly because of tight economic conditions. For the same reason, we experienced a reduction in early-stage, seed and venture capital funding for NWU start-ups.

Strategic matter affected:

research and innovation (goal no 2)

Capitals affected:

financial, intellectual, human, social and relationship

Risks involved:

3 – refer to page 37

Effect on value creation

The low uptake of our IP and technologies could result in lost income and reduced licensing and spin-off activities.

Our strategic response

Patents are more likely to be successfully licensed when the inventions concerned are backed up by trialled and tested prototypes. It is important for us to secure suitable translational research funding for prototype development and demonstration.

We are focusing on developing and maintaining good relationships with funders and on understanding industry's needs and challenges so that we can respond with relevant solutions and innovations.

*(For more information, see **Creating value through innovation and technology.**)*

Challenges in recruiting international students and postdoctoral fellows

International postgraduate student enrolments continued to decline in 2022.

Among the reasons for this were stricter visa requirements for international students and heightened competition among universities for good postgraduate students from the Southern African Development Community (SADC) and other African countries.

The DHET requires universities to prioritise South African students for postgraduate studies and this could also be a contributing factor. Furthermore, many international students were unable to resume or complete their studies in 2020, 2021 and 2022, owing to the pandemic.

Strategic matter affected:

research and innovation (goal no 2)

Capitals affected:

financial, human, social and relationships

Risks involved:

3 – refer to page 37

Effect on value creation

Enrolments of international students decreased from 6% of the total cohort of postgraduate students in 2016 to about 3% in 2022, which may affect our global rankings. Reduced uptake also affected the postdoctoral fellowship programme as funds were underutilised.

Our strategic response

Offering higher levels of administrative assistance to international students may make it easier for them to study at the NWU. We now have global engagement offices on all three campuses.

National call for curriculum change and transformation

Decolonisation of the curriculum is a priority in higher education. The NWU is committed to transforming its curriculum and aligning its student experience with its Strategic Goal 1 on systematic curriculum transformation and renewal.

Strategic matter affected:

teaching and learning (goal no 1)

Capitals affected:

intellectual, human, social and relationship, manufactured, financial

Risks involved:

2 and 3 – refer to page 37

Effect on value creation

Despite the Covid-19 national state of disaster, which was in place until April 2022, we continued creating a welcoming and engaging academic environment through curriculum development as well as extra-curricular activities.

Our strategic response

We pursued the following strategies:

- providing in-depth academic orientation for students, along with work-integrated learning (WIL) and service learning (SL) to foster an ethic of care and social responsibility;
- introducing NWU students to different intellectual traditions, including indigenous knowledge systems;
- involving students in a range of individual and collaborative learning and assessment activities; and
- hosting awareness weeks on race, gender and language.

There was a marked increase in team teaching and student interaction across the three campuses, using online platforms.

Disruptions in the provision of basic services

The unprecedented number of power failures through load-shedding significantly affected all activities at the NWU when staff and students returned to the campuses.

The Mahikeng Campus also had to deal with water shortages as the municipal supply was inadequate.

Strategic matter affected:

teaching and learning (goal no 1), research and innovation (goal no 2)

Capitals affected:

intellectual, human, manufactured, financial

Risks involved:

2 and 3 – refer to page 37

Effect on value creation

The NWU used its emergency generators more often and at higher cost than anticipated. Equipment failures were experienced due to damage caused by fluctuating supply.

Significant academic and research time was lost through power outages and assessments had to be reset and rescheduled.

Water was supplied to the Mahikeng Campus to serve the basic needs of staff and students.

Our strategic response

The NWU began introducing solar power on all three campuses. Long-term planning includes the expansion of solar generation.

We sank boreholes on the Mahikeng Campus and are planning to increase the number of water reservoirs on all three campuses.

Discover the NWU

This how we keep the lights on

Given the current load shedding crisis in South Africa, emergency generators are without a doubt some of the most important and sought-after machines in the country. Unfortunately, it is also expensive to keep them running.

During load-shedding, large diesel generators at central plants on our campuses provide emergency power to the whole campus.

Hendrik Esterhuizen, the director of Engineering Compliance at the NWU, says the cost of emergency power is anything from eight to 16 times more than normal electricity from Eskom.

Our systems were installed in 2008 for Potchefstroom and Vanderbijlpark and in 2012 in Mahikeng. "Diesel generators have a life expectancy of 20 to 25 years. We have very good maintenance plans in place to ensure the units are available 24 hours a day," says Hendrik.

"We have a priority list to manage emergency power to sustain the core business of the NWU, which is teaching and learning and research. This means we try to keep lecture rooms, laboratories, research and critical buildings functioning during this time."



NWU Business Model

© In this section, you can read how we use and transform our capitals to create value for ourselves and our stakeholders through the input, activities, outputs and outcomes in our value chain – all regulated by Senate.

The functions of the NWU Senate are related to our core academic business, which in turn comprises important aspects of our value chain. That is why we present the Senate report in the format of our business model diagram, followed by a discussion of our value chain.

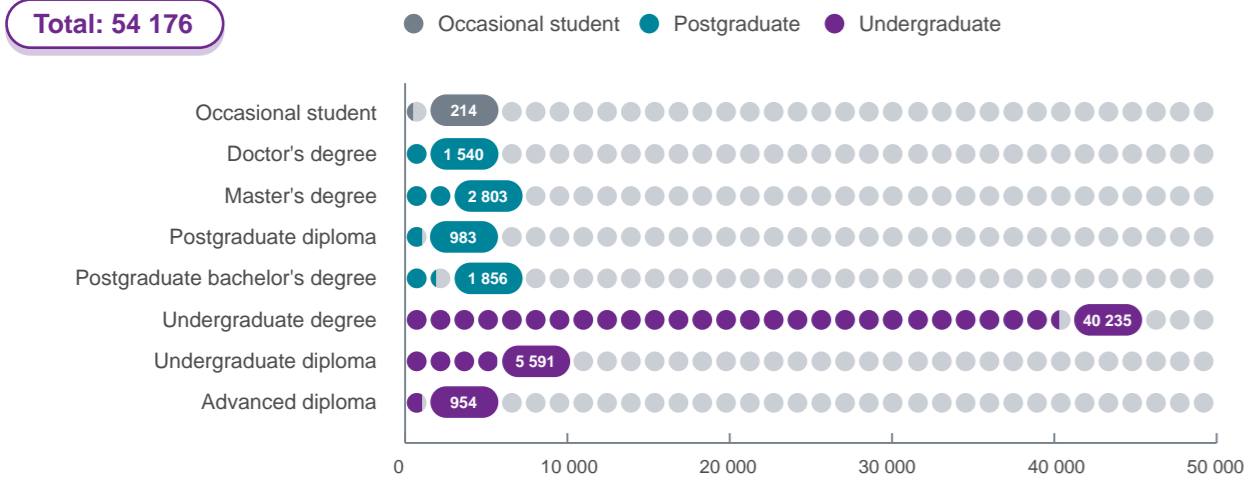
(Click here to learn more about the [composition of Senate.](#))

Input

884 Schools reached by our student recruiters through direct marketing campaigns and activities (social and relationship capital)

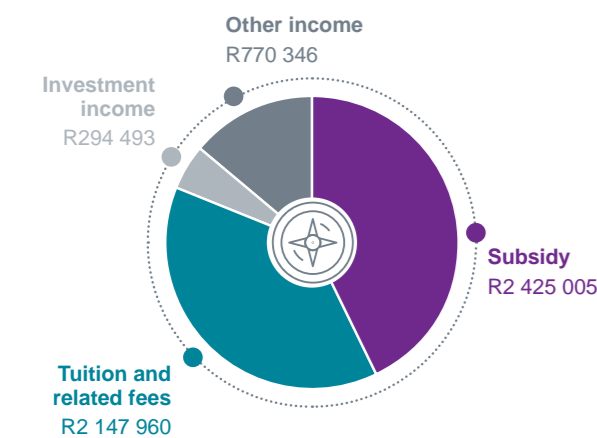
12 625 First-time entering undergraduate students (human capital)

Total number of enrolments per qualification type

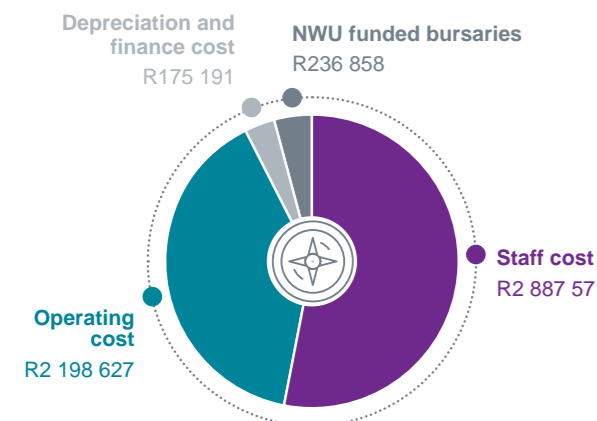


Budget (financial capital)

INCOME (R'000)



EXPENSES (R'000)



R321 million

Spent on capital works, macro maintenance and minor works across the university (manufactured capital)

12,3% Increase in total assets

481 230,56

square metres

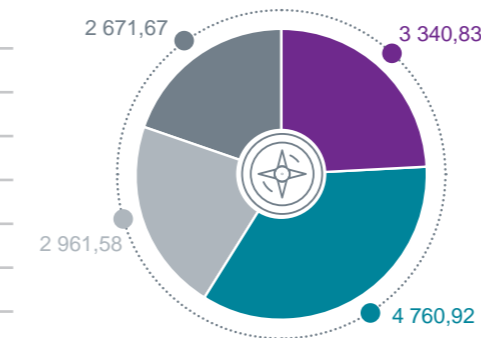
The total usable floor area of the NWU

1 110 hectares

The total area occupied by the university's campuses (natural capital)

Output

Graduates: educational subject matter distribution (human capital)



Total: 13 735

- Business and management
- Education
- All other humanities and social sciences
- Science, engineering and technology

Academic and support staff (human capital)

Personnel category	Permanent	Temporary	2021	2022
Crafts/trades	✓	✓	26	25
Executive/administration/management professional	✓	✓	85	91
Instructional/Research professional	✓	✓	1 648	1 678
Non-professional administration	✓	✓	1 321	1 358
Service	✓	✓	304	297
Specialised/support professional	✓	✓	510	525
Technical	✓	✓	246	254
Grand total			9 399	10 762

Activities

Presenting over 995 academic programmes (intellectual capital)

Staff development activities (intellectual capital)
(Read more on pages 20, 55)

Student support activities: academic support, health care, and cultural and sport activities
(Read more on pages 20, 26, 50, 55)

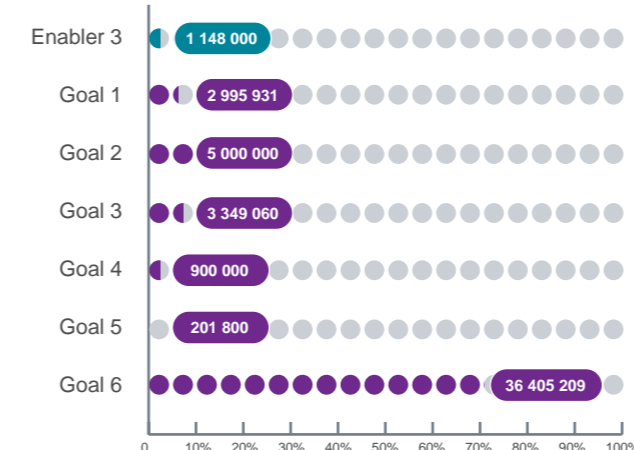
Conducting research (intellectual capital)
(Read more on pages 21 and 52)

Community engagement (social and relationship capital)
(Read more on page 58)

Spending according to the Annual Performance Plan (financial capital)

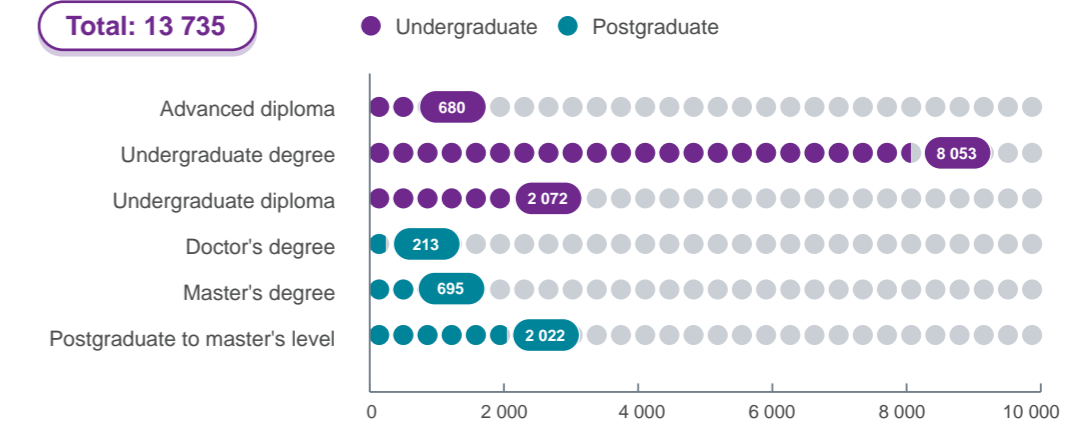
- Goal**
- Goal 1 (teaching and learning)
 - Goal 2 (research and innovation)
 - Goal 3 (community engagement and sustainability)
 - Goal 4 (student value proposition)
 - Goal 5 (equitable staff profile)
 - Goal 6 (digital business strategy)

- Enabler**
- Enabler 1 (govern, lead and manage)
 - Enabler 2 (integrated technology platform)
 - Enabler 3 (stakeholder-focused platforms)
 - Enabler 4 (financial sustainability)



Total: R50 000 000

Total number of graduates per qualification type (human capital)



Research output 2021 (intellectual capital)

Journal articles	1 366,3
Conference proceedings	66,9
Books and chapters	222,90
Total article equivalents published	1 656,1
Master's degrees conferred	698
Research master's	509,962
Research master's weighted	509,962
Doctoral degrees conferred	264
Doctoral degrees weighted	792
Total weighted research output	2 958,062
Postdoctoral fellows	212
Publication units per permanent academic staff member	0,99

* Please note that there is a two-year lag with regard to the approval of research output by the Department of Higher Education.

65,28%

Number of graduates who completed their studies in minimum time

R229,2 million

The university, from its own resources, contributed R229,2 million or 7,5% of the total funds allocated for financial aid

97%

Success rate of the NWU merit bursary holders

R58,2 million (25%)

of the funds allocated to financial aid used to award students for academic performances

Collaboration

(Social and relationship capital)

We had slightly more than 2 473 active agreements and memoranda of understanding

Financial sustainability

(financial capital)

R1 220,6 million

Net surplus for 2022 as reflected in the consolidated statement of comprehensive income

Outcome

On 12 October 2022 the World University Rankings by Times Higher Education (THE) announced that the NWU is among the top six universities in South-Africa. After evaluating 1 799 universities across 104 countries and regions, the ranking agency placed the NWU in the 601 to 800 category internationally.

The external environment sets the context in which we use our business model to create value.

NWU value chain



Discovering new possibilities for creating value

A challenging but exciting journey awaited our stakeholders in 2022 as we invited them to consider new possibilities and **discover** the many opportunities the NWU offers to add value.

Because we believe in our students' potential, we invested (our input) in their skills and talents, encouraging them to **discover** unknown horizons so that they can grow and flourish (our activities), become critical thinkers (our output) and eventually enter the labour market and society as value creators (our outcome).

Across our value chain, we access, use and transform our capitals. As part of our input, for example, we use our sources of income (financial capital), skilled staff (human capital), buildings and equipment (manufactured capital) and academic programmes (intellectual capital) to create value for our students (human capital).

We strengthen our social and relationship capital through our community engagement initiatives and by applying our research results (intellectual capital) to find solutions to problems in society and in our country.

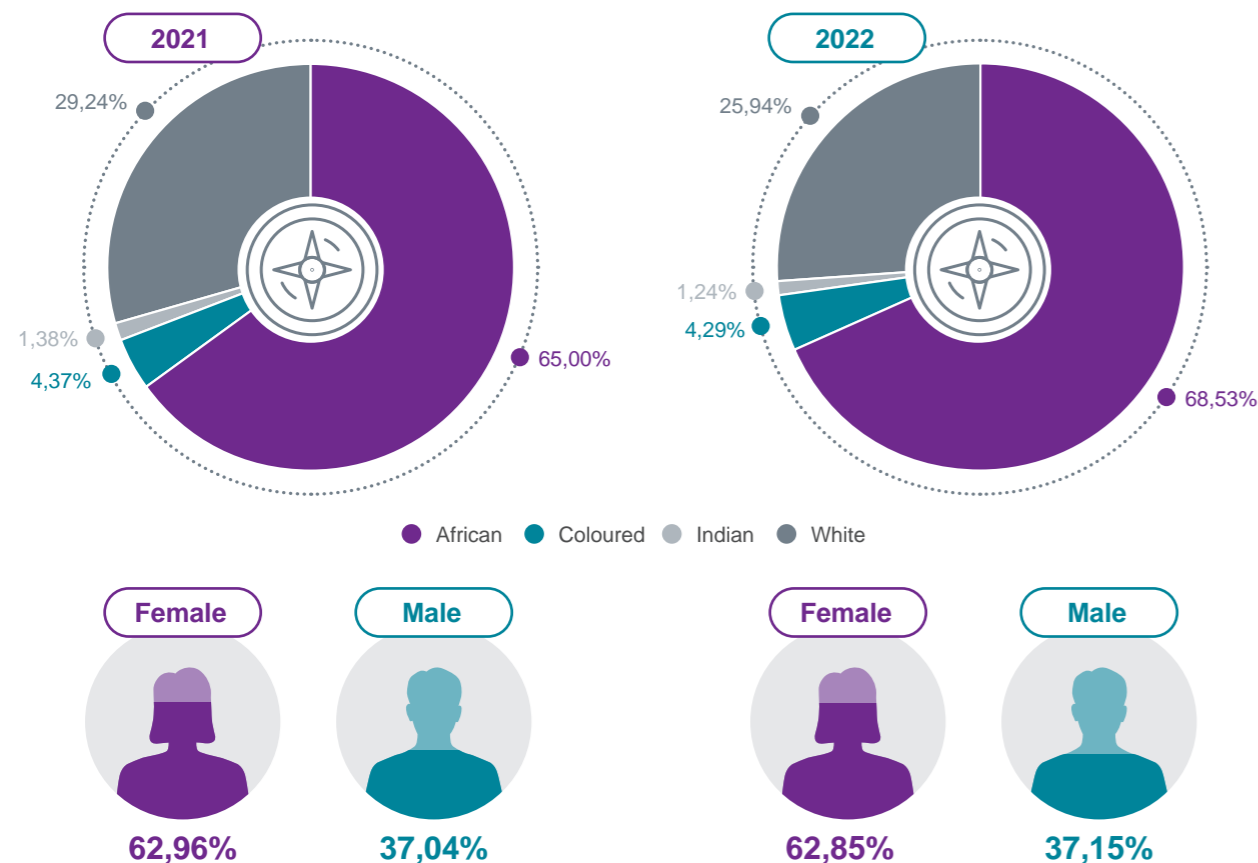
Our value chain also depends on the responsible use of our natural capital, such as water to sustain the lives of our staff and students (human capital) and land to build on (manufactured capital).

As we show in the following discussion of our value chain, we consciously draw on our various capitals as inputs and, through our activities, convert them to outputs and outcomes.

Input: Invest in people's potential

Our students

Our students are a vital input into our value chain. The table below shows the composition and size of the student body in 2022 as compared to 2021:



- Investing in our students

Student recruitment – and in particular attracting top-performing students – was a priority in 2022. We resumed our visits to schools and again began hosting schools at our campuses.

In 2022, the NWU's financial aid offices administered R3,067 billion in financial aid for students. Government funding for bursaries amounted to R2,56 billion (83% of the total amount for bursaries), while we contributed R229 million to student bursaries, which is 7% of the total funds allocated for financial aid.

In addition, we offer non-academic support aimed at developing our students holistically. This support consists of psychosocial, health, sport, arts and cultural services.

We also provide ongoing and focused academic support to our students, enabling them to succeed academically.

*For more information about our academic support activities for students, turn to the section **Increase student access and success**.*

- Investing in our staff

The primary focus for 2022 was to create a nurturing environment for staff at the NWU to flourish within the workplace.

The NWU has a comprehensive employee health and wellness programme that consists of psychosocial support, health awareness as well as organisational wellness interventions.

The NWU Wellness Unit provided various training opportunities focused on overall workplace well-being, supervisory training, stress management, resilience, gender-based violence, substance abuse and interpersonal relationships. These activities will continue in 2023.

All employees have opportunities to develop their careers and we invest substantially in developing the capacity of our employees to excel. This includes training and development in digital skills needed to execute the NWU's Digital Transformation Strategy.

We also have promotions and awards programmes for academics. For 2022, 115 promotions were approved. While this was 22 fewer than in 2021, we are encouraged by the progress made towards building the seniority of our academic staff and the representivity of our professoriate.

Our staff

Our complement of 4 228 permanent employees, consisting of 1 678 academics and 2 550 support employees, is a significant input into our value chain.

The following table shows how our number of permanent academic staff compares with those of other South African higher education institutions (Please note that this is based on 2021 audited HEMIS data):

Institution	Total
University of South Africa (Unisa)	1 781
North-West University	1 648
University of KwaZulu-Natal	1 222
University of Johannesburg	1 309
University of Cape Town (UCT)	1 182
University of Pretoria	1 260
University of the Witwatersrand (Wits)	1 215

Discover the NWU

Purple Race teams represent NWU's seven values

Our People and Culture division presented the Purple Race on 15 and 16 September 2022 as part of the Leadership Development Programme and the NWU Way Values campaign.

Seven teams participated in the race, with each team representing one of the **seven core values** of the university.

The teams, comprising staff from the University Management Committee, along with executive and deputy deans and chief directors, participated in various activities across all three of the NWU's campuses. [Read more](#).



Team members celebrate a race well run as the Purple Race concludes at the Mahikeng Campus. In front with NWU mascot Eagi, is Prof Daryl Balia, the deputy vice-chancellor for IT and Potchefstroom Campus Operations.

Funding as input

- Research funding

Research funding of R111,7 million was received in 2021 and R110,5 million in 2022. The table below shows funding received from the South African Medical Research Council (SAMRC) and the National Research Foundation (NRF):

Grant programme	Number of awards	Total amount
SAMRC funding	6	3 021 613
Thuthuka	24	2 687 136
Other grant-holder awards	186	34 225 887
Grant-holder linked bursaries	21	2 348 333
Block grants	2	360 000
Freestanding bursaries	351	49 270 027
Freestanding postdoctoral bursaries	12	2 950 000
Freestanding postdoctoral funding	12	590 000
SKA student bursaries	1	144 700
SKA student equipment	0	0
SKA student travel grants	0	0
Grant deposit	0	14 900 000
Total	615	110 497 696

Owing to Covid-19-related research disruption, researchers in some NRF programmes were permitted to move their 2022 funds to 2023 or any future year.

The grant-holder linked and block-grant bursaries were still being phased out in 2022, making way for the awarding of freestanding bursaries in future.

- Funding for technology transfer and innovation

The funding landscape remained constrained in 2022. Only three innovation projects were supported, comprising one pre-seed project and two Technology Innovation Agency (TIA) Seed Fund projects.

More information about our efforts to increase research funding can be found under Six goals to realise our strategy.

- International funding

The table below shows the international funding each faculty received during 2022. The total amount, R23,7 million, compares to R28,8 million received in the previous year.

International funding for research	Actual as confirmed from faculties
Faculty of Economic and Management Sciences	R703 261.21
Faculty of Education	R0
Faculty of Humanities	R0
Faculty of Engineering	R2 220 050
Faculty of Health Sciences	R10 798 764
Faculty of Natural and Agricultural Sciences	R9 985 580
Grand total	R23 707 655.21

* No funding was secured internationally

Activities: Discovering ways to enable continuous growth

Teaching-learning activities

2022 saw the piloting of block teaching, as opposed to time-tabled periods, in selected programmes in the faculties of Economic and Management Sciences, Engineering and Health Sciences. Students spend time on a selected module for a set period and then focus on group projects and skills development. The pilot continues in 2023.

We have introduced a new timetabling system, Celcat, and begun discussions on rethinking academic scheduling to make provision for new ways of learning and teaching.

For more information, refer to the section on how we performed against our strategy and increased our intellectual capital.

- Greater student access and success

Adding to our existing mechanisms for supporting first-time entering students, such as peer mentoring, reading development and supplemental instruction, we introduced a new online tool in 2022. The First Year Navigator provided first-year students with just-in-time, essential academic information at key moments during the academic year.

These different forms of support were also extended to our distance learning students.

- Promoting continuing education

In 2022, the Unit for Continuing Education and the NWU Business School presented 126 short courses for a total of 6 092 participants. This was well above the previous year's 4 567 learners.

Both private and public companies are requesting virtual classrooms due to the cost and productivity savings. The hybrid approach is also popular as it combines contact sessions, virtual classrooms and online content.

We are preparing to launch the fully automated short course administration system in April 2023.

- Academic and professional development

Newly appointed academics attended the induction programme for new academics and all academics had the opportunity to participate in the **University Teaching Excellence Awards**. Other professional development opportunities included the annual Teaching and Learning Conference.

During 2022, the Centre for Higher Education Professional Development in the Faculty of Education appointed its first director.

Research activities

Sixty research entities were operational in 2022, consisting of nine research chairs, seven hosted entities, one commercial research unit and 43 NWU research entities.

These entities undergo regular external and internal evaluations. The internal evaluations went ahead in 2022, focusing on quality, productivity, sustainability, and good management practices.

We took our PhD review online, resulting in a self-evaluation report and improvement plan.

The current NWU research landscape is shown in the following figure:

Discover the NWU

NWU's solar star car wins award for best structural design at Sasol Solar Challenge

The Setswana and Sesotho word "naledi" means star and the NWU's solar car, Naledi 2.0 is indeed a shining star as she won the Structural Design Award at the 2022 Sasol Solar Challenge.

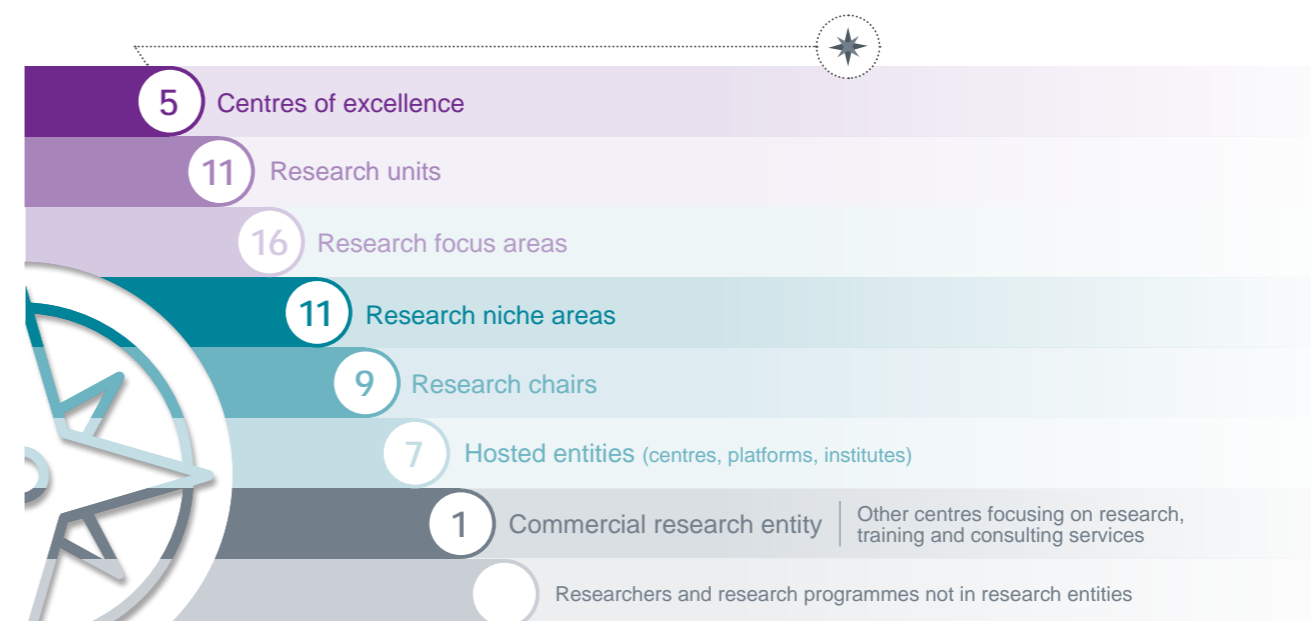
Naledi 2.0 also secured fourth place in the top category known as the Challenger Class, where vehicles built for optimal efficiency and endurance compete.

The Sasol Solar Challenge took place from 9 to 16 September, covering an estimated distance of 2 500 km from Johannesburg to Cape Town.

Na ledi is constructed of a variety of materials including kevlar, carbon fibre and aluminium. The solar array is mounted on a lightweight aluminium wing to improve cooling and therefore efficiency to increase energy production. [Read more.](#)



Click [here](#) to watch our NWU team putting our solar star, Naledi 2.0, through her paces during the 2022 Sasol Solar Challenge.



Output: Discover the power of critical thinking

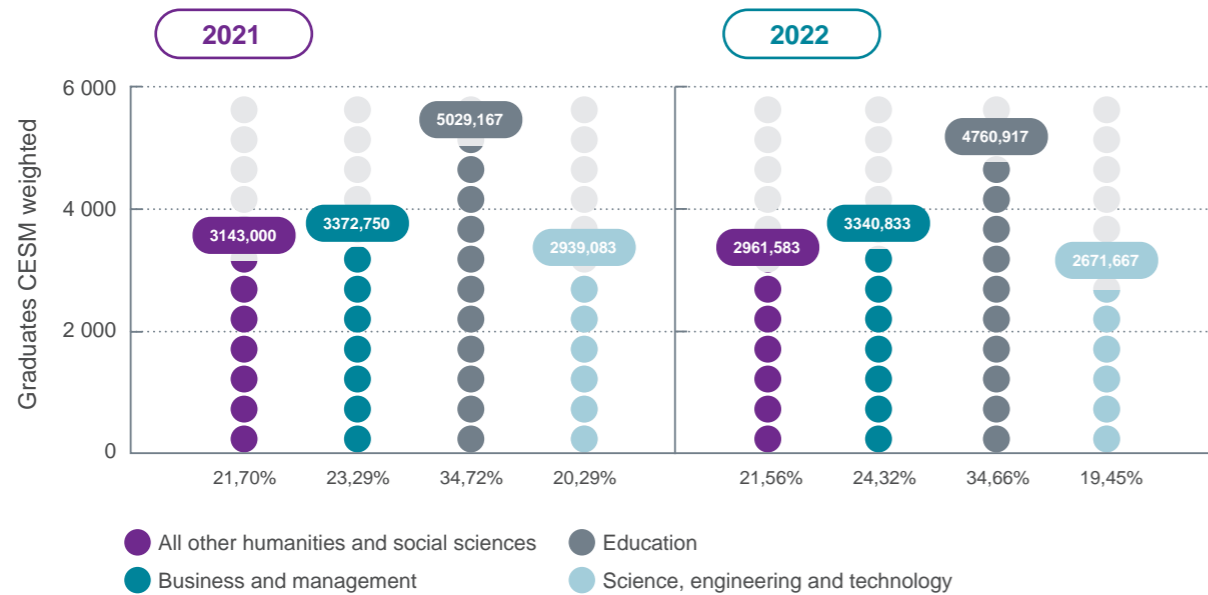
Teaching learning output

Our contact success rate has been above 84% for the past three years. In 2022 our contact student success rate (for undergraduate and postgraduate students combined) was 84,7%, while our distance student success rate (also undergraduate and postgraduate combined) was 91,6%.

The undergraduate degree graduation duration factor stood at 1,08 in 2022, lower than in 2021, and indicates that most students complete their degrees in the minimum time.

In the case of the first-time entrants, the dropout rate for contact degrees increased from 8,96% in 2021 to 9,79% in 2022 but remains low in comparison to sector norms.

The following graph shows the number of graduates per field of study for 2021 and 2022:



The following table shows how our number of graduates compare with those of other South African higher education institutions (based on 2021 audited HEMIS data):

Institution	Total
University of South Africa	64 423
North-West University	15 454
Tshwane University of Technology	14 897
University of Pretoria	12 852
University of Johannesburg	13 035

- Teaching Excellence Awards

The NWU Excellence Awards are held annually to acknowledge and celebrate the exceptional output of our academic staff in teaching and learning practices and innovation.

In the 2022 award cycle, 80 portfolios were considered, and 58 awards were made. Most of these, 53, were Faculty Teaching Awards. The other categories were for teaching with information and communication

technologies, innovation in teaching and learning, novice teacher and university teaching excellence.

During the 2023 awards cycle, we will focus on continuous mentorship, withdrawals from the process and the distribution of population groups participating.

We also intend to prioritise publication as an aspect of the 2023 awards and to create a platform for an even larger group of academics to display their excellence in various fields of teaching and learning practices.



Dr Claudine Roos of the Faculty of Natural and Agricultural Sciences was honoured with the University Teaching Excellence Award.

Research output

The following table confirms that the quality and quantity of research at the NWU continue to improve:

	2020	2021
Journal articles	1 264,32	1 366,3
Conference proceedings	38,84	66,9
Books and chapters	233,43	222,90
Total article equivalents published	1 536,59	1 656,1
Master's degrees conferred	722	698
Research master's	521,605	509,962
Research master's weighted	521,605	509,962
Doctoral degrees conferred	251	264
Doctoral degrees weighted	753	792
Total weighted research output	2 811,1914	2 958,062
Postdoctoral fellows	215	212
Publication units per permanent academic staff member	0,93	0,99

* Please note that there is a two-year lag with regard to the approval of research output by the Department of Higher Education.

NWU Research and Innovation Excellence Awards

The joint 2021-2022 awards were held in-person on 24 November 2022 to celebrate our researchers' hard work and exceptional output. We presented 34 awards for new or upgraded NRF ratings, eight Research and Innovation Excellence Awards and one International Scholar Award.



Prof Olubukola Babalola of the Faculty of Natural and Agricultural Sciences was named the Most Productive Senior Researcher.

Outcomes: Enter society as value creators

Our inputs and activities are the first links in our value chain and our outcomes are the last links in the chain, geared towards creating longer-term value.

This future focus goes hand in hand with sustainability: after we have taken care of immediate and medium-term needs, there must be sufficient capitals left to use for future value creation.

When the NWU is financially stable, for instance, we are in a position to generate other outcomes, such as delivering skilled graduates for the knowledge economy.

Similarly, our research output strengthens our reputation so that we can attract high-quality scientists and develop solutions to real-life problems.

In the same way, community engagement creates outcomes by empowering people to improve their lives in a sustainable way.



DR BISMARK TYOBeka
CHAIRPERSON OF SENATE

Our vice-chancellor’s review

Introduction: Looking at 2022

The world of work has been changing rapidly, more so recently given the impact of the Covid-19 pandemic. Universities must respond by revisiting the way we conduct our core business and prepare graduates for the world of work.

As part of the strategic drivers and priorities, the NWU strives to adopt appropriate and innovative approaches to teaching, learning and assessment, based on an optimal mix of teaching, learning and assessment methods and activities, and applying appropriate technologies where relevant.

In the previous year, 2021, the dominant teaching and learning mode was emergency remote teaching and learning, introduced during the state of disaster. Using this experience to plan and reimagine the classroom of the future, we embarked on several **key teaching and learning projects** during 2022.

A huge investment was made in **upgrading technology in the classrooms** and creating hybrid-flexible (HyFlex) venues. In alignment with the NWU’s commitment to engaged scholarship, we also conducted an institutional thematic review to understand the perceptions and attitudes of staff and students towards **assessment practices** since the inception of the pandemic.

The Council on Higher Education (CHE) **Institutional audit** took place in August 2022, after the NWU had submitted a Self-Evaluation Report (SER) to the CHE in May 2022.

The NWU followed an inclusive process to develop the SER. An institutional audit steering committee overview the process under the leadership of the deputy vice-chancellor responsible for integrated planning and quality.

Working teams across all faculties and support departments were established, resulting in a total of 19 SERs as input into the overall SER.

Quality review and improvement are the ultimate objectives of this management process.

We welcomed this institutional audit as an opportunity to evaluate the capacity and maturity of our integrated quality management systems and processes, and look forward to receiving the CHE’s Audit Report in 2023.

Our managerial and administrative activities

The state of disaster was lifted in March 2022, allowing for the full return of students to campus and residences, and for the resumption of contact sport and social events.

Covid-19 had blurred the distinction between contact and distance modalities. We have therefore started to reposition our academic offering to include blended learning for distance and contact learning in the faculties of Education and Theology; and online learning for our distance offering in three faculties: Engineering, Humanities and Natural and Agricultural Sciences.

As a strategic response to the increased use of technology, the NWU has adopted the Senate decision of setting a 30% CHE threshold for online offerings within modules. This is being supported by an investment in technology infrastructure.

In 2022, Senate also commenced with the development of a framework for micro-credentials to certify learning outcomes in short courses and similar programmes.

Adequacy of staffing levels, particularly in critical areas

We use integrated talent management mechanisms to attract and retain innovative and highly skilled staff. These mechanisms include strategic workforce planning, talent attraction and management, targeted recruitment, optimal remuneration management, training and development and performance management, as well as succession planning.

As our scarce and critical skills programme was already in place in both the academic and support environments, we focused on the staff optimisation project in 2022 to ensure optimal staffing levels and productivity. The outcomes of the first phase will be implemented in 2023, followed by the scoping process for the second phase.

In 2022, the total staff headcount stood at 10 762, up from 9 399 in 2021.

Owing to the economic impact of Covid-19, budget cuts are likely for the higher education sector, which is sure to affect future staffing levels. We have developed a cost-mitigation plan to incur savings to mitigate the impact of the sectoral budget cuts and ensure the university remains academically and financially viable.

Only mission-critical positions were filled in 2022.

Total staff headcount – 2021 vs 2022

Classification	Permanent		Temporary		Total	
	2021	2022	2021	2022	2021	2022
Academic	1 648	1 678	1 414	783	3 062	2 461
Support	2 492	2 550	3 845	5 751	6 337	8 301
Grand total	4 140	4 228	5 259	6 534	9 339	10 762

The overall attrition rate is 8,38%, well within our target to contain this rate at under 10%.

Realising equity targets in the workplace

Two committees of Council monitored our progress against equity targets, namely the People and Culture and Employment Equity Committee and the Transformation Oversight Committee.

Our current employment equity plan runs from January 2021 to December 2023. The targets and outcomes for 2022 are shown in the following table.

Race	2022 Target		% Total	31 December 2022 Actuals		31 December 2022 % Total	Difference	Target Achieved Y/N
	Male	Female		Male	Female			
African	21,16%	19,88%	41%	20,1%	20,1%	40,2%	0,83%	N
Coloured	3,18%	4,01%	7,2%	3,1%	4,1%	7,2%	0,00%	N
Indian	0,85%	1,10%	2,00%	0,8%	0,8%	1,6%	0,37%	N
White	18,48%	30,23%	49%	18,4%	30,4%	48,8%	0,23%	N
Foreign nationals	0,89%	0,23%	1,12%	1,7%	0,5%	2,3%	-1,14%	N
	44,56%	55,44%	100,00%	44,1%	55,9%	100,00%	0,00%	

The moratorium on staff vacancies to contain costs continued for the third year, negatively affecting our ability to reach the employment equity targets.

The current employment equity plan has proportional targets for blacks, women and people living with disabilities and has four main strategies:

- removing barriers in attracting people from the designated groups and people living with disabilities
- succession planning for key positions
- retention strategies
- establishing an enabling organisational culture

The quality of information available to management

Data analytics and synthesis have become mainstream in higher education, and the NWU has been leading in this regard.

Focusing on collaboration, automation and skills development, we have made great strides in the business intelligence and information dissemination spheres.

A possible risk is the time pressure for building the new data warehouse, which needs to be completed and tested by the time the new student system is operational in 2024. The data warehouse must also comply with HEMIS rules on subsidy allocations.

Meanwhile, PowerBI, Microsoft’s interactive data visualisation and analytics tool for business intelligence is being rolled out across the NWU to enhance our ability to use learning analytics and conduct scenario planning.

Student services and co-curricular activities

Most face-to-face support services and co-curricular arts, sports and social engagement programmes resumed in 2022. There was overwhelming student interest and participation in these, confirming the importance of a vibrant student experience.

Some key international sport events were held at the NWU during 2022, such as the International Hockey Federation Women’s Junior World Cup. For **student services and co-curricular engagement**, we retained certain hybrid modalities adopted during the pandemic and integrated these into face-to-face modalities. This approach is flexible and allows for increased student engagement and better service availability.

Counselling support services and psycho-social crisis interventions for students were resumed, using face-to-face modalities.

Campus **Health Care Centres** (CHCCs) continued to render primary healthcare services to students. Social welfare programmes such as the Meal-a-Day programme remained under pressure as socio-economic circumstances worsened amid national economic challenges.

In further strengthening the reach of psycho-social services within the student community, the networks of **peer helpers** (volunteer student lay counsellors) resumed

their activities and educational campaigns were held on anxiety, depression, adapting to change, mental health, among others. The network of peer helpers remains a core driver of psycho-social referrals to professional counselling.

We addressed the sustainability of co-curricular **programme funding** within the Residence Life domain to ensure long-term financial security and responsible expenditure, and adopted the NWU Student Life Operational Framework to ensure quality co-curricular student services, programmes and platforms across all three campuses.

During the 2021/22 **student leadership term**, more than 1 100 student leaders were active within the university, including 15 Student Representative Council members and 45 Students' Campus Council. Students were represented on the Council, Senate and faculty and support services committees and forums.

The Student Leadership Benefits Programme served as a mechanism to reward, support, develop and monitor the performance and development of student leaders.

The NWU Student Leadership Academy is being developed to deliver a structured programme of short course-based leadership interventions.

For the 2022 orientation programme for **first-year students**, we introduced the First-year Navigator platform to assist students to navigate the academic support services available to them amid the uncertainties of the pandemic.

*For more information about our academic support activities for students, turn to the section **Increase student access and success**.*

Changing patterns in the provision of academic courses

In total, 54 176 students were enrolled at our three campuses in 2022. Female enrolments increased from 33 665 to 34 051, while male enrolments, at 20 124, increased from 19 804 in 2021.

The decline in students enrolled in the distance programmes continued (down from 9 830 in 2021 to 8 888 in 2022). In response to this continuing trend, we held two strategic workshops to consider the future of distance education at the NWU.

One of the key recommendations from this workshop was to continue providing distance education offerings, subject to reconsideration of the operational model. A task team was set up to investigate options during 2023.

- New programmes rolled out in 2022

We are making steady progress in executing our strategy of enrolling more students in science, engineering, technology and commerce.

Approximately 20 new undergraduate and postgraduate **programmes were rolled out in 2022**.

Digital technology, data presentation and robotics featured prominently in a number of these, such as the BEd (senior and further education and training phase) and the Postgraduate Certificate in Education.

e-Science has also been incorporated into two new master's degrees, an MA in development and management and an MSc in computer science, both offered jointly with the University of the Witwatersrand.

Several new environmental sciences qualifications were introduced, such as the BScHons, with One Health and the Master of Environment Management with two new options, conservation leadership or air quality and climate change.

A milestone in the field of accounting was the Association of Chartered Certified Accountants (ACCA) approving the Master of Accounting as an embedded master's programme, the first of its kind in South Africa.

Engineering continued to expand its range of postgraduate offerings by introducing three new master's programmes, while in the health and nursing sciences, two new master's programmes were introduced.

A full list of new programmes rolled out in 2022 is available [here](#).

- New qualifications developed and internally approved

The MSc in agriculture was fully accredited in January 2022. Two other new programmes were internally approved, namely the Advanced Certificate in further education and training and the BA in criminal justice and police science.

In addition, 11 new qualifications were developed and internally approved in 2022, and are in the process of being externally approved. These include a diploma, BEd degree and postgraduate diploma in childhood care and education.

A full list of new qualifications developed and internally approved and still in the process of being externally approved, can be viewed [here](#).

The University Management Committee has recommended that the NWU should not introduce new higher certificate programmes unless these will broaden access in science, technology, engineering and mathematics (STEM).

Work on the Programme and Qualifications (PQM) Review Project continued in 2022, the aim being to critically re-examine the relevance and viability of the NWU's programme offering.

The data analysis for the PQM Review has been completed. In 2023, consensus must be reached on the basic structure of a B degree at the NWU, and the resulting faculty action plans must be approved.

Self-assessment of our achievements

In hindsight, Covid-19 forced us to rely on technology to foster self-directed learning. We now need to capitalise on the lessons learned to create an improved student value proposition.

Achievements for 2022 include:

- a very successful first-year registration, in which we reached our contact enrolment target, eclipsing the lower First Time Entrant (FTEN) enrolment of 2021.
- submitting the revised enrolment plan, which is aligned with the 2030 goals set out in the National Skills Development Plan, as well as the White Paper for Post-School Education and Training. Progress has been hampered by the dwindling funding for postgraduate students.

The academic staff capacity at the NWU is strained and more and more students are struggling to access funding. The NWU has therefore decided to maintain the current levels of enrolment, with growth only in specific areas prioritised by the faculties.

To stabilise our FTEN enrolment in the contact provision mode, growth will be limited to programmes that are strategic priorities and financially viable. In the distance provision mode, we will continue to grow in the BEd and Grade R Diploma programmes.

Postgraduate growth is a strategic priority. We plan to grow postgraduate enrolments (honours and postgraduate diplomas) by 8% a year to 3 562 in 2025. The growth areas will be the postgraduate diplomas in engineering, education management and leadership, curriculum studies and management.

We are also planning to increase master's enrolments, targeting growth of 5,6% a year between 2022 and 2025, resulting in an enrolment total of 2 644 by 2025.

For doctoral enrolments, we are preparing for growth of 8,9% a year between 2022 and 2025. The projected enrolment would be 1 399 by 2025.

The revised plan takes a more realistic and strategic view of the university sector and the operating environment. We believe it will maintain a healthy student enrolment while safeguarding the finances of the NWU.

We are also paying attention to building a values-based culture. In March 2022, we relaunched the values that guide staff, students and other stakeholders.

The relaunched values are Care and inclusivity; Embracing diversity; Transparency; Excellence in all endeavours; Ethics in all endeavours; Responsibility and accountability, and Academic freedom and freedom of research.

Looking to the future

Teaching and learning have shifted to digital education platforms. Although the shift has been gradual, it has taken place more quickly than anticipated.

Despite challenges with loadshedding and connectivity, there is an increased need for technology integration to ensure greater efficiencies in the use of scarce and limited resources. Support services processes need to be re-engineered towards more automated self-help capabilities.

Digital business enablement must be enhanced through the aligned and coordinated execution of digital business strategy initiatives and the facilitation of change. This is further supported by the establishment of the Innovation Hub and Accelerator Fund.



DR BISMARK TYOBKA
CHAIRPERSON OF SENATE

Meet our 2022 University Management Committee members



Prof Bismark Tyobeka
Principal and Vice-Chancellor



Prof Daryl Balia
Deputy Vice-Chancellor:
Information Technology and
Potchefstroom Campus
Operations



Prof Marlene Verhoef
Registrar



Ms Elmarie de Beer
Executive Director:
Finance and Facilities



Prof Linda du Plessis
Deputy Vice-Chancellor:
Planning and Vanderbijlpark
Campus Operations



Prof Mala Singh
Executive Director:
People and Culture



Prof Robert Balfour
Deputy Vice-Chancellor:
Teaching and Learning



Mr Clement Manoko
Executive Director:
Corporate Relations and
Marketing



Prof Jeffrey Mphahlele
Deputy Vice-Chancellor:
Research and Innovation



Dr Sibusiso Chalufu
Executive Director:
Student Life



Prof Sonia Swanepoel
Deputy Vice-Chancellor:
Community Engagement and
Mahikeng Campus Operations

How we engage with our stakeholders

Creating value for ourselves and our stakeholders

Our commitment to social justice and an ethic of care requires that we discuss our strategies and plans with our key stakeholders and not only among ourselves.

We liaised with 95 non-profit organisations (NPOs) and non-profit companies (NPCs) in the district of Sedibeng, Dr Kenneth Kaunda, Ngaka Modiri Molema, Bojanala and Dr Ruth Segomotsi Mompoti to explore mutually beneficial community engagement activities.

In addition, we were involved in 754 **community engagement activities**.

The North West Provincial Government is one of our key stakeholders. In 2022, we partnered with the provincial departments of Arts, Culture and Recreation,

Statistics, Health, Economic Development, Education and Conservation and Tourism, as well as the Film and Production Board and the Independent Electoral Commission.

How we react to our stakeholders' interest and expectations

High levels of responsibility and accountability are expected from higher education institutions in our country. Stakeholder engagements and feedback enable us to live up to these expectations.

We further acknowledge that our success and sustainability depend greatly on how we respond to the issues our stakeholders perceive as critical.

Stakeholder group



Prospective students

How we engage

- > Visits to schools
- > Career fairs
- > One-on-one and group career advice sessions
- > Marketing (direct and indirect)
- > Open days and activations
- > Sports, arts and other sponsorships

Issues raised (material matters)

- > Career and subject choices
- > Equity of student experience
- > Health and safety
- > Applications for admission
- > Economic circumstances
- > Programme and qualification mix

Our response

These are some of the responses received from our prospective students, their parents or schools during our engagements with them:

- “Thanks for everything that you did for us; even the people at the residences assured us that they will support our child academically.” – Parent, High School, Duineveld, Northern Cape
- “We have never met, but I want to thank you because you were always willing to assist even though you don't 'know' me.
- “Yesterday my son got his final results, and he passed his final year.” – Parent, Paarl Boys High School, Western Cape
- “Wow, wow!! There was absolutely nothing that we would have wanted to change about what we saw and heard on Saturday. You have fantastic campuses; sporting facilities and the people are great.” – Prospective student, Florida High School, Gauteng
- “You assisted me way back in 2018 going into 2019 with my university application and I just want to thank you once again. I am now about to finish my first degree. I was recently also elected as the SCC: Transformation and Diversity Officer with Current Affairs for the term 2022/23. I am doing very well at university and I am planning on starting with my postgrad in the next year.” – Former student, Nelspruit High School, Mpumalanga
- “Thank you so much. Your service is exceptional – like always.” – Linden High School, Gauteng

Stakeholder group



Current students

How we engage

- > Webinars
- > Website
- > Social media
- > Meetings
- > Communiques
- > SMS
- > eFundi
- > Career fairs

Issues raised (material matters)

- > Equity of experience
- > Restrictions due to Covid-19 regulations
- > Financial assistance/NSFAS

Our response

eFundi remained a crucial source of information for our students, both for teaching and learning and for general NWU information.

As some Covid-19 protocols still applied at the beginning of 2022, we held face-to-face classes as far as possible and continued with online teaching where necessary. The NWU encouraged students to be vaccinated and required those who opted not to do so to apply for exemption. This arrangement applied until the state of disaster was lifted.

Regarding financial assistance, we managed NSFAS payment delays by making advance payments to all NSFAS-qualifying students and facilitated or offered bursaries to academically qualifying students in the “missing middle” (students whose household income is above the NSFAS threshold).

Career Centre – Improving graduate employability

Our Career Centre again offered work readiness services to ensure we produce well-rounded and resourceful graduates who are ready to enter the world of work.

These services, which reached 8 408 students, included CV and interview training, group training, work-readiness webinars and eFundi training. eFundi usage has grown significantly: 5 022 students subscribed for training in 2022, compared to 3 800 in 2021.

In 2022, the Career Centre hosted two virtual career fairs across our three campuses. Altogether 4 897 students attended, and 93 companies participated. Another 14 companies supported our career guidance adverts.

There was a 38% increase in attendance of entrepreneurship and work-readiness training. The Career Zone platform shared 336 job opportunities and 185 Facebook page posts featured job and graduate opportunities.

Preparations were made to launch the work-readiness short learning programme in 2023. The aim is to enrol 200 students in the pilot phase. The 2022 Universum survey, which assists companies to attract and retain graduate and professional talent, had 15 448 student respondents from the NWU.

Six team members from the Career Centre qualified as career development practitioners with the South African Career Development Association.

These are some of the responses from students and their parents:

“Thank you for assisting. My son is the first in our family to go to university, therefore I am still new to all of this.” – Parent

“Thank you very much for the information. We paid the registration fees today, so everything will be in order by Monday.” – Student



The Career Centre hosted two virtual career fairs across our three campuses.

Stakeholder group



Industry and business community

How we engage

- > Integrated report
- > Webinars
- > Publications and videos
- > One-on-one and group engagements

Issues raised (material matters)

- > Assurance on stability and sustainability
- > Partnerships and collaboration
- > Graduate attributes
- > Research

Our response

We engaged extensively with industry partners, mainly enterprises that employ our graduates, to understand their skills needs and obtain feedback on how our graduates are performing in the market. Our faculties use this feedback, as well as the results of collaborative research, to update our academic programmes.

We also engaged with the business community close to our campuses to inform them about NWU procurement and tender processes, as well as business opportunities. This strengthens our relations with communities and helps alleviate high unemployment.

Stakeholder group



Employees

How we engage

- > Intranet
- > Email
- > Website
- > Webinars
- > Publications and newsletters
- > SMS

Issues raised (material matters)

- > Restrictions due to Covid-19 regulations
- > Conducive work environment
- > Employee equity
- > Remuneration and compensation
- > Skills development and empowerment
- > Ethics and transparency

Our response

The Covid-19 Response Team continued to guide the university on pandemic regulations and protocols, especially in the first half of the year. The NWU encouraged employees to be vaccinated and required those who opted not to do so to apply for exemption. This applied until the state of disaster was lifted.

All staff were requested to return to their offices, and this was done according to health and safety regulations.

During campus visits, the vice-chancellor took note of employees' concerns about remuneration, empowerment and their working environment. They were informed that measures would be put in place to address their concerns.

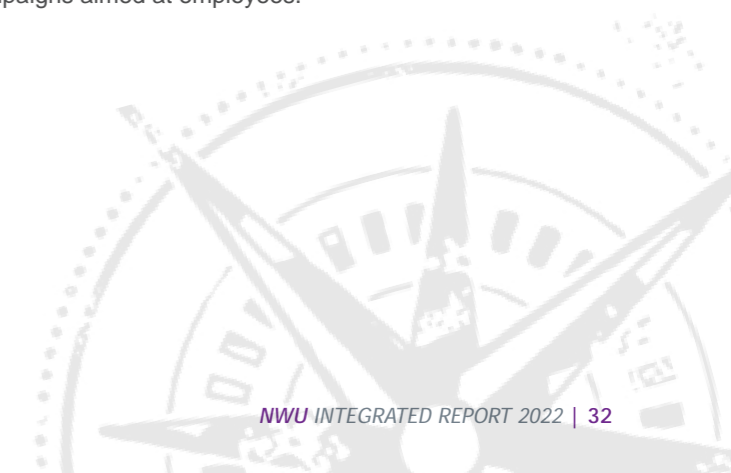
We organised webinars on mental health, well-being and how to adjust to a post-Covid environment.

We continue to prioritise the appointment of staff in line with our commitment to staff equity, diversity and inclusivity. Another priority is to continue addressing some of the ethics issues raised in past ethics surveys.

The values of the NWU were re-launched through several campaigns aimed at employees.

Here is one of the responses we received from employees:

“Dear Prof, I would like to say thanks to Prof and the NWU Management that we are recognised as important staff members. May God Almighty bless you. Kind regards, Officer from protection services.”



Stakeholder group



Alumni

How we engage

- > Webinars
- > Newsletters and alumni magazine
- > SMS
- > One-on-one and group engagements
- > Emails
- > Website
- > Events
- > Social media

Issues raised (material matters)

- > Stability
- > Sustainability
- > Partnerships
- > Reputation

Our response

Alumni are important to the sustainability of the NWU and in 2022, we hosted in-person alumni events in different provinces and abroad. We hosted alumni events in Botswana, Germany and Namibia, and held roadshows in Mpumalanga, the Western Cape and the Northern Cape.

The Convocation signed up 399 alumni and held its triennial general meeting, which was well attended. A new executive committee of Convocation was elected and, for the first time, alumni who graduated from the Mahikeng Campus were elected to the committee.

Three campus committees were established and, in collaboration with the NWU Alumni Association, held four meetings.

The number of alumni volunteering their time and skills increased to 117 in 2022, against 75 in 2021.

The Alumni Relations Office started a mentorship programme to prepare our students and young alumni for work and help tackle unemployment. In addition, we hosted various workshops to assist unemployed graduates and postgraduate students with CV-writing and interview skills, and connected them with potential employers.

Five issues of the NWU alumni magazine, *NWU & U*, were published and distributed online.

Here is one of the responses we received from alumni:

“I am truly grateful for all that you did for me when I was a part of the NWU. The words ‘it all starts here’ are not just for show. Everything really does start at the NWU. My confidence grew. My light shone on those I met and I’m very thankful I became a world-class student there.” – Former student, Sandtonview Combined School, Gauteng



“We need to motivate them to be bold, speak up, and break barriers.”

Alumnus Nadine Watkins, who was part of the NWU’s mentorship programme, is passionate about giving younger women a leg up.

The following feedback was received from a mentor and a mentee involved in the mentorship programme:

Nadine Watkins, mentor to Nomagugu Sibeko – BA Communication

“The NWU produces quality and well-rounded graduates. I was again reminded of this during my time as a mentor for the NWU’s mentorship programme.

“I really enjoyed the sessions with Noma and I can see how her time at the NWU has prepared her for the world of work. Whether Noma decides to continue her studies at an honours level, or decides to face the big corporate world outside the university’s gates, I know that she will succeed.”

Nomagugu Sibeko, whom Nadine Watkins mentored, says this:

“My mentor, Nadine Watkins, has been nothing but an inspiration to me. She has helped me understand that whether I choose to go into the corporate world or continue with my studies, it is important to always set goals for myself and celebrate those that I achieve.”

Stakeholder group



Donors

How we engage

- > Integrated report
- > One-on-one and group interactions
- > Newsletters and digital communications
- > Website
- > Meetings
- > Campus visits and tours

Issues raised (material matters)

- > Stability and performance of the higher education sector in general and the NWU in particular
- > Long-term sustainability of the Government’s funding model
- > Diversity of third-stream income sources
- > Students’ access and success

Our response

Donors continue to play an important role in allowing the NWU to implement its core mandate.

Meetings were held with the Board of Donors (BoD) and management reported the academic programme and gave an update on NWU achievements. The executive committee of the BoD held a workshop with management to understand the financial challenges of the NWU and how the BoD can help address some of these.

The Development and Fundraising office raised R42 559 079 in 2022, which was 85% higher than in 2021. The vice-chancellor hosted a breakfast appreciation event to thank donors for their support.

Discover the NWU



Money can make dreams come true

Percy Moleke, chairperson of the NWU’s Board of Donors, emphasised the importance of fundraising during a donors’ function on 29 September at the Radisson Blue Hotel in Sandton.

She said the Board of Donors acknowledges the strategic role donors play in achieving the goals of the university, including generating more postgraduate skills. However, most funding is directed at undergraduate qualifications.

“While that is important, innovation, research and development require that we invest in higher-level qualifications. It is crucial that we concentrate our efforts as donors on raising funds for postgraduate students,” she said.



“As the Board of Donors, we wish to help the university raise funds, serve as ambassadors for the fundraising strategy of the institution and disseminate the word to potential donors and broaden the network.” - Percy Moleke, chairperson of the NWU’s Board of Donors

Stakeholder group



Government and regulatory bodies

How we engage

- > Publications
- > One-on-one and group engagements
- > Conferences
- > Workshops

Issues raised (material matters)

- > Compliance with legislation
- > Financial accountability and reporting
- > Quality and standards

Our response

We continued to share our performance information through mandatory progress reports to the Ministry of Higher Education, Science and Innovation, the Department of Higher Education and Training (DHET), the Council for Higher Education (CHE) and sectoral regulatory bodies.

Compliance with legislation such as the Occupational Health and Safety Act and the Higher Education Act is always a priority.

Our transformation journey



The journey with Covid-19, the academe and students

The Covid-19 pandemic exposed inequalities in students' access to technology. In response, we adjusted and refined our internal platforms to make the online environment more accessible to our students.

The lifting of the state of disaster and Covid-19 restrictions brought relief as students returned to campus and accessed our libraries, laboratories and learning centres.

Monitoring transformation

We are getting better and better at monitoring the progress of transformation across the NWU, using tools such as the transformation dashboard.

Reporting on transformation continues to become more comprehensive and coherent.

Overseeing transformation

Three Council subcommittees keep us on track with our transformation targets: the Transformation Oversight Committee, the People and Culture and Employment Equity Committee and the Student Life Oversight Committee.

We also have two transformation advisory bodies. These are the Institutional Forum, a statutory committee, and the Student Diversity and Transformation Committee (SDTC). The SDTC was established in 2022 to advise the University Management Committee on how to bring about a unified, diverse and integrated student culture and population.

We strengthened the critical role of student leaders in driving sustainable transformation at grassroots level in 2022 when student transformation portfolios began functioning.

We hosted a workshop, "Understanding African Traditional Beliefs", to build awareness and understanding of these beliefs among the NWU population.

Adding value

Multilingualism is part of our transformation programme. In 2022, we launched the interactive NWU Language Portrait App, which will be a critical enabler in realising the multilingual dimension of our NWU Language Policy in the student community.

Student Life collaborated with People and Culture to implement the NWU values through campaigns and programmes such as the **NWU Management Cook-off** and the **NWU Purple Race**.

Senior management participated in various sectoral transformation initiatives in 2022. The executive director for student life and assigned function: transformation, Dr Sibusiso Chalufu, is a member of the Universities

South Africa (USAf) Transformation Strategy Group, the Transformation Managers' Forum and the Advisory Board of the USAf project on student-centred higher education.

Pursuing and enabling equity

The Employment Equity Plan for 2021 to 2023 directs our Employment Equity Policy, which is about creating equal opportunities for employees, addressing barriers to access and equity and accelerating the pace of transformation.

According to the Employment Equity Plan, black people must account for at least 70% of appointments and people living with disabilities for 2% of the workforce.

All individual performance agreements for line managers incorporate key performance areas (KPA) for managing employment equity and diversity and promoting the preferred NWU culture. A KPA for ethics has been added to the performance agreements of senior managers.

A new requirement is that the appointments of people from non-designated groups must be approved by the vice-chancellor.

Academic transformation

The NWU is pursuing strategies to transform the curriculum and align the student experience. This is in line with Strategic Goal 1, which requires systematic curriculum transformation and renewal to equip graduates for the world of work and to decolonise and Africanise the curriculum.

Our strategies include giving students an in-depth orientation to their fields of study and a broader understanding of contemporary societal challenges. Work-integrated learning (WIL) and service learning (SL) opportunities foster an ethic of care and social responsibility.

All NWU curricula provide an orientation to various thought paradigms and explanatory systems, including, where appropriate, indigenous knowledge systems.

Our programmes support the learning needs of a diverse student body, and we involve students in a range of individual and collaborative learning and assessment activities so that they can progressively assume responsibility for their own learning.

In June 2022, Council approved an amended version of the NWU Language Policy, which deepens multilingualism in the NWU's languages of choice. The Language Directorate translated materials and offered online and in-person interpreting of contact sessions.

We held three awareness weeks on aspects of transformation.

Gender Awareness Week was presented from 8 to 12 August 2022, highlighting the theme "Gender as expressed through the Arts". Staff and students were encouraged to use music, the visual arts, literature,

architecture and philosophy to engage with gender in their own fields.

Facing Race Week 2022 took place between 11 and 14 April. The event included a themed art exhibition on all three campuses, performances by acclaimed artist Oupa Sibeko and 12 formal roundtable sessions.

Language Awareness Week was viewed and approached through the lens of the NWU Multilingual Language Policy. Activities were presented on all three campuses, including drama plays, language portraits, online language classes, movie nights and food fests.

Transformation of the procurement space

We have taken the following steps to transform procurement by involving local small, medium and micro enterprises (SMMEs) in the procurement of the NWU:

- Council approved the amended Preferential Procurement Strategy at its November 2022 meeting.
- We achieved the target set by Council for procuring 50% of all spend from suppliers with black ownership of 51% or more.
- Provision was made for contractors on large construction projects to appoint community liaison officers to liaise with communities about appointing local SMMEs as subcontractors and using local labour on construction projects.
- We implemented tender requirements for a part of construction projects/service contracts to be subcontracted to local contractors.
- A database for SMME registration has been developed and made available to contractors for the subcontracting arrangements referred to above and for quotations for minor works.

COUNCIL STATEMENT ON TRANSFORMATION

The NWU believes that value-adding transformation should be deeply embedded in all our activities, from the transformation of the curriculum to transformation of the institutional culture. All our members are required to further the transformation objectives of the university and to be change champions of transformation initiatives. We are committed to making meaningful changes that will impact positively on the lives of our staff and students.

Statement approval obtained from the NWU Council on 22 June 2023.

- We facilitated the formation of community project committees in Mahikeng, Potchefstroom and Vanderbijlpark to liaise between infrastructure projects/service contracts and the local community stakeholders (based on Construction Industry Development Board guidelines).
- A staff member in Facilities has been formally delegated to act as local participation officer.
- We have formed a task team with representatives from Facilities, Finance, Community Engagement, Stakeholder Relations and the vice-chancellor's office to implement the framework for local participation and community engagement.
- The threshold for closed tenders was raised from R750 000 to R1,5 million to target local SMMEs.

Looking ahead

In June 2022, the Transformation Oversight Committee tasked the executive director for student life and assigned function: transformation, working with the executive director for people and culture, to put together a plan to take the transformation journey at the NWU forward.

The project was proposed with the understanding and acknowledgment that in some areas we are doing reasonably well on transformation, while in other areas progress is either slow or non-existent. The starting point was to map the journey travelled so far, highlight the current state of play and milestones reached and look at how to take the transformation journey to the next level.

Council approved the Transformation Journey Report in November 2022.

MR BERT SORGDRAGER
CHAIRPERSON OF COUNCIL

DR BISMARK TYOBKA
VICE-CHANCELLOR

Material risks and opportunities impacting on value



How we govern and manage our risks

Understanding risk is like using a compass to move in the right direction while avoiding pitfalls, detours and wrong turns. Knowing what risks lie ahead makes it easier to manage uncertainty, especially in our **external environment** and to take advantage of the opportunities we discover in the process.

In 2022, using a strategic approach to risk and opportunity management, we identified and prioritised risks and opportunities with a bearing on our ability to implement the university's strategy, and adopted appropriate risk mitigation strategies and initiatives.

Underpinning all this, we aligned our risk management processes with the King IV Report on Corporate Governance for South Africa.

As a matter of priority, we focused on risk assurance, risk tolerance and risk appetite in 2022.

[Click here to read more about risk tolerance and risk appetite.](#)

This entailed further strengthening our first-level assurance and the internal control environment, while also attending to second-level assurance provisioning.

[Click here to read more about assurance provisioning.](#)

Second-level assurance was provided for all risks with a risk rating of 8 and above. During the risk assurance discussions on first and second levels of assurance,

internal controls were checked and, based on the control assessment and the determination of the resultant control efficiency, the risk rating of certain risks was adjusted.

As a result, by the end of 2022, we had updated the top 10 risks of the NWU.

The Audit, Risk and Compliance Committee (ARCC) received a full report on assurance provisioning at its August meeting and decided to use the results for a third-level assurance determination on the top 10 risks.

With the guidance of PwC, we set risk-tolerance and risk-appetite levels for the six NWU goals in the APP for 2022.

When the 2023 APP was approved, we commenced risk-tolerance discussions to set the associated tolerance levels for the coming year.

[More information about how we incorporate risk appetite and risk tolerance into the APP is available here.](#)

How we identify our risks

We use a template to identify, define and rank risks. Acting on this, we implement internal controls, set future controls and agree on action plans to manage the risks.

Certain risks tend to be interrelated and can often be grouped into clusters. For the past few years, we have been using a risk-cluster categorisation approach to identify the material risk clusters that are important for the university's strategy, governance and management, performance, and future planning.

These clusters are listed in the table on the next page and make up the core of the risk-management process.

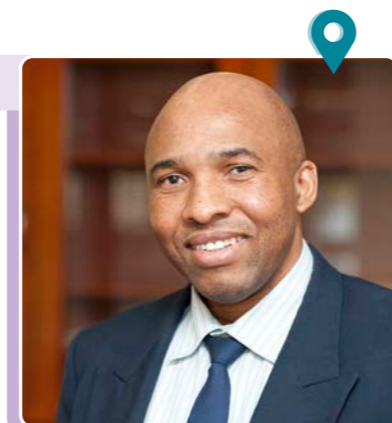
Discover the NWU

Our digital transformation is now shifting into high gear

A robust digital transformation is underway at the NWU, guided by our Digital Business Strategy (DBS).

In a video, the NWU's digital strategy officer, Andile Swartbooi (pictured) talks about 2022's highlights in implementing the DBS and mentions the beacons awaiting us on our digital transformation journey in 2023.

He also reassures us that nobody will be left behind. The university will collaborate with staff members to reconfigure their workspaces where necessary and will also reskill people to enable them to function well.



[Click here to watch this video about the implementation of our Digital Business Strategy on YouTube, where we have inserted links to all the 2022 and 2023 highlights below the video.](#)

Risk clusters

RISK CLUSTER	RISKS	Related material matter providing the opportunity:
1	Uncertainties in the higher education sector, largely related to uncertainties about financial matters and the funding model for universities	Ensure financial sustainability and optimal performance with due consideration of macro-economic conditions and a drive towards digital transformation.
2	The demand for organisational change and ongoing transformation	Govern, lead and manage in an agile, collaborative and integrated way towards an optimally digitised university environment.
3	Risks related to academic matters (teaching and learning, research and innovation and academic administration)	Strengthen research and innovation with a strategic focus on impactful globalisation and promote excellent learning and teaching; also reposition the NWU to attain the size and shape required by market direction decisions.
4	Ensuring compliance	Govern, lead and manage in an agile, collaborative and integrated way towards an optimally digitised university environment.
5	Risks related to student life, both in the academic and non-academic environments	Develop a clearly differentiated student value proposition with a focus on creating an inclusive environment aimed at developing students holistically through structured and unstructured co-curricular programmes that are relevant and desirable, and that meet students' needs; at the same time, promote excellent learning and teaching, and reposition the NWU to attain the size and shape required by market direction decisions.
6	IT risks (including cyber security) and university systems	Establish a holistic and integrated university technology platform to provide a solid foundation for a digital future, as well as govern, lead and manage in an agile, collaborative and integrated way towards an optimally digitised university environment.
7	Commercialisation	Promote excellent learning and teaching, and reposition the NWU to attain the size and shape required by market-direction decisions, and strengthen research and innovation with a strategic focus on impactful globalisation.
8	Operational risks	Govern, lead and manage in an agile, collaborative and integrated way towards an optimally digitised university environment and ensure financial sustainability and optimal performance with due consideration of macro-economic conditions and a drive towards digital transformation.

Using our opportunities

Our risk-cluster approach ensures focus in our ongoing risk management project, enabling us to continually identify opportunities to adapt to our changing environment.

Over time, certain thematic threads have stood out as strategic opportunities that:

- continually safeguard the financial sustainability of the university;
- enable us to implement our strategy, structure and operating model;
- promote excellence in teaching and learning, research and innovation;
- establish a clearly differentiated student-value proposition;
- develop and retain excellent staff and create an equitable staff and student profile;
- enable the deployment of best-in-class information technology to support the core business; and
- provide an effective financial model, policies and structure for continuing education offerings and increased commercialisation opportunities.

The following tables provide an overview of the top risks that affect our ability to create value, and how we deal with them.


Cyber security

Risk ranking 1

Related material matter providing the opportunity:	Risks and the impact on value creation and capitals
<p>Develop and implement a digital business strategy to create a competitive advantage for the university and ultimately unlock alternative revenue streams. (2022 APP, Goal 6)</p> 	<p>Cyber security is not adequately addressed at the NWU and is the number one IT issue worldwide. An attack on the NWU is likely. Digital transformation will increase the cyber security risk.</p> <p>Mitigating actions</p> <p>Ensuring that the NWU is ready for the 4IR is a strategic priority.</p> <p>We are implementing a cyber-incident and execution management system, developing a cyber-security strategy and deploying a security information and event management plan. We have a centralised platform to identify abnormalities in the IT environment and alert the cyber-incident response team.</p>



Environmental management

Risk ranking 2

Related material matter providing the opportunity:	Risks and the impact on value creation and capitals
<p>Integrate and align community engagement with teaching and learning and research to develop a culture of active citizenship. (2022 APP, Goal 3)</p> 	<p>There is a lack of focus and clarity as to where environmental management should be located at the NWU and how it should work and be monitored. This poses a risk to sustainability and compliance.</p> <p>Mitigating actions</p> <p>These included conducting an Environmental Gap Analysis with an action plan to close gaps, and appointing an internal and external Safety, Health and Environment (SHE) project team. We are also implementing SHE systems for benchmarking and managing and monitoring SHE risks and impacts in faculties and departments. (SHE stands for Safety, Health and Environment.)</p>


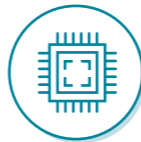
Business model adequacy after COVID-19

Risk ranking 3

Related material matter providing the opportunity:	Risks and the impact on value creation and capitals
<p>Promote excellent learning and teaching and reposition the NWU to attain the size and shape required by market direction decisions. (2022 APP, Goal 1)</p> <p>Strengthen research and innovation with a strategic focus on impactful globalisation. (2022 APP, Goal 2)</p>  	<p>The lockdown forced a change in stakeholder behaviour and habits and the NWU has had to adapt to this while ensuring alignment between quality teaching and learning, student access and success and a fit-for-purpose workforce.</p> <p>If the COVID-19 situation is not managed adequately, the impact will be felt on the NWU's governance and management in the short-, medium and long term.</p> <p>Mitigating actions</p> <p>The NWU's purpose statement, brand promise and 2015-2025 Strategy emphasise the need for excellence in teaching and learning at all times (including, by implication, during and after a pandemic) .</p> <p>Our 2023 objectives are aimed at preparing the NWU to embrace the new world of work and study, leverage the gains from implementing the digital business strategy and address the associated risks.</p> <p>IT, the Centre for Teaching and Learning and Space Management are facilitating strategic projects to position the NWU for the future. Examples are the integrated facilities project; student information system renewal project, work-integrated learning and service learning (WISL) system, e-assessment and proctoring platforms/software, and further development of the NWU learning management system.</p>

The implications and demand for digital transformation on the NWU's business

Risk ranking 4

Related material matter providing the opportunity:	Risks and the impact on value creation and capitals
<p>Develop and implement a digital business strategy to create a competitive advantage for the university and ultimately unlock alternative revenue streams. (2022 APP, Goal 6)</p> <p>Establish a holistic and integrated university technology platform to provide a solid foundation for a digital future. (2022 APP, Enabler 2)</p>  	<p>IT provisioning for certain administrative and academic functions is not optimal. IT has inadequate human resources and there have been delays in designing and implementing new systems. Digital transformation will have a significant impact on operational models, structures, people, processes and roles.</p> <p>Mitigating actions</p> <p>Mitigation plans to strengthen the foundation for the digital future include:</p> <ul style="list-style-type: none"> ➤ ensuring stable, scalable, hybrid, manageable and responsive infrastructure; ➤ Implementing composable infrastructure that makes data centre resources as readily available as cloud services; ➤ establishing an integration platform for long-term business agility through rapid deployment of standardised shared services; ➤ ensuring a secure digital environment; and ➤ starting to build the technology ecosystem that integrates students, partners, employees and "things" to establish a responsive IT operating model and deliver an exceptional customer experience.

Information governance

Risk ranking **5**

Related material matter providing the opportunity:

Develop and implement a digital business strategy to create a competitive advantage for the university and ultimately unlock alternative revenue streams. (2022 APP, Goal 6)

Govern, lead and manage in an agile, collaborative and integrated way towards an optimally digitised university environment. (2022 APP, Enabler 1)



Risks and the impact on value creation and capitals

Lack of a focused approach to information governance implementation could hamper the NWU's operations and expose the NWU to compliance risks.

Mitigating actions

We are focusing on business continuity planning, contingency planning for mission-critical processes, implementing our digital business strategy and compliance management. This includes compulsory training for all staff on the Protection of Personal Information Act (POPIA) and a review of the Policy on Academic Integrity. We plan to appoint an Information Governance Coordinator to focus on the implementation of the Information Governance Framework.

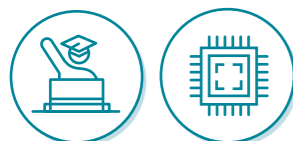
Business Continuity Plans (BCP) and Disaster Recovery Plans (DRP)

Risk ranking **6**

Related material matter providing the opportunity:

Govern, lead and manage in an agile, collaborative and integrated way towards an optimally digitised university environment. (2022 APP, Enabler 1)

Establish a holistic and integrated university technology platform to provide a solid foundation for a digital future. (2022 APP, Enabler 2)



Risks and the impact on value creation and capitals

Inadequate disaster recovery and business continuity management could hamper the NWU's operations and lead to compliance risks, financial losses and reputational damage.

Mitigating actions

Council has approved the BCP Policy.

BCP and Contingency planning has been incorporated into key processes such as registration.

The IT Governance Committee has approved the Cybersecurity Strategy and targets have been set and achieved for improvements in cybersecurity capabilities.

Funding and fee regulation

Risk ranking **7**

Related material matter providing the opportunity:

Ensure financial sustainability and optimal performance with due consideration of macro-economic conditions and a drive towards digital transformation. (2022 APP, Enabler 4)



Risks and the impact on value creation and capitals

The government funding model is not sustainable and the DHET is not keeping the higher education sector sufficiently informed.

Factors that are exacerbating funding uncertainties include overreliance on government subsidies, question marks over the sustainability of NSFAS and limits on fee increases since 2016.

Mitigating actions

We have developed a financial impact model that is updated constantly and incorporates all variables that might impact on the financial performance of the NWU.

We are also focusing on fundraising and endowment initiatives, building reserves to cover one year of operational expenses, fostering optimal relationships with funders and facilitating start-up capital through the Technology Transfer and Innovation Support Department.

Poor financial support to postgraduate students

Risk ranking **8**

Related material matter providing the opportunity:

Strengthen research and innovation with a strategic focus on impactful globalisation. (2022 APP, Goal 2)



Risks and the impact on value creation and capitals

Poor financial support to postgraduate students results in loss of student income and discontinuity from undergraduate to postgraduate levels. Postgraduate numbers are dependent on bursaries.

Mitigating actions

A postgraduate funding model is in place, providing merit bursaries for qualifying students who received NSFAS funding during their undergraduate studies. Strategic funds are made available for postgraduate bursaries for a small number of potential candidates.

The risk heat map for the NWU is as follows:

21 #0	22 #0	23 #0	24 #0	25 #0
16 #4	17 #0	18 #0	19 #0	20 #1
11 #0	12 #2	13 #3	14 #0	15 #0
6 #8	7 #1	8 #2	9 #0	10 #4
1 #0	2 #5	3 #6	4 #7	5 #0

*The number in each block indicates the residual risk rating and the # indicates the number of risks at that particular rating on the NWU risk register.

Key to risk indicators

Name	Value	Description
High	25	The risk is potentially disastrous and will hinder the achievement of objectives and/or lead to the collapse of business and/or projects.
Medium	15	The risk could have a serious impact on operations. It can be managed with some additional resources, budget and maintenance effort.
Low	10	A risk that is unlikely to occur, but if it does occur it can be managed under normal operating conditions.
Minor	4	A risk event that holds no significant threat to the organisation, employees or other stakeholders.

Conclusion

Now that risk management is engrained in the strategic mindset of the university, we are exploring ways to make it part of our day-to-day operations. Support departments and faculties have appointed risk champions and are discussing and building operational risk registers.

We have established a central control library for risks and continue to use electronic risk management software that integrates risk management, compliance management and audit matters.

Risks are reported at the University Management Committee, the Audit, Risk and Compliance Committee, Combined Assurance Forum and Faculty boards, and at all the Council committee meetings in May and October.

COUNCIL STATEMENT ON RISK MANAGEMENT

The NWU Council, as the final decision-making body of the university, affirms that it is endowed with the responsibility and accountability for the effectiveness and efficiency of the risk-management process. For the period under review, it is continually apprised of developments by means of management and audit reports on the management and risk coverage processes; and has received sufficient assurance over the past year from all relevant assurance providers.

Statement approval obtained from the NWU Council on 22 June 2023.

PROF MARLENE VERHOEF
 REGISTRAR, DESIGNATED WITH RISK RESPONSIBILITY

Our strategy to create value

Introduction

In moving forward with purpose and creating value for our shareholders as we do so, our strategy and Annual Performance Plan (APP) keep us orientated and progressing in the right direction.

Our strategy spans a 10-year period, currently 2015 to 2025, while our APP is for 12 months, in this case 1 January to 31 December 2022.

Explaining our strategy

Our identity, meaning our purpose, dream and brand promise, drives our strategy, which informs our long-term goals and enablers. These synergies are shown in the following diagram.

Every year, we review and agree on our annual objectives, which we then capture in our APP. These objectives anchor the university's broad direction in concrete actions through which we create value.

Discover the NWU



Shining the spotlight on strategic matters

Our world is changing rapidly, and the university – and indeed the whole higher education sector – has to keep pace with these changes.

One way to respond to changes instead of being reactive all the time, is to review our strategy.

At a two-day strategic planning session during November/December 2022, senior management and some of our planning experts discussed various pertinent issues affecting the NWU's strategy and operations.

One of the strategic issues was the NWU's **business model**, and in particular the model's efficiency and effectiveness. The NWU Business School has been tasked with the responsibility to evaluate the current operational model.

When it comes to being a comprehensive versus a traditional university, management resolved that the NWU is and should remain a **traditional university**. They also agreed that **distance learning** remains a crucial offering for the NWU.

Another strategic matter that came under the spotlight is that the student value proposition should be strengthened, and **student-centricity** reimaged at the NWU.

Everybody agreed that the **NWU Business School** is one of our flagship portfolios. Therefore, it needs to be appropriately resourced and allowed to implement its strategy and plan without unnecessary and rigid processes.

The diversification of income streams for the NWU was also discussed. To this end, management has resolved to pursue the establishment of **NWU Enterprises (Pty) Limited** to enhance our capability to harness third-stream income.

At the end of the planning session, Prof Bismark Tyobeka, our principal and vice-chancellor, said: "I am so happy with the work that the NWU senior management team has begun to set out for the future."



A senior management team discussed various pertinent issues affecting the NWU's strategy and operations at a bosberaad or legotla at the end of 2022. Leading the team is Prof Bismark Tyobeka, principal and vice-chancellor, in the front row, third from the right.

Our strategy

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



DREAM

DREAM
 Internationally recognised
 Engaged scholarship
 Social responsiveness
 Ethic of care

PURPOSE
 Innovative learning and teaching
 Cutting-edge research
 Benefitting society through knowledge

BRAND PROMISE
 Dynamic
 Values-driven
 Excellent

GOALS (CORE PERFORMANCE)

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

RISK REGISTER

Linked to

ENABLERS

- Govern, lead and manage in an agile, collaborative and integrated way towards an optimally digitised university environment.
- Establish a holistic and integrated university technology platform to provide a solid foundation for a digital future.
- Cultivate and deliver stakeholder-focused platforms to create and grow intentional experiences and brand equity.
- Ensure financial sustainability and optimal performance with due consideration of macroeconomic conditions and a drive towards digital transformation.

FINANCIAL PLAN

Revision

Measured by


KEY PERFORMANCE INDICATORS

- Contact student success rate
- International student enrolment
- First-time entrant dropout rate for contact degrees
- Publications per permanent academic staff member
- Student: academic staff FTE ratio
- Permanent academic staff with PhDs
- Contact undergraduate graduation duration factor
- Weighted research output
- Student mix: contact and distance

Six goals to realise our strategy

Where we want to go

We want to promote excellent learning and teaching and reposition the NWU to attain the size and shape required by the market direction decisions.



How we get there

Our multipronged approach towards promoting excellent teaching and learning includes research on best practices, student academic development, curriculum transformation and development, and professional services to the university community.

The Centre for Teaching and Learning has aligned its operational plans with the teaching and learning plans of the faculties and uses research to enhance its support to them.

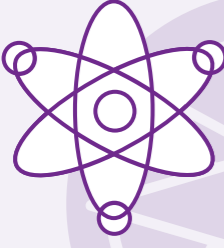
Proven student academic development and support initiatives continue to advance student retention and success.

We explore opportunities to generate third-stream income through continuing education offerings that create lifelong learning opportunities.

Through well-managed and appropriate work-integrated learning (WiL) and service learning, we enhance the employability of our graduates.

Where we want to go

It is our goal to strengthen research and innovation with a strategic focus on impactful globalisation.



How we get there

Working towards impactful globalisation, we are enhancing the visibility and footprint of our research. This entails increasing publications in Scopus/ISI journals, strengthening research integrity, improving the NRF ratings of our researchers and offering joint degrees and co-publishing with researchers from reputable international institutions.


We managed the research activities of our 60 research entities, including those falling under the South African Research Chairs Initiative (SARChI).

Funding pipelines were secured by successfully concluding the evaluations for research funding applications to the National Research Foundation (NRF), South African Medical Research Council (SAMRC) and other local funders.

We conducted training sessions on funding and ethics for researchers and students to advance research excellence. Library and Information Services (LIS) arranged workshops and webinars on open access and research data management.

Where we want to go

We want to undertake community engagement that deepens relevance, impact, reputation and sustainability to develop a culture of active citizenship.



How we get there

Although still limited in 2022, access to communities increased as the year went on and new partners joined our campus-based community engagement (CE) forums. This will have a positive impact on student volunteering and opportunities for work-integrated learning and service learning.


From 2021 up to June 2022, 12 different organisational units reported on 754 community engagement projects. Outreach/volunteerism comprised 30% of the CE activities evaluated and teaching and learning activities 22%.

We refined the CE activity database to integrate engaged scholarship dimensions aligned with the APP and the Sustainable Development Goals (SDGs).

In the sphere of environmental responsibility, we plan to promote water conservation management among our students.

Where we want to go

We continue to develop a clearly differentiated student value proposition, including an inclusive environment where our students can develop holistically.



How we get there

Improving student service delivery was a key component of developing a clearly differentiated student value proposition.


We strengthened our focus on student services such as psycho-social and primary healthcare, financial support, accommodation, academic development and support, and social welfare programmes.

A key area of improvement for 2022 was to standardise the planning and coordination of an aligned Student Life programme, presented by both staff and student leaders.

During 2022, student safety partnerships between the university and local municipalities, law enforcement agencies and community members continued to grow.

Where we want to go

We want to attract, develop and retain excellent staff and create an equitable staff profile.



How we get there

Staff and student equity promote social justice and diversity on all campuses. Our targets for staff equity are outlined in the Employment Equity Plan for 2021 to 2023. It focuses on removing barriers and addressing succession planning, retention strategies and an enabling organisational culture.


A leadership intervention has been successfully implemented for senior management to promote cohesion in executing university goals and objectives and embracing the preferred NWU culture.

In 2022, the NWU leadership team participated in an additional programme on self-mastery, work-life balance, leading with purpose and emotional intelligence.

The NWU Leadership Academy for Academics was launched in 2022 to support the next generation of academic leaders. Instead of emphasising conventional management training, it supports leadership development that aligns with the NWU values and strategy.

Where we want to go

It is our goal to develop and implement a digital business strategy to create a competitive advantage for the university and ultimately unlock alternative revenue streams.



How we get there

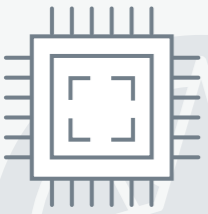
The Digital Business Strategy (DBS) was developed in the second half of 2022 to ensure the NWU is future-fit and digitally transformed and that staff and students are digitally literate.

The DBS optimises business agility through the rapid rollout of shared services and a technology ecosystem that integrates students, partners, employees and the Internet of Things (IoT).

The main advantage of the DBS is that it will enable the NWU to differentiate itself on customer experience and service quality, presenting new competitive advantages.



Four enablers to help us realise our strategy


<p>Where we want to go</p> <p>Govern, lead and manage in an agile, collaborative and integrated way towards an optimally digitised university environment.</p> 	<p>How we get there</p> <p>We use strategies, practices and processes to help us realise the competitive advantage of the NWU.</p> <p>All policies and rules are drafted and reviewed in accordance with the 2017 NWU Statute, ensuring consistency.</p> <p>We make sure that support services across all delivery sites function in an integrated and mature way.</p> <p>Our integrated risk and compliance management model focuses on business continuity and disaster recovery strategies.</p>
<p>Where we want to go</p> <p>Establish a holistic and integrated university technology platform to provide a solid foundation for a digital future.</p> 	<p>How we get there</p> <p>Through technology, we are future-proofing our operations. The digital experience gained during the pandemic has been invaluable.</p> <p>The Next Generation Digital Environment (NGDE) is a modern integration platform supporting the delivery of various digital initiatives. The aim is to optimise and automate processes, create quality stakeholder experiences, enable new offerings and provide integrated reporting and analytics.</p> <p>We are maximising business agility through rapid deployment of standardised shared services while ensuring a secure digital environment and building an integrated technology ecosystem.</p> <p>In working towards delivering an exceptional stakeholder experience and establishing a responsive operating model in IT, our building blocks are flexibility, competent people, best practices, an innovative culture and well-looked-after staff.</p>
<p>Where we want to go</p> <p>Cultivate and deliver stakeholder-focused platforms to create and grow intentional experiences and brand equity.</p> 	<p>How we get there</p> <p>We continued developing and implementing targeted communication platforms/channels to enable a positive stakeholder experience and create opportunities for beneficial stakeholder engagement, retention and loyalty.</p> <p>The use of appropriate channels to interact with our stakeholders leads to intentional experiences that play a key role in building enhanced NWU brand equity.</p>
<p>Where we want to go</p> <p>Ensure financial sustainability and optimal performance with due consideration of macro-economic conditions and the drive towards digital transformation.</p> 	<p>How we get there</p> <p>During 2022, we focused on securing our cash flow management in the short term and financial sustainability in the medium and long term.</p> <p>We continued implementing the infrastructure policy focusing on optimal space management. The preferential procurement strategy was reviewed to enable local participation in infrastructure projects.</p> <p>We developed an energy efficiency strategy and implemented strategic pilot projects for energy management. In line with the NWU's Environmental Policy, we developed an Environmental Sustainability Management strategy and guidelines.</p> <p>Several automation projects continued in support of the Digital Business Strategy.</p>

Strategic projects per goal/enabler

The APP is an important instrument to realise the NWU strategy and implement strategic projects.

These are projects that impact significantly on the achievement of our goals and the realisation of our strategy, and help determine the university's overall direction. To see how we financed these strategic initiatives, refer to **Our financial capital** in the section on our performance against our strategy.

The following summary outlines the strategic projects we are implementing and how they relate to the APP goals and enablers.

<p>Teaching and learning</p> <p>Promote excellent learning and teaching and reposition the NWU to attain the size and shape required by the market direction decisions.</p> <ul style="list-style-type: none"> ➤ PQM Review Project ➤ Integrated Teaching and Learning and Assessment Plan ➤ Develop and deploy CA2025 project ➤ Establish a Centre for African Language Teaching ➤ Continue the Medical School project ➤ Fund of Project Proton – Business School Strategic Drive ➤ Advance multilingual pedagogies and the intellectualisation of African languages 	<p>Goal 1</p>
<p>Research and Innovation</p> <p>Strengthen research and innovation with a strategic focus on impactful globalisation.</p> <ul style="list-style-type: none"> ➤ Green ammonia and hydrogen for sustainability of HySA ➤ Develop humanised mice ➤ South African Vaccine Platform for Infectious Diseases ➤ Leadership and management development 	<p>Goal 2</p>
<p>Excellent staff</p> <p>Attract, develop and retain excellent staff and create an equitable staff profile.</p> <ul style="list-style-type: none"> ➤ Culture project 	<p>Goal 5</p>
<p>Digital Business Strategy</p> <p>Develop and implement a digital business strategy to create a competitive advantage for the university and ultimately unlock alternative revenue streams.</p> <ul style="list-style-type: none"> ➤ Migration to new generation library management system ➤ Grace Onyango Foundation for Digital Health in Africa 	<p>Goal 6</p>
<p>Financial sustainability</p> <p>Ensure financial sustainability and optimal performance with due consideration of macro-economic conditions and a drive towards digital transformation.</p> <ul style="list-style-type: none"> ➤ Finance and Facilities optimisation projects 	<p>Enabler 4</p>

Our performance against our strategy

Creating value through the capitals

This part of the annual report is about the NWU's value-creation processes.

Here we explain how we respond to our stakeholders' needs through our business activities, and how these activities lead to outputs and outcomes, transforming the value of our six capitals.

These capitals represent the value we create for ourselves and our stakeholders; our performance against these shows how we are faring in achieving our strategic goals.

The image below illustrates the relationship between the value creation process and our capitals:



Our intellectual capital

Our intellectual capital is all about the knowledge assets that result from our core business activities.

We use our knowledge resources to create more knowledge and to inform the activities, policies, strategies and procedures that support our business operations.

Stakeholders who will benefit from our intellectual capital

If we increase our intellectual capital, the benefit will flow through to all our stakeholders who are interested in the knowledge that we create through our research, our teaching and our community engagement activities.

The stakeholders include our staff, current and prospective students and their parents, the Department of Higher Education and Training (DHET), communities, donors, alumni, employers, business and industry and professional bodies.

Material matters (goals or enablers) involved

(Click [here](#) to see what the icons used in this section stands for.)



Risks involved

The risks include accelerating demand for organisational change, ongoing transformation (such as decolonising of the curriculum), academic risks (teaching and learning, research and innovation and academic administration), the risk of non-compliance (with the standards and regulations of professional bodies, for instance), and risks around IT, university systems and commercialisation of our innovation and research results.

Click [here](#) to see how we mitigate these risks.



Discover the NWU

HyFlex: Teaching our students in an innovative, flexible way

As students return to our campuses in 2022, we had to maintain a safe distance among students in our lecture halls.

This meant that fewer students were able to gather in our venues at the same time. Consequently, not all students were able to simultaneously attend face-to-face classes.

This is why we piloted a hybrid-flexible (HyFlex) approach, allowing some students to attend classes in person, while others participate through online learning.

To enable the HyFlex approach, 80 venues across the NWU have been fitted with state-of-the-art technology that includes follow-me cameras, wireless microphones and the necessary computer software to live-stream, capture and store lectures.

The follow-me cameras track the lecturer's movements to give students who are online a sense of interaction with someone who is not just a face on a screen.



This is one of the 80 venues across the NWU that have been fitted with state-of-the-art technology for piloting the hybrid-flexible (HyFlex) teaching and learning approach. On the left you can see the follow-me camera that tracks the lecturer's movements in the lecture hall.

Material matter:

Teaching and learning



Our teaching and learning activities are central to our ability to create value. In this section, we summarise the main teaching and learning activities of 2022. For greater detail, click [here](#) to view the NWU's integrated annual report that was submitted to the Department of Higher Education and Training (DHET).

Academic literacy tests and modules

Depending on the results of the compulsory academic literacy test that all first-year students take, they may be required to register for specific academic literacy modules in academic writing, reading, computer and information literacy and study skills.

A fresh look at distance learning

Enrolments in distance offerings have been declining. Two workshops conducted during the year resulted in a number of decisions on distance education. These included phasing out of all paper-based distance learning programmes and study material, closing some learning support centres and establishing better-provisioned regional learning hubs.

Increase student access and success

We offer extensive, value-adding academic support to students:

- Students in several academic programmes can complete their studies over an extended period. The overall student success rate in these **extended programmes** is approximately 90%.

- The one-year **University Preparatory Programme (UnivPrep)** is a pathway to formal degree studies for prospective students who do not meet the admission requirements of the faculties of Humanities, Theology and Economics and Management Sciences. Demonstrating the success of UnivPrep, over 50% of participants become eligible to apply for formal studies in these faculties.
- We offer **tutorial support** in the form of supplemental instruction (SI) and tutoring. In 2022, we had 194 tutors providing support to students in 118 modules. Our analyses showed a definite correlation between attending tutorials and passing.
- The **Mathematics and Statistics Centre** assists students with coursework, assignments, and exam preparation in mathematics and statistics.

HyFlex teaching-learning in 2022

In 2022, we continued with our hybrid teaching and learning model, HyFlex. A total of 80 venues were fitted with equipment for simultaneous streaming and recording of contact sessions.

Student success rate

In 2022 we maintained a contact success rate of 84,7% and a distance success rate of 91,6%. Our 2022 contact undergraduate graduation duration factor was 1,08, improving from the 1,09 of 2021.

This follows our enhanced strategies for student support, early identification of at-risk students and NSFAS funding for books and accommodation.

How much value we created, compared to previous years:

Academic performance	2018	2019	2020	2021	2022
Contact student success rate (undergraduate and postgraduate students combined)	85%	85%	90%	87%	84,7%
Contact undergraduate, graduation duration factor	1,13	1,13	1,12	109	1,08
Graduation rate*	25,1%	23,5%	27%	27%	25,4%

* Typically, approximately a third of any cohort should graduate from an education institution where the education offering consists mostly of three-year programmes. The NWU figure is reassuring considering that there will be a small percentage of academic failures and dropouts or stop-outs in any given year.

How much value we created, compared to our targets:

Academic performance	Target	Definition	Actual
Contact student success rate (undergraduate and postgraduate students combined)	87%	Based on HEMIS data. Completed FTEs divided by enrolled FTEs on a module level	84,7%
Contact undergraduate, graduation duration factor	1,2	Based on HEMIS data. The time (in years) it takes a student to graduate divided by the minimum time to complete the qualification	1,08

Other teaching and learning activities in 2022

(For more details about these, click [here](#).)

- We remained committed to ensuring equivalent resources and comparable high-quality teaching and learning across our campuses. In aligned programmes and modules, we have noted an increase in team-teaching and increased use of virtual technologies across campuses.
- A total of 38 programmes were evaluated internally and six were evaluated externally. These evaluations are key to ensuring we offer high-quality programmes.
- In preparation for the Council on Higher Education's Institutional Audit during 2022, we brought management, academics, support staff and students together for a workshop on transformation and student success.
- We continued redesigning modules and study material to migrate to the online /hybrid environment.
- The centralised system for WIL and service learning (WISL) was implemented for education, nursing, pharmacy, biokinetics, social work and dietetics.

Our output: graduates

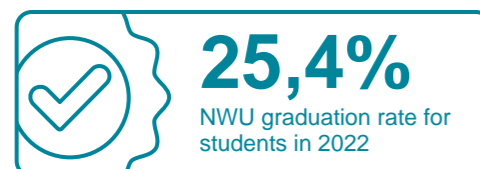
Owing to the continuing drop in distance enrolments, the number of graduates was lower than planned. The reason was that the phasing out of certain distance qualifications in education has taken place faster than anticipated and it is taking longer than expected for our new distance offering to be approved.

How much value we created, compared to previous years:

Graduates	2018	2019	2020	2021	2022
Overall	15 350	14 961	15 454	14 484	13 735
Contact	10 650	11 191	11 697	11 191	10 323
Distance	4 700	3 770	3 757	3 293	3 412

How much value we created, compared to our targets:

Output	Target	Definition	Actual
Graduates	14 918	Based on HEMIS data; number of graduates in the reporting year	13 735



Challenges in teaching and learning

Learning and teaching challenges included further decolonising the curriculum, Africanising appropriate sections of our offerings and promoting multilingualism.

We also had to ensure that all our offerings incorporate well-designed and accessible ICTs – a lesson learnt from the Covid-19 pandemic – and that we develop appropriate learning analytics for decisions on student access and success.

Future outlook

The adapted Language Policy will be implemented in 2023. Faculties will draft and submit their language plans to align with the revised policy.

The advent of artificially intelligent large language models (such as Chat GPT) requires us to focus on authentic assessment and evidence of skills development rather than content synthesis. This also affects curriculum design.

We are looking forward to adopting a teaching and learning model that will allow variations in modalities and offer options from low to high tech, remote to on-campus, synchronous to asynchronous, independent and guided.

Material matter:

Research



Our researchers and inventors increase our intellectual capital by finding affordable and workable solutions to real-life problems. This creates value for us and our stakeholders.

Research output

The number of NRF-rated researchers at the NWU has risen from 232 in 2018 to 298 in 2022. NRF ratings are a key indicator of the calibre of a university's researchers.

The following table shows the numbers of researchers in the different rating categories.

NRF	2018	2019	2020	2021	2022
A	2	0	0	1	1
B	25	27	26	32	36
C	150	161	181	188	196
P	1	2	1	1	2
Y	54	58	55	58	63
Total	232	248	263	280	298



- A – Leading international scholars
- B – Internationally recognised researchers
- C – Established researchers
- P – Young researchers (normally under 35)
- Y – Young researchers (40 years or younger)

Publications

How much value we created, compared to previous years:

Research	2018	2019	2020	2021
Publications per academic staff member	0,94	0,98	0,93	0,99
Weighted research output	2 708,941	3 058,0223	2 811,1914	2 958,062

* Please note that there is a two-year lag regarding the research output.

Increase our global standing and visibility

Our international partners include many prestigious institutions such as the Corporación Universidad de la Costa in Colombia, the University of Leeds in the United Kingdom and the University of Hong Kong in Asia. Together, we offer joint degrees, do collaborative research and undertake international student exchange and recruitment.

We are an active partner in research collaborations within the Brazil, Russia, India, China, South Africa (BRICS) bloc, and have knowledge and skills-sharing agreements with several BRICS universities.

The NWU also belongs to strategic inter-institutional collaborations such as the Southern African-Nordic Centre (SANORD) and the Southern African Regional Universities Association (SARUA).

Create value through innovation and technology

Through several international collaborative initiatives, we are developing healthcare innovations and technologies and building our capacity in fields such as vaccine development.

Together with leading African scientists and institutions and researchers from Germany and Slovenia, NWU researchers are working on vaccine development and pandemic response in public health systems on the continent. The vehicle for this is the Sisulu Foundation for African and Pandemic Disease Response, which the NWU and Walter Sisulu Foundation established.

In digital health, we are part of a collaboration, the Grace Onyango Foundation for Digital Health in Africa, that aims to deploy industry 4.0 solutions in public health systems across the continent. The NWU founded the Foundation in collaboration with two other South African universities, Walter Sisulu University and Safako Makgatho University, and three in Kenya, the Great Lakes University of Kisumu, Jomo Kenyatta University and Masena University.

Challenges with research output

Funding constraints are a major challenge and, although we have not yet seen a negative impact on research output, (except for conference proceedings), we are closely monitoring output trends.

A challenge we need to address urgently, though, is how to turn research findings into marketable products and services. This requires researchers to find and invest further time in innovation activities, which means we need to find ways to expand our research incentives.

On the positive side, the NWU has a good track record in finding new sources of funding and our sophisticated research infrastructure is attractive to researchers and funders alike.

Future outlook

Our top priority is to enlarge our pool of productive researchers in all disciplines.

Our strategy for doing so has two elements. The first is to continue providing research support such as research leave, relief from teaching and integration of research into teaching and learning activities. The second is to encourage those not yet participating actively in research and innovation activities to do so. In consultation with these academics, the faculties have set research output targets that require them to contribute.

Material matter:

Govern, lead and manage



Good governance and management are integral to the creation of value. Our compass that guides us as we move forward comprises our governance structures and approach to ethics, as well as our strategy, values, success model and APP.

These are part of our intellectual capital, together with the systems, processes, procedures, and policies that support governance and management.

For more information about how our management activities increase our intellectual capital, refer to the [report of the vice-chancellor](#) and for information about governance, turn to the section on [governance supporting and protecting value](#).

Discover the NWU



Discovering new paths to excellence – our activities in 2022

In 2022 we continued positioning the NWU as an institution of superior academic excellence with a commitment to social justice. In the process, we also discovered new pathways to success.

We welcomed new leadership, conducted novel research and shared this new knowledge to benefit all. We renewed old relationships and forged new ones on the national and international stage and sent a new generation of graduates into the world to make a difference.

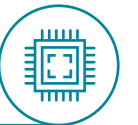
At home, we took new strides into the digital realm and, in our surroundings, renewed our commitment to the communities we serve through our expertise.



Watch [this video](#) to see how we used our various capitals as inputs and, through our activities, convert them to outputs and outcomes, creating value for the NWU and all our stakeholders.

Material matter:

Information and communications technology (ICT)

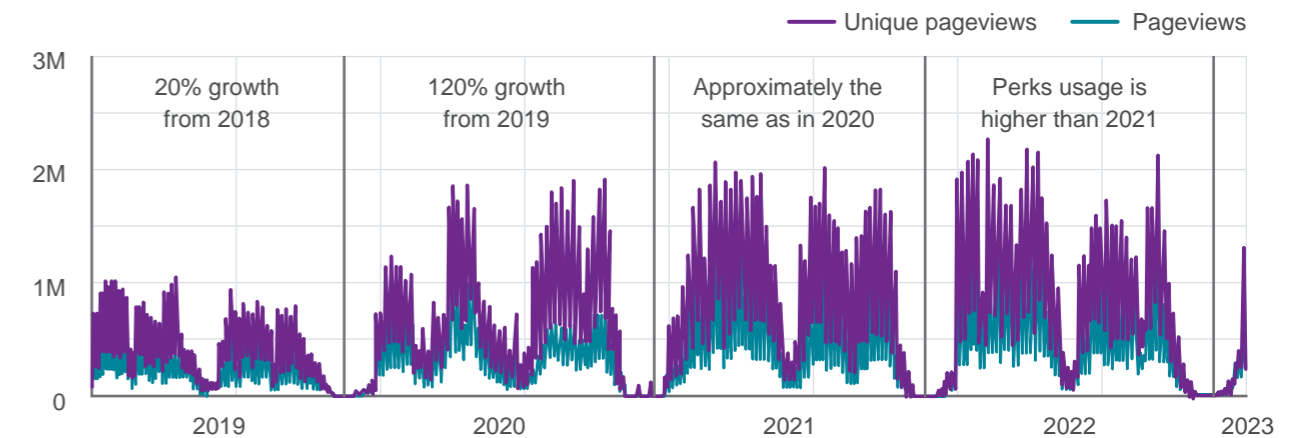


ICTs and digital resources underpin the NWU's core business and support services, and are relevant to our intellectual capital and manufactured capital.

Intellectual capital includes software programs, IT support services and the e-learning system eFundi, while manufactured capital is physical ICT infrastructure such as networks and hardware.

The Information Technology (IT) department is primarily responsible for the NWU's technological capabilities and portfolios of products, projects and services.

Our primary learning platform, eFundi, is one of the most widely used of these services, as shown in the image below.



Student usage of eFundi has grown exponentially since 2018, with daily use more than doubling between 2018 and 2020. The high usage levels were sustained in 2021, amid the Covid-19 pandemic. In 2022, the peak usage grew but, on average, usage is more or less the same as in 2021.

We have seen more than 18 000 students using eFundi simultaneously with 15 000 logins per hour.

We anticipate strong continued growth in IT products and IT services as the NWU moves deeper into the digital era.

COUNCIL STATEMENT ON INFORMATION TECHNOLOGY

Council affirms, as the final decision-making body of the university, that it is endowed with the responsibility and accountability for the effectiveness and efficiency of information technology processes, including the IT governance framework, alignment with NWU objectives, significant IT investment, risk management, assets, policies and strategies, and compliance with statutory requirements. Council is continually apprised of developments, by means of management and audit reports to the Technology and Information Governance Committee and received sufficient assurance over the past year from all relevant assurance providers.

Statement approval obtained from the NWU Council on 22 June 2023.

Our human capital



Staff and students are the two major stakeholder groups that comprise the university's human capital, and we create value for them through our activities, outputs and outcomes.

Our staff use the infrastructure and support we provide for research, teaching and community engagement, increasing the value of our intellectual and social and relationship capital. Students use high-quality study and residence facilities (manufactured capital) and the various forms of support to succeed academically and in other areas of student life.

This creates value for the university and strengthens our other capitals.

Students increase our financial capital when they pay tuition fees and, when they graduate, increase our social and relationship capital by contributing to society.

Stakeholders who will benefit from our human capital

Our human capital activities mainly affect our staff and students; their families are also indirectly affected.

Material matters (goals or enablers) involved

Almost all material matters affect our staff and students. (Click [here](#) to see what the icons used in this section represent.)



Risks involved

Almost all of our main risks have a bearing on our staff and students. These include uncertainties in the higher education sector, the pressure for organisational change and risk related to academic, compliance, student life, IT and operational matters.

Material matter:

Teaching and learning, research, community engagement



Caring for our students

The NWU cares about the all-round development of students, so that when they graduate, they have the technical, professional and life skills to adapt to the future world of work and contribute as responsible global citizens. Part of this holistic approach is to have opportunities to participate in social, cultural, arts and sport activities, and to have access to good psycho-social and wellbeing services.

More information on how we care for our students is available in [the vice-chancellor's report](#).

- Academic support

Faculties assist students to prepare for assessments and provide appropriate guidance prior to sit-down assessments.

The NWU also assists prospective students to gain access to the university and, once enrolled, to succeed in their studies.

More information can be found in the sections on [our value chain](#) and on [our intellectual capital](#).

- Career-related support

Student Counselling and Development (SCD) continued with their support services and programmes, using an online service booking system that is accessible to all students on eFundi. SCD also piloted and introduced peer discussion and support groups.

In 2022, support services reported an increase in the incidence of depression, high anxiety levels and suicide ideation in students, especially after the return to full contact and sit-down assessments.

Caring for our staff

- Building staff capacity

In 2022, about 53% of our training spend was used for in-house training, mainly in various skills development programmes. Training was available for all, from coaching for the directors of schools and support services, to skills programmes for executive personal assistants.

Junior lecturers benefited from structured mentorship programmes and we hosted 211 interns from the Presidential Youth Stimulus (PYES) Programme.

In addition, we spent over R27,3 million on study discount benefits for 942 staff members and their dependants to study at the NWU and Unisa.

- Empowering our researchers

We run internal capacity-building workshops for researchers at all levels and also leverage external development opportunities on research ethics and integrity, article and grant writing, postgraduate supervision and preparing for NRF rating applications, among others.

The training costs exceeded R2,5 million and were paid for through the Informal Research Development project grant and the Enhancement of Researcher Profile project grant under the Universities Capacity Development Grant (UCDG).

In addition, R1,376 million was made available for the master's and doctoral studies of 42 staff members from our own University Capacity Development Programme. A further R1,5 million was spent through the NWU Staff Discount Scheme to assist 28 NWU staff with their master's and doctoral studies.

Material matter:

Student value proposition



We create an inclusive environment where students can access academic support, career advice, wellness support services and skills development.

Students' overall physical and psychosocial well-being is looked after by our campus healthcare centres, together with counselling and social welfare services. Social welfare projects for students from disadvantaged socio-economic backgrounds include the Meal-a-Day programme.

The needs of students with disabilities are addressed through the campus disability rights units.

Registered psychologists provide services that promote students' psychological well-being and Thuso (Help) identifies and supports at-risk students.

Students also have opportunities to participate in arts, sport and student media platforms, further strengthening our student value proposition.

Dropout rates

The first-time entrant dropout rate increased from 8,96% in 2021 to 9,79% in 2022. The student-to-staff ratio also increased, from 28,41 to 28,45 in 2022.

How much value we created, compared to previous years:

Dropout rate	2020	2021	2022
First-time entrant dropout rate for contact degrees	10,48%	8,96%	9,79%

How much value we created, compared to our target:

	Target	Definition	Actual
Academic staff full-time equivalent ratio: students	26,1	Based on HEMIS data and refers to the enrolled student full-time equivalent divided by the permanent instruction/research professionals full-time equivalent.	28,45
First-time entrant dropout rate for contact degrees	Below 13%	First-time entering students in contact degree qualifications who register in the reporting year but do not return in the next year.	9,79%

Material matter:

Develop and retain excellent staff and create an equitable staff and student profile



Our employees matter

An outsourced service provider, CareWays, provides a comprehensive employee wellness assistance programme for NWU employees and their immediate family members. Counselling professionals are available 24 hours a day to assist with personal, family, work-related, legal and financial problems, at no cost to staff.

Staff have access to health services through the Campus Health Care Centres, as well as an HIV and Aids programme and a toll-free number that operates 24 hours a day. The campus offices for people living with disabilities provide support for staff in line with our Disability Policy.

Campus Protection Services and the Occupational Health and Safety Department contribute to a safe and secure working environment.

Staff profile

Our employment equity plan runs from January 2021 to December 2023 and guides us in creating an equitable staff profile. Reduced funding levels and the freezing of vacancies to address Covid-19 challenges hampered efforts to reach the employment equity targets.

How much value we created, compared to previous years:

	2020	2021	2022
African (%)	38,3%	39,7%	41,74%
Coloured (%)	6,6%	6,9%	7,39%
Indian (%)	1,6%	1,6%	1,62%
White (%)	53,4%	51,7%	49,25%

How much value we created, compared to our equity targets:

	2022 target	Actual
African (%)	41,04%	41,74%
Coloured (%)	7,19%	7,39%
Indian (%)	1,95%	1,62%
White (%)	48,71%	49,25%
Foreign Nationals	1,12%	4,74%

COUNCIL STATEMENT ON CONFLICT MANAGEMENT

The university is committed to principles of collective bargaining, progressive discipline, restorative justice and alternative dispute resolution as far as possible, in order to address conflict situations.

During 2022, the NWU successfully dealt at the lowest level, with potential conflicts that could possibly harm the institution's reputation. Steps taken include, among others, entering into organisational agreements with unions that meet the minimum threshold to be accorded these rights, participating in the Management Employee Consultative Forums, and establishing the University Consultative Forum, which is an interim structure replacing the UBF after the de-recognition of SAPTU. There are also internal disciplinary procedures, grievance procedures and mediation processes that are aimed resolving any potential conflicts that may arise.

The main focus is always to act in the best interest of the institution, while creating a "win-win situation" for all, as far as possible.

Statement approval obtained from the NWU Council on 22 June 2023.

COUNCIL STATEMENT ON WORKER AND STUDENT PARTICIPATION

The Recognition Agreement between the NWU and SAPTU was revoked after SAPTU's membership fell below the 30% mandatory threshold. An Organisational Agreement was then signed with SAPTU. Currently, no union has recognition within the NWU and all three unions that are active at the NWU, namely SAPTU, NEHAWU and Solidarity, only enjoy Organisational Rights. The de-recognition of SAPTU has also resulted in the suspension of the functioning of the UBF and the UBF-COLA. All the matters that were dealt with under the UBF are now dealt with by the University Consultative Forum and the activities of the UBF-COLA are dealt with by the University Management Committee responsible for COLA. Both these interim structures were approved by the UMC. The UBF and UBF-COLA will be resuscitated when the requisite 30% threshold is met, and a Recognition Agreement is signed.

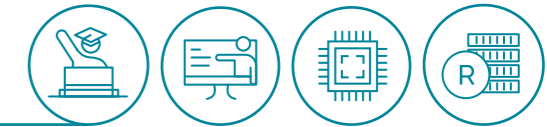
An Organisational Agreement between the NWU and NEHAWU regulates the relationship between the parties in terms of the Labour Relations Act. We have ongoing management and trade union consultative forum meetings.

An organisational agreement was entered into between Solidarity and NWU after they attained a 11% membership which is slightly above the mandatory 10% which is required for recognition of organisational rights.

Statement approval obtained from the NWU Council on 22 June 2023.

Material matter:

Govern, lead and manage; information and communication technology; and financial sustainability



Supporting and protecting our human capital is part of the responsibilities of the Council and its Remuneration Committee, People and Culture and Employment Equity Committee and Student Life Oversight Committee.

For fair and just people management, we have policies on conflict of interest, governance oversight and management control, human rights, remuneration, performance management, staff learning and development, employment equity and disabilities.

Our ICT systems are well maintained across all three campuses and all staff and students have the necessary hardware, software and help desk support. This enables equitable access to IT resources and services.

Financial sustainability receives constant attention as this is in the interests of our current staff and students, as well as future generations. More information about how we do this is available in the section on [our financial capital](#).

Our social and relationship capital



Our success in creating value depends on the relationships we have with individuals, groups and communities beyond the NWU, locally, nationally and internationally.

We aspire to intentional relationships that enable effective, two-way engagement and contribute to more sustainable, just and healthy communities.

When our stakeholder relationships are sound, stakeholders are more likely to approve broadly of what we do, which increases the value of our social and relationship capital.

Stakeholders who will benefit from our social and relationship capital

These stakeholders include the parents of current and prospective students, communities around our campuses, donors, alumni, employers, business and industry, professional bodies and the DHET.

Material matters (goals or enablers) involved

Our stakeholder relationships directly or indirectly influence all our goals as we strive to benefit society through knowledge.

Our communication, marketing and stakeholder engagement activities are instrumental in increasing the value of our social and relationship capital.



Risks involved

Students' parents may become concerned about issues such as state funding, tuition fees and campus safety, and consider options other than the NWU.

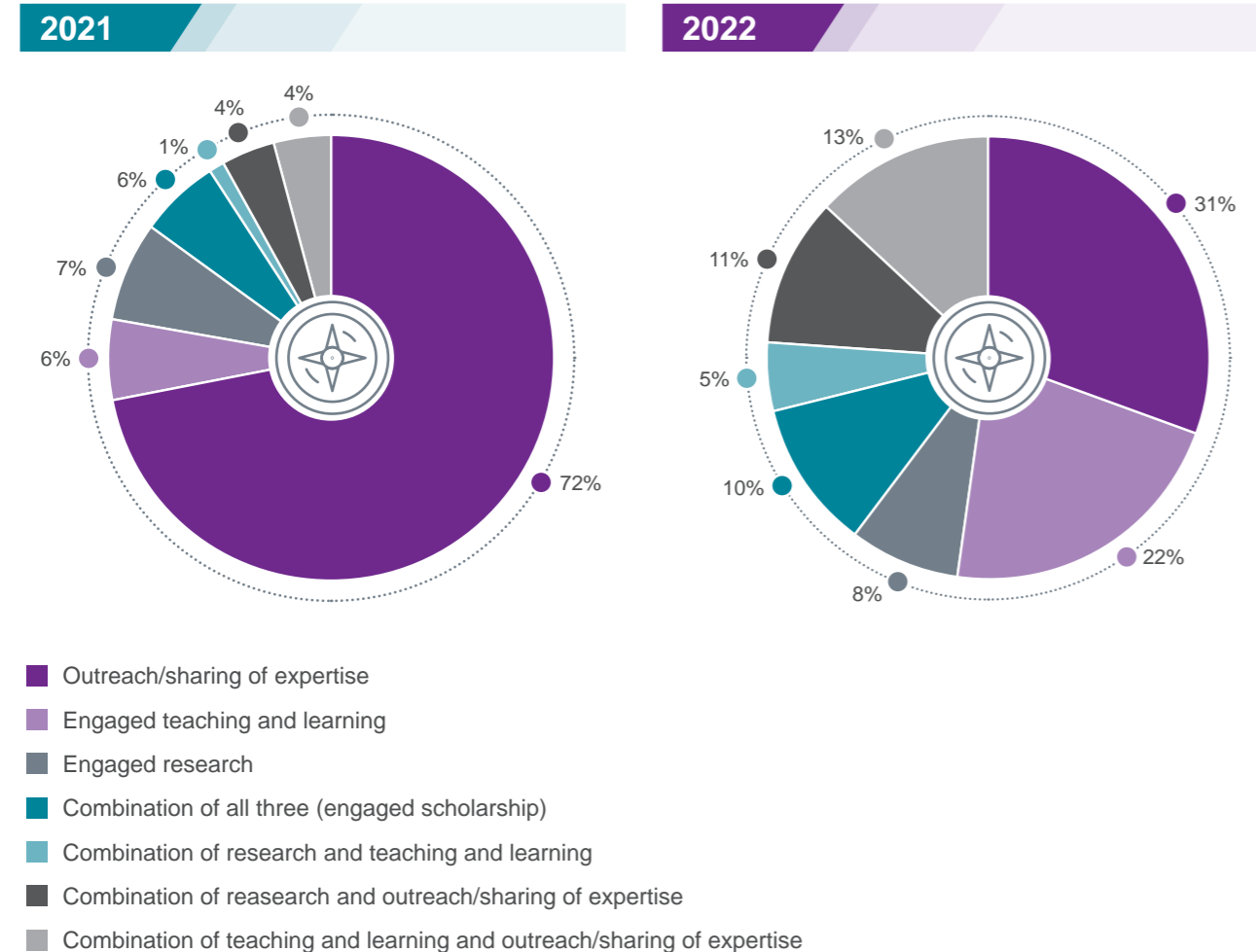
Communities may see NWU volunteerism and service as insufficient and withdraw their support for WIL or service-learning.

Risks related to academic matters, regulatory compliance and commercialisation of intellectual property also affect our external stakeholders.

Creating value together

According to an analysis we conducted in 2022, there is room for more integration between community engagement, teaching and learning and research, and for more emphasis on engaged scholarship.

Growth in engaged scholarship at the NWU and the various combinations of engagement forms that are emerging.



We are constantly updating our database of legitimate, trusted partners for service learning (SL) placements.

In addition, we continue to update our list of local non-governmental organisations (NGOs), public benefit organisations (PBOs) and religious organisations that could assist with student placements.

Material matter:

Teaching and learning; community engagement



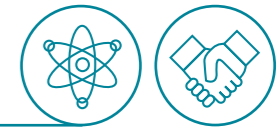
Student outreach can promote planning, negotiation and collaboration skills, and staff are encouraged to include SL assignments into the curriculum where possible.

We have improved our ability to track student placements for WIL and SL by using an integrated reporting system called the Work Integrated Service Learning (WISL) database.

Many of our faculties are increasing their focus on SL, which benefits our students and communities by contributing human resources, knowledge and support in local contexts. More information about this is available in the **full report** that was submitted to the DHET.

Material matter:

Research, community engagement



Engaged research is research with, in and about communities. It contributes to community empowerment and quality of life, while increasing our social and relationship capital.

Some examples of engaged research from 2022 entailed providing information about loadshedding, alternative heat sources and water quality management.

These activities often combined engaged research or outreach with teaching and learning. Some examples are the project on antibiotic utilisation in public healthcare systems in Limpopo Province, air-quality improvement in low-income households in Sasolburg and occupational hygiene and health research on pesticide exposure in the Vaalharts Irrigation Scheme.

Impact study on local communities continued

In 2022, the Sustainability and Community Impact Unit of the NWU again conducted research on the needs, assets and well-being of local communities, with a strong emphasis on creating an aligned database and reporting system and a unified approach for community engagement at the NWU.

We also analysed our activities and projects against the 17 Sustainable Development Goals and used SMART principles and a SWOT analysis to analyse faculty community engagement plans.

An independent evaluation done by Clarivate InCites, tracked the scientific articles that refer to our contribution towards attaining the sustainable development goals (SDGs).

The most-cited papers from the NWU through to December 2022 were on SDG 2 (zero hunger), SDG 3 (good health and well-being), SDG 11 (sustainable cities and communities), SDG 13 (climate action), SDG 14 (life below water) and SDG 15 (life on land).

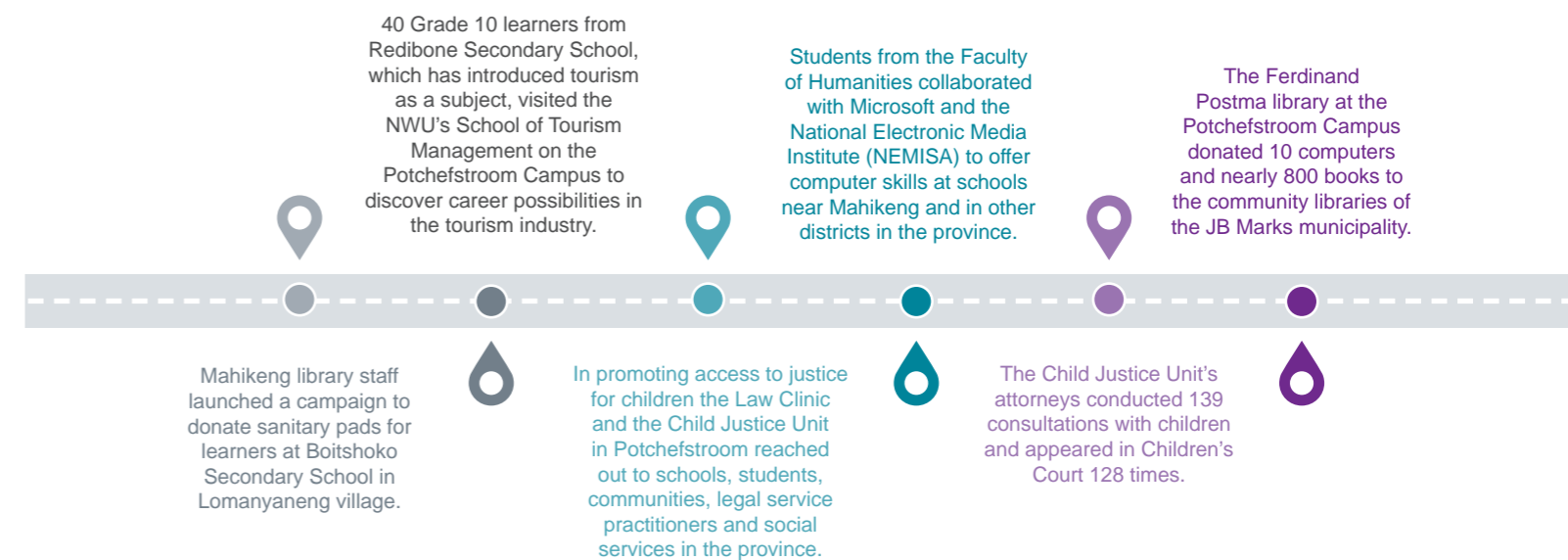
Material matter:

Student value proposition; develop and retain excellent staff



We encourage our staff and students to contribute to society through volunteering. Many of our student outreach projects assist with necessities such as food, clothing, and housing. This included providing food for first-year students who had not yet received their NSFAS bursaries.

In 2022, our students and support staff undertook a total of 124 community engagement activities. Here are a few examples:



Challenges and future outlook

Poverty, inequality and unemployment have worsened in many of the communities around our campuses as a result of load shedding and the pandemic.

We can amplify our contribution to poverty alleviation and community capacity building through technology development and online education. Since not all external partners have connectivity, the NWU continues to explore ways to bridge the digital divide, such as by donating its redundant computers to deserving community partners.

In sharing our expertise to contribute to the SDGs and the African Agenda 2063, we are focusing on environmental responsibility and digital literacy.

Our natural capital



The necessity to safeguard natural resources such as water, soil and clean air have been brought home by climate change impact and the pandemic.

The NWU needs a healthy water supply to function and uses land and other resources to construct buildings and strengthen our manufactured capital. However, the value of our natural capital decreases when we build on land and use natural resources and create waste during the construction process.

Stakeholders who will benefit from our natural capital

All our stakeholders need natural capital to exist and flourish.

Material matters (goals or enablers) involved

Without natural resources as inputs, we will not be able to realise any of our goals or implement our enablers.

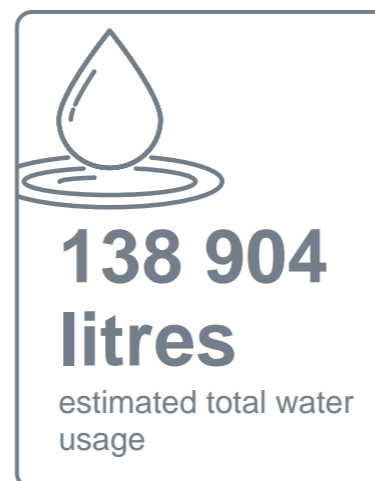
Particularly relevant here is the material matter "to promote sustainability" (part of goal three in our APP).



Risks involved

Risks include those related to academic and operational matters, student life, compliance (for instance with environmental regulations) and IT (infrastructure needs an energy source).

Reducing the environmental footprint of our activities entails using natural resources responsibly, decreasing our energy use and complying with environmental regulations. This commitment as included in our sustainability strategy and policy, which we shared with stakeholders and finalised. We have appointed a specialist in environmental management to assist with implementation.



Material matter:

Promoting sustainability



The environment is an important element of sustainability and is the focus of this section.

(For information about general sustainability at the NWU, see the [Council statement on sustainability](#).)

Environmental audit

Since conducting an institution-wide environmental audit eight years ago, we have been systematically correcting the non-compliance issues found. Now that an environmental specialist has joined the NWU, we expect that compliance-related work will gain momentum in 2023.

This does not relieve other role players tasked with finalising outstanding compliance issues. Where applicable, responsibility for achieving these targets is being included in task agreements.

Material matter:

Student value proposition



We conduct various annual green campus awareness initiatives to save energy and water and raise awareness of environmental sustainability. In 2023, we plan to implement a training programme on these issues for students.

Our faculties offered students many opportunities to participate in engaged scholarship on the environment:



Challenges and future outlook

In addressing our limited operational expertise in environmental remediation and sustainability, we finalised our draft strategy and policy on environmental responsibility.

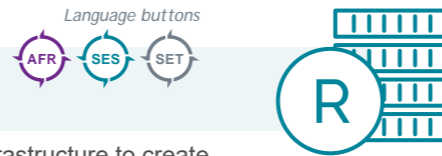
Owing to the increased frequency of loadshedding, students and staff on our campuses need to be sensitised to contribute to responsible electricity consumption. We are resuming the Flip-the-Switch campaign to highlight energy consumption.

We have been placing more bins on our campuses to separate waste, but given municipal constraints, we can't guarantee that it does not end up as mixed waste on municipal dumps. This is a challenge.

The NWU's director of Sustainability and Community Impact is the current chair of the localising subcommittee of the Higher Education Sustainability Community of Practice (HESCoP), which does advocacy and raises sustainability awareness at South African universities.

We continued phasing out paper-based programmes in distance delivery and are also phasing out textbooks.

Our financial capital



We use financial capital to provide services and maintain and improve our infrastructure to create value for the NWU and our stakeholders. The sources of our financial capital are state funding, debt and revenue generated through our operations and investments.

Financial health and stability are prerequisites for achieving our strategic objectives. As set out in our three-year rolling budget, we focus on managing our income and spending.

Stakeholders who will benefit from our financial capital

When the NWU's financial capital is strong, all our stakeholders' benefit. Financial stability means we can keep our tuition fees affordable, remunerate staff fairly and reassure donors and the DHET that we spend their donations and funding wisely.

Material matters (goals or enablers) involved

The main focus is Enabler 4 (financial stability), but all our goals and other enablers are implicated as we need money to achieve and implement them.



Risks involved

The main risks are uncertainties in the higher education sector and pressures for sectoral change. Examples are fee regulation and greater dependence on state funding because of free education.

The other top risks in our risk register are also implicated as the activities linked to them cost money. For more information on risks, [click here](#).

Material matter:

Ensure the financial sustainability of the NWU



We plan effectively and distribute our resources to support our core business strategies, securing the NWU's long-term financial sustainability. For the medium term, we have compiled a detailed three-year rolling budget for 2022-2024. This budget uses approved principles and realistic income forecasts, ensuring our expenses are affordable.

Since the Covid pandemic, we have been updating our Financial Impact Model and mitigation plan whenever more information becomes available. The key focus is cash flow management and financial impact forecasting.

We take all the latest relevant information into account when calculating the key sources of income. The NWU's 2021 budgeted cash-flow expense ratios were used to calculate the high-level expense budget and the DHET's financial health indicators.

The cash-flow expense ratios used were:

- staff cost as a percentage of income
- operating cost as a percentage of income
- capital cost as a percentage of income

Financing our strategic initiatives

The NWU's strategic fund is used to invest in specific strategic projects, align all activities with our strategy and success model, and allocate resources accordingly.

*Read more about these strategic projects in the section on **our strategy**.*

The university management committee approved the allocation of strategic funds.

Strategic funds allocated per goal/enabler

APP link	Rand value of allocation R'000	% of allocation
Goal 1 (Teaching and learning)	14 345	29,1%
Goal 2 (Research)	22 779	46,2%
Goal 5 (Equitable staff profile)	1 800	3,7%
Goal 6 (Digital business strategy)	2 625	5,3%
Enabler 4 (Financial sustainability)	7 752	15,7%
Grand total	49 301	100%

In the near future: opportunities and challenges

Our future sustainability depends on both internal and external factors.

Internal steps entail taking advantage of opportunities and planning as best we can. We see certain opportunities in our digital business strategy and blended-learning model, which could enable us to improve our utilisation of resources.

In terms of planning for our future sustainability, our compass is our mitigation plan. As part of this plan, we have drawn from our Financial Impact Model and included various risk factors into our 2022-2025 rolling budget. These factors include the possible impact of a lower block grant subsidy and earmarked funding from government, as well as the fee increases that the DHET has proposed, which are below the Higher Education Price Index (HEPI).

Despite these efforts, there is a limit to what universities can achieve on their own – what we need is a sustainable national funding model. The NSFAS model is not sustainable, in our view, because of the sheer numbers of NSFAS-qualifying students.

Future outlook: how to maintain financial sustainability

Internally, we will continue diversifying and optimising our income streams, improving operating cost efficiency and effectiveness, optimising the use of infrastructure, and managing our mitigation plan and cash with great care.

At the same time, we are closely monitoring developments around the funding of higher education. If the financial position of these institutions is jeopardised, some institutions may lose their competitive edge in the market and with it, the ability to contribute to the knowledge economy.

We are contributing to the modelling of the future funding design and reiterate our commitment to working with the DHET to ensure a well-functioning and sustainable NWU and higher education sector.

Financial overview

This is the report of the chairperson of the Finance Committee of Council and the Executive Director: Finance and Facilities.

It presents a summary of our financial results for 2022 and provides information about the budgeting and budgetary control processes.

Please [click here](#) for the full financial overview and [here](#) for a summary of how we added value to the economy and reached our financial goals.

COUNCIL STATEMENT ON BORROWINGS

The NWU did not enter into any new long-term borrowing agreements in 2022.

Statement approval obtained from the NWU Council on 22 June 2023.

Our manufactured capital



The physical infrastructure that supports our core business and support services is our manufactured capital. It consists of lecture halls, laboratories and other buildings, teaching technology, research equipment, IT systems and infrastructure for teaching, research and community engagement.

When we put our facilities and infrastructure to work, we increase our intellectual, human and social and relationship capital and support the execution of our strategy.

Stakeholders who will benefit from our manufactured capital

The main beneficiaries are our staff and students. We also use our building and maintenance projects to create business opportunities and jobs for people outside the university community.

Our communities around our campuses benefit from our facilities. Schools and professional athletes use our sports facilities, and members of the surrounding community use the animal health facilities at our Mahikeng Campus. Our donors and the DHET, who fund many of our projects, have stakes in our manufactured capital.

Material matters (goals or enablers) involved

(Click [here](#) to see what the icons used in this section stands for.)



Risks involved

The main risks are uncertainties in the higher education sector (state funding and new ways of working post-Covid-19), accelerating demand for organisational change (equity of resources), risks related to academic matters, compliance (such as with building regulations), IT and operational risks.

Safety on and around our campuses

For the first time, we prepared a formal off-campus safety and security proposal. The University Management Committee approved this towards the end of 2022, for implementation in 2023.

The vice-chancellor and the mayors of Mahikeng and Vanderbijlpark have signed memoranda of understanding on the proposal, which includes identifying safe “purple” routes where security officers will be deployed.

NWU Procurement has been in discussions with emergency/panic app service providers and is considering possible solutions.

Infrastructure development

We spent R321 million for capital works, macro maintenance and minor works across the university in 2022. This funding was from the DHET and our own funds.

The following table provides a spending breakdown:

		Potchefstroom Campus	Mahikeng Campus	Vanderbijlpark Campus	Projects across campuses	Total
DHET	Student housing 2016-2017	-	99 317 672	-	-	99 317 672
	Student housing 2017-2018	-	36 356 461	-	-	36 356 461
Capital works	Funding 2018-2021	8 071 605	12 464 330	44 817 744	9 427 173	74 780 852
	New	45 008 911	12 618 780	15 438 167	4 984 604	78 050 462
	Upgrade	2 714 538	1 957 574	-	7 216 685	11 888 797
Macro maintenance		5 731 852	2 454 859	466 389	11 194 553	19 847 652
Minor works		579 487	293 753	2 200	-	875 440
Total		62 106 393	165 463 428	60 724 501	32 823 014	321 117 336

DHET grant funding

The total amount spent in 2022 from DHET grant funding from various funding cycles amounted to R210 454 985, of which R135 647 133 was spent on student housing. We strengthen our student value proposition and our human capital when students have safe, secure and comfortable housing.

Accommodation for our students

In 2022, student housing on and near the three campuses had the capacity to accommodate 11 859 students. There were 41 university-owned residences and four leased accommodation facilities operating as formal residences.

Six additional residences were completed on the Mahikeng Campus through a joint initiative by the NWU, the Development Bank of Southern Africa and the DHET. These new residences, which can accommodate 1 728 students, are ready for the 2023 intake.

We ensure that residence fees are appropriate and affordable, and that all residences comply with the national policy on minimum norms and standards for public universities in South Africa.

Complying with norms and standards

The NWU is participating the DHET’s review of standards for student housing.

In the meantime, we ensure that all new student residences meet the existing minimum norms and standards for student accommodation. The same applies when residences are upgraded.

We have made good progress with the accreditation of all suppliers of private student accommodation. The NWU’s accreditation department accredited 22 810 beds at 1 472 facilities in 2022.

Construction and refurbishment

External factors such as load-shedding, global supply chain problems, weather conditions and construction stoppages due to local participation issues affected the progress of infrastructure projects in 2022. Nevertheless, we made progress with the infrastructure implementation plan that was impacted by Covid-19 during 2020 and 2021.

Large capital projects completed during 2022

At the Mahikeng Campus, in addition to the new 1 728-bed housing complex, we completed the new building for Psychosocial Health.

On the Potchefstroom Campus, the refurbishment of Building K21 was completed and Biokinetics now operates in an academic setting.

On the Vaal Triangle Campus, students will start the 2023 academic year in the newly constructed lecture room complex.

[Click here to read more about our macro maintenance and smaller projects completed during 2022 or carried over to 2023.](#)

COUNCIL STATEMENT ON ADDITIONAL INVESTMENT IN INFRASTRUCTURE

All additional investments in infrastructure at the NWU during 2022 were duly authorised.

Statement approval obtained from the NWU Council on 22 June 2023.

Plans for the future

Further renewal of the buildings and infrastructure on the three campuses is planned for the coming year.

We will continue to convert lecture venues into HyFlex learning environments.

At the Vanderbijlpark Campus, we are on track to commence with the conversion of the old administration building into a new multi-purpose hall. A pilot project for energy efficiency has also been planned.

New student life facilities will be constructed in phases to ensure a consistent student experience across the NWU.

New laboratory spaces for the Faculty of Natural and Agricultural Sciences will be completed in phases to ensure it has the required spaces to grow its academic programmes.

Other plans are to finalise sustainable water provision for the campus and to start constructing additional lecture venues to support the new HyFlex way of teaching and learning.

At the Potchefstroom Campus, additional computer laboratories are being provided for undergraduate programmes in the School of Computer Science and Information Systems and in the Faculty of Natural and Agricultural Science.

IT infrastructure and developments

In 2022, we strengthened the NWU’s intellectual and human capital through the application of technology:

Almost all services, including students’ PC lab applications, could be accessed from anywhere.

Heightened attention was paid to security. We performed a thorough security landscape exercise in preparation for a coordinated cyber security programme modelled on the best practice framework of the National Institute of Standards and Technology.

Many major teaching and learning and support projects were initiated or completed:

- The Work Integrated and Service-Learning system is in full production.
- We recorded uptime of more than 99,5% for most of our critical systems. eFundi was available 99,92% of the time.
- The Digital Workplace Project (DWP) kicked off with the replacement of the old Groupwise email system and the introduction of digital telephony.
- 403 laboratory PCs were replaced.
- The new eAssessment platform and the cloud smart strategy was implemented.
- We used the United States National Institute of Standards and Technology (NIST) framework to improve our cyber processes. No major cyber incidents were reported.

Project and portfolio management (PPM) gained momentum and an IT PPM lead was appointed. As a result, we will implement new processes in 2023.

IT resolved **45 137** incidents and dealt with more than **100 000** incoming and outgoing calls.

Staff and students continued to receive uncapped, unshaped internet services at a speed unmatched by most universities in South Africa.

Future outlook

After years of applying good principles in planning and design, and weathering the pandemic experience, IT at the NWU is in good shape.

Our IT systems are extremely stable: the uptime of most of our critical systems is well above 99% and mostly above 99,5%. It will be much easier to focus on digital business transformation and to participate to the full in the 4IR.

Governance:

supporting and preserving value



COUNCIL STATEMENT ON GOVERNANCE

The NWU is committed to the principles of discipline, transparency, independence, accountability, responsibility, fairness and social responsibility, as advocated in the King IV Report.

Accordingly, Council endorses the Code of Practices and Conduct, and the Code of Ethical Behaviour and Practice as set out in King IV, and has applied these in a rigorous way during the period under review. In supporting these codes, Council recognises the need to conduct the business of the NWU with integrity and in accordance with generally accepted good practices.

The monitoring of the NWU's compliance with these codes forms part of the mandate of the Audit, Risk and Compliance Committee.

A distinct difference exists in the roles and responsibilities of the Chairperson of Council and that of the Vice-Chancellor.

Statement approval obtained from the NWU Council on 22 June 2023.

The role and function of Council and its committees

As the overall custodian of good corporate governance, the NWU Council takes its oversight and guidance role seriously.

We carry out this responsibility by setting strategy, ensuring proper governance, driving compliance and risk management and monitoring the material activities of the university. The intention is to provide a sound foundation for the creation of value, long-term growth and sustainability.

We act in strict accordance with the stipulations of the Higher Education Act and the NWU Statute, which was reviewed and published on 24 June 2022.

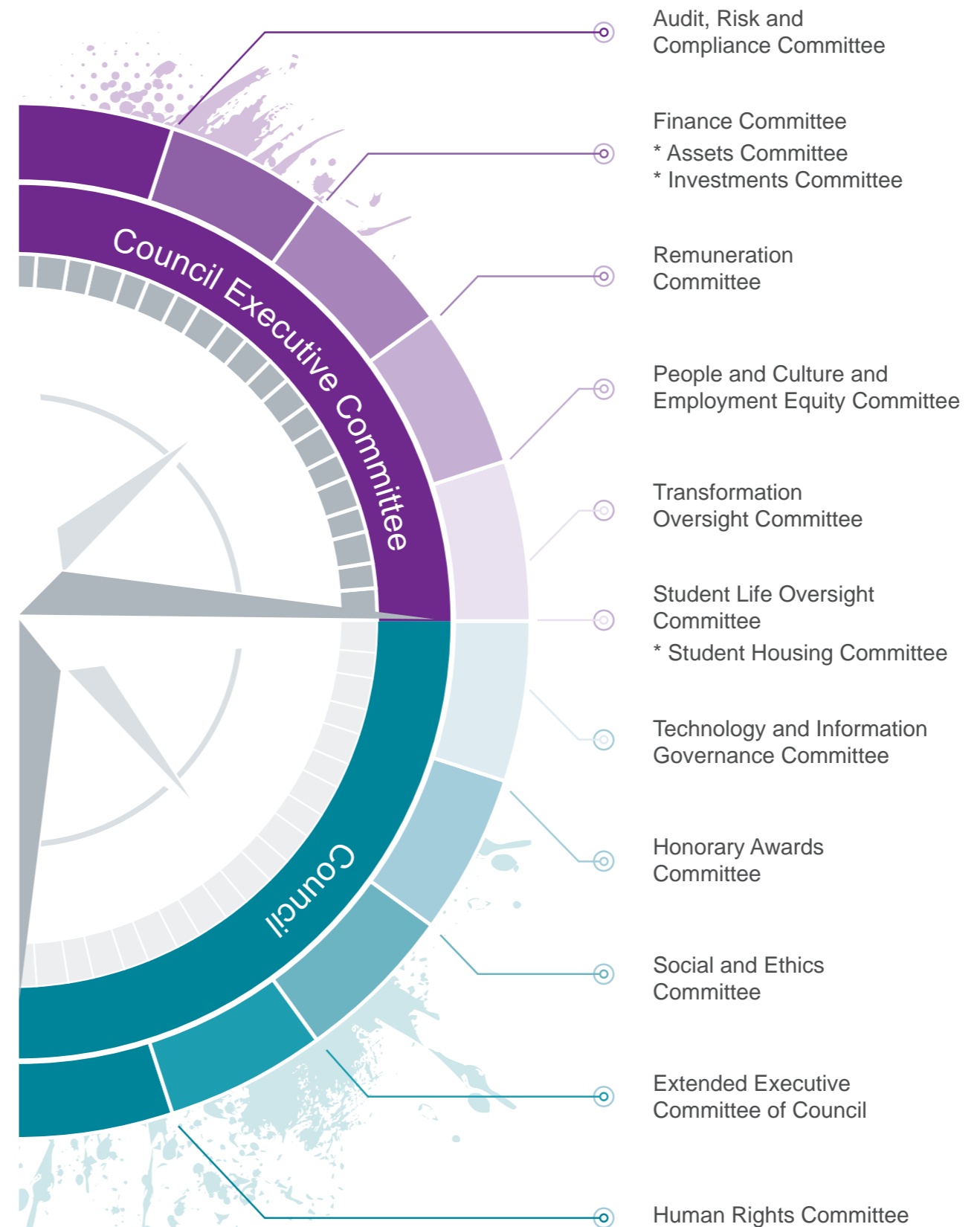
For the period under review, under Council's leadership the NWU continued to adhere to high governance standards while creating a value-driven governance landscape.

The composition of our Council is in accordance with the guidelines provided by the Higher Education Act and the university's Statute.

Of the 30 Council members, 60% are external and 40% internal, ensuring independence in the governance environment.

Council members externally elected or designated		Council members internally elected or designated	
Ministerial appointees	5	Management: vice-chancellor and vice-principal	2
Donors	3	Senate	3
Convocation	4	Academic employees	2
Community leaders	3	Support employees	2
Specific expertise	3	Student Representative Council	3
	18		12

In the interest of proper oversight and accountability, Council has a number of committees to advise it on all the relevant governance matters.



Council training

Induction programme

The implementation of the revised induction programme for newly appointed Council members continued in 2022. Feedback from Council members was that the induction programme was insightful and enabled them to get to grips quickly and effectively with governance oversight at both Council and Council committee levels.

Annual Council workshop

On 16 March 2022, all Council members attended a workshop dealing with the future of residential universities in the digital era and the global competitiveness of universities in a post-pandemic era; transformation and strategies to increase external income.

[Click here to read more about the Council workshop.](#)

Code of Conduct and declarations of interest

The Council Code of Conduct is binding on all Council members and is revised as and when needed, most recently in March 2018.

Early in 2022, the members of Council pledged their commitment to the Code through the annual signing process. All new Council members are also required to sign the Code of Conduct when they are appointed.

The Higher Education Act prescribes annual declarations of directorships and interests by members of Council and Council committees. We consider this requirement to be of the utmost importance to ensure absolute integrity in our behaviour at governance level.

The Council Executive Committee (Council Exco), in its capacity as Council membership committee, receives and discusses quarterly declaration of interest audit reports for Council and Council committee members.

Sanctions can be imposed on Council and Council committee members who do not comply with the legal requirements for declarations of interest. No such sanctions needed to be undertaken for 2022.

Throughout the year, Exco continued with the practice of regularly noting and discussing all declarations made by members of the University Management Committee and referring any enquiries to the vice-chancellor.

Changes in Council membership

The following new members joined the Council during the year under review:



Prof DM Modise
elected by Senate



Ms H Lekalakala
elected by the support staff



Ms PS Moleke
elected by the Board of Donors



Mr TP Venter
elected by the Convocation



Ms PP Thebe
designated from among the community leaders



Mr N Omar
appointed by Council for specific expertise



Ms HD Mdladla
designated by the SRC



Mr Y Andreas
designated by the SRC



Ms KE Mogoshoa
designated by the SRC

The following members re-joined the Council for subsequent terms:



Ms U Barravalle
elected by the Board of Donors (second term)



Prof AF Kotzé
elected by Senate (second term)



Mr TV Mokgatlha
appointed by Council for specific expertise (second term)

Meet our Council members

(Council membership as at 31 December 2022)



1. PROF MB TYOBEKA (47)
Vice-Chancellor

Qualifications: BScEd and MSc (applied radiation science and technology) (University of North West), MSc and PhD (nuclear engineering) (Penn State University, USA), MSc (management) (Colorado Technical University, USA)

Membership of Council Committees:

All Council committees (except Audit, Risk and Compliance Committee – not a full member)

Term on Council:

Appointed for a five-year term from 2022 to 2027. Six months into first term.

Number of committee meetings as Council member and average attendance: 49 meetings | 82% attendance

Directorships: USAf



2. PROF L DU PLESSIS (53)
Vice-Principal

Qualifications: PhD (education), MSc (computer science), BScHons, BSc (PU for CHE), Certificate for environmental educators (Unisa), Leadership in Higher Education (Institute for Educational Management, Harvard), Certificate in ICT in Education for Policy Implementers (Wits, Oracle University)

Membership of Council Committees:

Council Exco

Term on Council:

Appointed in 2020 for a three-years. Two years and three months into second term.

Number of committee meetings as Council member and average attendance: 49 meetings | 90% attendance

Directorships: None



3. PROF DM MODISE (62)
Elected by Senate

Qualifications: BSc (horticultural science) (University of Bath), MSc (horticulture) (West Virginia University), PhD (plant sciences) (Nottingham University)

Membership of Council Committees:

Student Life Oversight Committee | Honorary Awards Committee

Term on Council:

Appointed for a three-year term from 2022 to 2025. Eight months into first term.

Number of committee meetings as Council member and average attendance: 16 meetings | 69% attendance

Directorships: MyLab PTY LTD



4. PROF AF KOTZÉ (57)
Elected by Senate

Qualifications: BPharm, MSc, PhD (PU for CHE)

Membership of Council Committees:

Student Housing Committee | Honorary Awards Committee | Council representation on the Senate Executive Committee

Term on Council:

Appointed for a three-year term from 2019 to 2022. Eight months into second term.

Number of committee meetings as Council member and average attendance: 16 meetings | 100% attendance

Directorships: Innovation Highway Enterprises



5. PROF AH VERHOEF (49)
Elected by Senate

Qualifications: BA (US), BD Theology (US), BAHons Philosophy (US), MTh (US), DTh (US), PhD (Free University Amsterdam)

Membership of Council Committees:

People and Culture and Employment Equity Committee | Honorary Awards Committee

Term on Council:

Appointed for a three-year term from 2021 to 2024. One year and one month into first term.

Number of committee meetings as Council member and average attendance: 6 meetings | 83% attendance

Directorships: None



6. PROF PA SMIT (61)
Elected by academic staff members

Qualifications: BA, (HED) (postgraduate), BAHons, MA, PhD (labour relations management)

Membership of Council Committees:

People and Culture and Employment Equity Committee | Student Life Oversight Committee

Term on Council:

Appointed for a three-year term from 2021 to 2024. One year, three months into first term.

Number of committee meetings as Council member and average attendance: 8 meetings | 50% attendance

Directorships: None



7. PROF WJ DU PLESSIS (43)
Elected by academic staff members

Qualifications: BA (international relations), LLB, LLD (University of Stellenbosch)

Membership of Council Committees:

Transformation Oversight Committee | Social and Ethics Committee | Human Rights Committee

Term on Council:

Appointed for a three-year term from 2021 to 2024. One year and nine months into first term.

Number of committee meetings as Council member and average attendance: 6 meetings | 100% attendance

Directorships: None



8. DR AA LE ROUX (56)
Elected by support staff members

Qualifications: BScHons (biokinetics) (PU for CHE), PhD (relationship marketing)

Membership of Council Committees:

Transformation Oversight Committee

Term on Council:

Appointed for a three-year term from 2021 to 2024. One year and one month into first term.

Number of committee meetings as Council member and average attendance: 8 meetings | 88% attendance

Directorships: None



9. MS MH LEKALAKALA (45)
Elected by support staff members

Qualifications: BCom (accounting) (University of Limpopo), BComHons (business management) (University of Limpopo)

Membership of Council Committees:

Social and Ethics Committee

Term on Council:

Appointed for a three-year term from 2022 to 2025. Nine months into first term.

Number of committee meetings as Council member and average attendance: 5 meetings | 80% attendance

Directorships: None



10. MS KE MOGOSHOA (24)
Student Representative Council

Qualifications: Enrolled for a BSc (agriculture)

Membership of Council Committees:

Student Oversight Committee

Term on Council:

Three months into one-year term.

Number of committee meetings as Council member and average attendance: 4 meetings | 100% attendance

Directorships: None



11. MR A YIKUMBA (22)
Student Representative Council

Qualifications: Enrolled for a BCom (economic sciences)

Membership of Council Committees:

Student Life Oversight Committee

Term on Council:

Three months into one year term.

Number of committee meetings as Council member and average attendance: 3 meetings | 100% attendance

Directorships: None



12. MS HD MDLADLA (21)
Student Representative Council

Qualifications: Enrolled for a BEd (foundation phase)

Membership of Council Committees:

Student Oversight Committee

Term on Council:

Three months into one-year term.

Number of committee meetings as Council member and average attendance: 3 meetings | 100% attendance

Directorships: None



13. MR OE MONGALE (51)
 Appointed by the Minister of Higher Education, Science and Innovation

Qualifications: Studying towards a master's of philosophy in conflict transformation (Nelson Mandela University), postgraduate diploma in management, master's (industrial psychology) (NWU), honours (industrial psychology) bachelor's (administration) (UniBo)

Membership of Council Committees: Tender Committee | Honorary Awards Committee | Remuneration Committee | Medical School Task Team | Extended Executive Committee | Executive Committee

Term on Council: Appointed for a three-year term from 2020 to 2023. Two years and three months into second term.

Number of committee meetings as Council member and average attendance: 34 meetings | 91% attendance

Directorships: The Hub Farming Enterprise | Sego Programme and Project | The Hub People Development Institute | Mochwa Investments | Bachen | Kehu Projects | Teki Project and Programme Managers



14. ADV PG SELEKA SC (48)
 Appointed by the Minister of Higher Education, Science and Innovation

Qualifications: BA Law and LLB (PU for CHE)

Membership of Council Committees: Transformation Oversight Committee | Social and Ethics Committee

Term on Council: Appointed for a three-year term from 2021 to 2024. One year and four months into first term.

Number of committee meetings as Council member and average attendance: 11 meetings | 100% attendance

Directorships: None



15. MR C MABE (44)
 Appointed by the Minister of Higher Education, Science and Innovation

Qualifications: BCom (University of North West), Dip AIBM (finances), diploma in financial management (Business Management Training College of Southern Africa), certificate in managing the employment process (Unisa), MBA (NWU)

Membership of Council Committees: Finance Committee | Remuneration Committee | Extended Exco

Term on Council: Appointed for a three-year term from 2021 to 2024. One year and four months into second term.

Number of committee meetings as Council member and average attendance: 9 meetings | 100% attendance

Directorships: K2017228855 (South Africa) | My Throne Group | Thapo Vision Group CM2510 (Pty) Ltd | NH2606 (Pty) Ltd | Tapologo HIV and AIDS programme | Jepa Resources Trading Enterprise (Pty) Ltd | The Islanders (Pty) Ltd | Jepa 321 (Pty) Ltd



16. MR TC KGOMO (55)
 Appointed by the Minister of Higher Education, Science and Innovation

Qualifications: BCom (University of North West)

Membership of Council Committees: Tender Committee | People and Culture and Employment Equity Committee | Transformation Oversight Committee | Extended Exco

Term on Council: Appointed for a three-year term from 2020 to 2023. Two years and three months into third term.

Number of committee meetings as Council member and average attendance: 20 meetings | 100% attendance

Directorships: Henjen Petroleum (Pty) Ltd | Tshepi Investments CC | Sky Chrome Mining | Kiddo Cool | Lefatshe la Morena | Direlang Morena | Masego a Morena



17. MR MSJ THABETHE (48)
 Appointed by the Minister of Higher Education, Science and Innovation

Qualifications: National diploma (information technology), BTech (information technology) (TWR), MCom (information systems) (University of the Witwatersrand)

Membership of Council Committees: Technology and Information Governance Committee | Audit, Risk and Compliance Committee | Social and Ethics Committee | Executive Committee of Council (alternate) | Extended Exco

Term on Council: Appointed for a three-year term from 2020 to 2023. Two years and three months into second term.

Number of committee meetings as Council member and average attendance: 21 meetings | 95% attendance

Directorships: Sihlasi Technologies CC



18. MR JDS DE BRUYN (71)
 Elected by the Board of Donors

Qualifications: BCom (accounting science), Bluris, LLB (PU for CHE)

Membership of Council Committees: Audit, Risk and Compliance Committee | Tender Committee | Senate

Term on Council: Appointed for a three-year term from 2021 to 2024. One year and six months into third term.

Number of committee meetings as Council member and average attendance: 20 meetings | 85% attendance

Directorships: None



19. MS PS MOLEKE (55)
 Elected by the Board of Donors

Qualifications: Honours (economics) (University of Witwatersrand), master's degree (economics) (Georgia State University), BA (education) (Vista University)

Membership of Council Committees: Audit, Risk and Compliance Committee | Finance Committee | Investments Committee

Term on Council: Appointed for a three-year term from 2022 to 2025. Two months into first term.

Number of committee meetings as Council member and average attendance: 1 meetings | 100% attendance

Directorships: None



20. MS UAD BARAVALLE (40)
 Elected by the Board of Donors

Qualifications: BSc (chemistry and biochemistry), BScHons (chemistry) (RAU), LLB (Unisa)

Membership of Council Committees: Assets Committee | Executive Committee of Council | Extended Exco

Term on Council: Appointed for a three-year term from 2022 to 2025. One month into second term.

Number of committee meetings as Council member and average attendance: 29 meetings | 83% attendance

Directorships: DM Kisch INC | Kisch Africa | Kisch Investments Limited



21. MR A SORGDRAGER (63)
Elected by the Convocation

Qualifications: Bluris and LLB (PU for CHE), international executive programme (INSEAD Business School)

Membership of Council Committees:

Executive Committee of Council | Remuneration Committee | Finance Committee | Honorary Awards Committee | Student Life Oversight Committee | Senate | Medical School Task Team | Extended Exco

Term on Council:

Appointed for a three-year term from 2020 to 2023. Two years and five months into second term.

Number of committee meetings as Council member and average attendance: 57 meetings | 100% attendance

Directorships: Vaalrivier Steiltes Aandeleblok | Florida Buitemuurs | Nedbank Zimbabwe



22. MR TP VENTER (67)
Elected by the Convocation

Qualifications: Master's degree (political science) (PU for CHE), master's degree (comparative politics) (State University of New York)

Membership of Council Committees:

Technology and information Governance Committee | Medical School Task Team

Term on Council:

Appointed for a three-year term from 2022 to 2025. 8 months into first term.

Number of committee meetings as Council member and average attendance: 6 meetings | 100% attendance

Directorships: None



23. PROF AL COMBRINK (78)
Elected by the Convocation

Qualifications: BA, BAHons, MA, DLitt (english) (PU for CHE), higher education diploma (Unisa)

Membership of Council Committees:

Social and Ethics Committee | Medical School Task Team

Term on Council:

Appointed for a three-year term from 2021 to 2024. One year and one month into third term.

Number of committee meetings as Council member and average attendance: 8 meetings | 88% attendance

Directorships: None



24. ADV M KRUGER (57)
Elected by the Convocation

Qualifications: Bluris, LLB (PU for CHE)

Membership of Council Committees:

Student Life Oversight Committee | Technology and Information Governance Committee | Human Rights Committee

Term on Council:

Appointed for a three-year term from 2021 to 2024. One year and four months into first term.

Number of committee meetings as Council member and average attendance: 18 meetings | 100% attendance

Directorships: None



25. PASTOR PM TLHABANYANE (59)
Appointed from the community leaders

Qualifications: Dip PA, BPA, BAHons (Theology)

Membership of Council Committees:

Executive Committee | Student Life Oversight Committee | Student Housing Committee | Social and Ethics Committee

Term on Council:

Appointed for a three-year term from 2020 to 2023. Currently two years and nine months into first term.

Number of committee meetings as Council member and average attendance: 16 meetings | 94% attendance

Directorships: None



26. MS S BRITZ (61)
Appointed from the community leaders

Qualifications: Matric, NQF5 Real Estate

Membership of Council Committees:

Executive Committee (alternate member) | People and Culture and Employment Equity Committee | Assets Committee | Transformation Oversight Committee

Term on Council:

Appointed for a three-year term from 2022 to 2025. Currently two years and nine months into first term.

Number of committee meetings as Council member and average attendance: 18 meetings | 94% attendance

Directorships: iDUC NPC | Tlokwe Crisis Centre



27. MS PP THEBE (35)
Appointed from the ranks of the university's community leaders

Qualifications: BCom, PGCE

Membership of Council Committees:

Student Life Oversight Committee | Human Rights Committee

Term on Council:

Appointed for a three-year term from 2022 to 2025. Six months into first term.

Number of committee meetings as Council member and average attendance: 4 meetings | 75% attendance

Directorships: None



28. MR N OMAR (35)
Appointed by Council for specific expertise

Qualifications: CA(SA) (Unisa)

Membership of Council Committees:

Investments Committee

Term on Council:

Appointed for a three-year term from 2022 to 2025. Six months into first term.

Number of committee meetings as Council member and average attendance: 2 meetings | 0% attendance

Directorships: Snap Consulting

Diversity of skills and experience

Our Council members have a variety of valuable skills and experience in these fields of expertise:

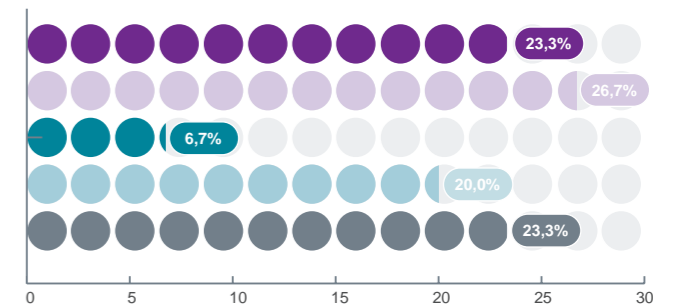


The NWU Council takes an agreed skills set into account when filling vacancies in membership. The coloured text in the diagram below represent the skills that are emphasised.

- 1 General legal expertise
- 2 Environment, land and indigenous law
- 3 **Global engagement expertise**
- 4 Data analytics expertise
- 5 Audit and accounting expertise
- 6 **Investment expertise**
- 7 **Fundraising expertise**
- 8 Finances and business expertise (medium to macro enterprises)
- 9 Business administration and/or strategy expertise
- 10 **Governance and ethics expertise**
- 11 Corporate communication expertise
- 12 Information technology expertise
- 13 **Technology transfer expertise**
- 14 **High positive public profile – science**
- 15 **High positive public profile – community engagement**
- 16 Arts/people management

Council transformation

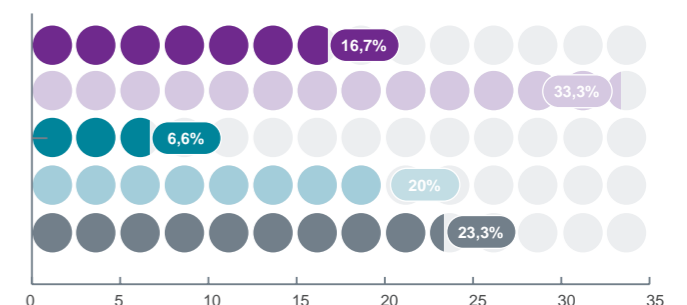
Council has transformation targets for its membership and has approved the following equity targets for January 2025:



● African female ● African male ● Indian/Coloured male/female
 ● White female ● White male

In September 2022, Council resolved that its membership should include two members living with disabilities.

As at 31 December 2022, the equity profile of Council was as follows:



29. MS RA KENOSI (51)
 Appointed by Council for specific expertise

Qualifications: BComp Accounting, BComp Accounting (Hons),CA(SA) (Unisa)
Membership of Council Committees: Audit, Risk and Compliance Committee | Executive Committee of Council | People and Culture and Employment Equity Committee | Remuneration Committee | Extended Exco
Term on Council: Appointed for a three-year term from 2021 to 2024. One year and nine months into first term.
Number of committee meetings as council member and average attendance: 45 meetings | 96% attendance
Directorships: Fraudsmiths (Pty) Ltd | Bridging Concepts Financial Services (Pty) Ltd | Onderstepoort Biological Products SOC Ltd | Anova Health Institute NPS



30. MR TV MOKGATLHA (47)
 Appointed by Council for specific expertise

Qualifications: BCom (accounting) (University of North West), HonsBcompt/ Certificate of theory in accounting (CTA) (Unisa)
Membership of Council Committees: Audit, Risk and Compliance Committee | Assets Committee | Remuneration Committee | Extended Exco
Term on Council: Appointed for a three-year term from 2019 to 2022. Six months into second term.
Number of committee meetings as Council member and average attendance: 14 meetings | 86% attendance
Directorships: Yebo Yethu (RF) Limited | Yebo Yethu Investment Company (RF) (Pty) Limited | Baphlane Siyanda Chrome Company | MTBG Investments | South African Blood Services NPC (SANBS) | Stokfella | Philipsini | Baphalane Ba Mantserre Investment Holdings | Atomic Trading | Baphalane Property Holdings | His Crown Apostolic Ministries | BBMIH Food | Hyprop Investment LTD | BBMIH Textile | BBMIH Manufacturing

Discover the NWU

Inauguration of VC heralds exciting new era

The inauguration of Dr Bismark Tyobeka as the third vice-chancellor of the NWU was the start of an exciting new journey for the university.

Dr Tyobeka, who started his five-year term as principal and vice-chancellor on 1 June 2022, was officially inaugurated on 26 August during a prestigious event in Potchefstroom.







He says the inauguration marked the start of a journey characterised by the consolidation of the NWU's successes and the repositioning of the university to explore new frontiers and opportunities – nationally and internationally. [Read more.](#)







The academic procession leaves the hall after the inauguration of Dr Tyobeka. In front is NWU chancellor dr Anna Mokgokong, followed by the newly inaugurated principal and vice-chancellor, Dr Bismark Tyobeka, and Council chairperson, Bert Sorgdrager.



Council decisions impacting value creation

The following table gives a summary of Council's value-creating decisions and their possible effect on future value creation.

	<h3>Strategy and structure</h3> <p>With the appointment of the new vice-chancellor, the strategy of the NWU would be reviewed.</p>	 <h4>How this governance decision could affect future value creation:</h4> <p><i>As Council we are confident that the ongoing implementation of the strategy, structure and brand is shaping the NWU's operations and efficiency.</i></p> <p><i>We remain confident that the realisation of the strategic agenda of the NWU adds to the improved positioning of the university in the South African higher education landscape.</i></p>
	<h3>Policies and rules</h3> <p>The Policy Refinement Committee continued with the drafting and review of policies.</p> <p>We approved 17 new or revised policies in 2022, ensuring compliance with national directives and mitigating possible risks facing the university.</p> <p>One policy, (on governance oversight and management control), was repealed.</p>	 <h4>How this governance decision could affect future value creation:</h4> <p><i>Our success model indicates that we are committed to the continued adoption of responsible risk embracing strategies and transformational practices.</i></p> <p><i>In line with this undertaking, and in adhering to the precepts of the Statute, we continually draft and revise policies and rules.</i></p>
	<h3>Financial matters</h3> <p>Council approved the audited 2022 financial statements and the 2022 financial overview for 2022.</p> <p>In addition, Council approved, among others:</p> <ul style="list-style-type: none"> ➤ additional project funds of R27 334 491 to cover an increase in scope and escalation in construction costs; ➤ the unscheduled infrastructure project for the macro maintenance and upgrades to the vice-chancellor's residence; ➤ the 2023-2025 Budget, subject to the principle that the budget would need to be adjusted when new information is received from the Minister; ➤ the 2023 tuition fee and residence fee inflation adjustment and the 2023 amounts payable at registration; and ➤ conditionally approved cash advances to NSFAS students in 2023, if there are no changes to the NSFAS disbursement methodology. 	 <h4>How this governance decision could affect future value creation:</h4> <p><i>We are confident that the right decisions were taken in the short term to enable the university to realise the goals in the APP and to continue pursuing its strategic agenda.</i></p> <p><i>However, Council is on record in expressing concerns on the medium to long-term effects of the national uncertainties around the funding of public higher education.</i></p>

	<h3>Tender matters</h3> <p>Council approved tenders for the refurbishment of academic spaces on the Potchefstroom Campus, the supply and delivery of diesel for generators on all three campuses, specialised Wi-Fi infrastructure equipment, and protection services on the Potchefstroom and Mahikeng campuses.</p>	 <h4>How this governance decision could affect future value creation:</h4> <p><i>Council ensures that the university procures services through fair, equitable, transparent and cost-effective processes, while also ensuring the realisation of transformation objectives.</i></p> <p><i>We are confident that the tenders were awarded according to the principles laid down in relevant legislation.</i></p>
<p>Click here for details of the tender amounts and successful bidders.</p>		

	<h3>Appointment of office bearers</h3> <p>Council oversaw the process of appointing senior office bearers and approved the following:</p> <ul style="list-style-type: none"> ➤ appointing Dr Mzubanzi Bismark Tyobeka as vice-chancellor of the North-West University for a five-year term commencing 1 June 2022 and ending on 31 May 2027; and ➤ recording the re-appointment of Prof Mala Singh as executive director for people and culture for the period 1 January 2023 to 31 December 2023. 	 <h4>How this governance decision could affect future value creation:</h4> <p><i>We made sure that the appointment of these office bearers was informed by the Statute and relevant rules.</i></p> <p><i>The calibre of those who have been appointed is key to achieving the NWU's strategic objectives.</i></p>
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	<h3>Governance matters</h3> <p>Click here for a full list of Council's governance-related resolutions of 2022.</p> <ul style="list-style-type: none"> ➤ Council approved revised and new terms of reference for Council itself and for the nine Council committees; ➤ We confirmed six sets of approvals made by the Executive Committee of Council on matters such as the 2022 registration and orientation programme for first years, student vaccinations, certain residence lease agreements, the list of official NWU donors, revised terms of reference for the Human Rights Committee and the payment of cash advances for NSFAS students at the beginning of 2022. In addition, Council recorded the conclusion of the external review process of Council. ➤ We also elected Mr Bert Sorgdraer as chairperson of Council and Mr Obakeng Mogale as deputy chairperson. 	 <h4>How this governance decision could affect future value creation:</h4> <p><i>Through sound governance principles and practices, we create an ethical environment in which the NWU can realise its strategy.</i></p>
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Discover the NWU



Two alumni lead NWU Council

The NWU Council elected alumni Bert Sorgdrager as chairperson and Obakeng Mongale as deputy chairperson of Council at their meeting on 23 June 2022.

Bert, a seasoned legal professional with more than 30 years' experience in the private sector, is the sixth chairperson of Council.

His election follows the resignation of the previous chairperson, Dr Bismark Tyobeka, who has since been appointed principal and vice-chancellor of the NWU.

[Read more.](#)



Two alumni are now at the helm of the NWU Council: Bert Sorgdrager (left) serves as chairperson and Obakeng Mongale as deputy chairperson.

Council and Covid-19 in 2022

Council received updates on the NWU's continued handling of the Covid-19 pandemic. The reports covered institutional and national developments.

In March 2022, Council confirmed the NWU was pro-vaccination but, after a risk assessment was carried out, did not adopt a mandatory vaccination position.

Council noted in June 2022 that a task team had been created to hand over Covid-19-related matters to the normal occupational health and safety (OHS) structures. Requirements dealing with issues such as ventilation were kept in place.

In September 2022, Council noted that the Covid-19 task team had been replaced with an interim OHS Covid-19 committee.

Council also resolved that the matter was a management matter and that it would not need further Covid-19 reports unless the situation changed.

Remuneration of externally elected Council members

Since 2009, following a Council resolution to this effect, the university has paid an honorarium to external members of Council and of Council committees.

The honorarium is considered a token of the NWU's gratitude for members' time and effort.

The honorarium fee is paid twice a year, in August and December. The fee is linked to the university's annual cost-of-living adjustment (COLA) process, which the Remuneration Committee approves before implementation.

In 2022, the honorarium was adjusted by 5,5%, the same COLA increase paid to executive management.

The following table shows the honoraria paid for each meeting attended.

Position	Honorarium 2021	Honorarium 2022
Council chairperson	R6 929	R7 310
Council-appointed external expert, but not a Council member	R5 197	R5 483
Chairperson of a Council committee that fulfils a statutory role	R5 197	R5 483
Chairperson of a Council committee	R4 364	R4 604
Deputy chairperson of Council for each Council meeting	R5 197	R5 483
Council chairperson or deputy chairperson as an ordinary member of a structure	R3 467	R3 658
Council member	R3 467	R3 658

King IV as the guiding framework for value creation through governance

The NWU has an internal process to ensure structures, policies and procedures are aligned with King IV. The connections between the code and each corresponding internal structure or responsibility are shown below:

KING IV requirement	<Integrated Report> content element	Relevant governance structure
Leadership and ethics	Stakeholder engagement and relationships; governance	<ul style="list-style-type: none"> ➤ Council ➤ Social and Ethics Committee
Performance and reporting	Strategy and resource allocation; performance; outlook	<ul style="list-style-type: none"> ➤ Council Executive Committee ➤ Finance Committee ➤ Senate ➤ Council
Governance structure and delegation	Governance and remuneration	<ul style="list-style-type: none"> ➤ Council ➤ Council Executive Committee ➤ Remuneration Committee
Risks and opportunities	Stakeholder engagement and relationships; risk and opportunity	<ul style="list-style-type: none"> ➤ Audit, Risk and Compliance Committee (as the primary committee for oversight purposes) ➤ Other committees of Council (for risks and opportunities relevant in the identified area of oversight) ➤ Senate ➤ Council
Technology and information	Governance, risk and opportunity; strategy and resource allocation	<ul style="list-style-type: none"> ➤ Technology and Information Governance Committee ➤ Audit, Risk and Compliance Committee ➤ Executive Committee ➤ Council
Compliance	Governance	<ul style="list-style-type: none"> ➤ Audit, Risk and Compliance Committee ➤ Other committees of Council (for compliance matters relevant in the said area of oversight) ➤ Council
Remuneration	Stakeholder engagement and relationships; remuneration	<ul style="list-style-type: none"> ➤ Remuneration Committee ➤ Council
Assurance	Governance; basis of preparation and presentation	<ul style="list-style-type: none"> ➤ Audit, Risk and Compliance Committee ➤ Finance Committee ➤ Senate ➤ Council
Stakeholder relationships	Stakeholder engagement and relationships	<ul style="list-style-type: none"> ➤ Social and Ethics Committee ➤ People and Culture and Employment Equity Committee ➤ Transformation Oversight Committee ➤ Student Life Oversight Committee ➤ Institutional Forum ➤ Student Representative Council ➤ Convocation ➤ Board of Donors ➤ Council

Governance structures of the NWU

Council The Council governs 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.	Extended Executive Committee The Extended Executive Committee discusses high-level issues, monitors the relevance and responsiveness of the NWU Quality Manual, monitors the effectiveness and efficiency of the implementation of Council action plans formulated in response to internal and external evaluations, and serves as monitoring and evaluation platform for implementation of Council resolutions.
Executive Committee The Executive Committee deals with important governance matters between meetings of the NWU Council and also acts as a Council membership committee.	P&CEE The People and Culture and Employment Equity Committee (P&CEE) advises Council on all matters relating to people and culture (human resources) and employment equity.
Remuneration Committee The Remuneration Committee assists Council in carrying out its responsibilities regarding a fair and responsible remuneration philosophy and its implementation.	Transformation Oversight Committee The Transformation Oversight Committee advises Council on the implementation of the transformational aspects of the Annual Performance Plan.
Student Oversight Committee The Student Oversight Committee advises Council on all relevant student matters.	Finance Committee The Finance Committee advises Council on financial and investment matters and on long-term infrastructure development at the NWU (also through obtaining specialist advice from the Assets, Tender and Investment subcommittees).
Audit, Risk and Compliance Committee The Audit, Risk and Compliance Committee advises Council on the safeguarding of the NWU's assets, the maintenance of adequate accounting records, the development and maintenance of an effective system of internal control, overseeing management's role in creating and maintaining a proper risk management process, and authorising the annual audit fee of the external auditors. It also provides a channel of communication between Council, management, the internal audit function and the external auditors.	Tender Committee The Tender Committee advises the Council on matters related to governance and oversight as these pertain to the NWU's procurement processes and ensures that these are fair, equitable, transparent, cost-effective and compliant to all relevant regulations and rules.
Student Representative Council The Student Representative Council is the duly elected body within Student Life that oversees the management of organised student life and represents students on various governance structures.	Social and Ethics Committee The Social and Ethics Committee provides oversight and guidance in assisting Council to develop an understanding of management and oversight with regard to the positioning of the NWU as an integral part of the society in which it functions.
Senate The Senate is responsible for regulating all teaching-learning, research and academic support functions, as well as for determining academic policies and rules.	Student Housing Committee The Student Housing Committee provides strategic direction in regard to the NWU's pursuit towards a clearly differentiating student-value proposition as contained in the NWU Strategy 2015 to 2025 in regard to matters related to the provisioning of student housing.
Convocation The Convocation is the body of alumni that is constituted with the aim of creating a link between the university and its corps of alumni. It also designates four members to serve on Council.	TI Governance Committee The Technology and Information Governance Committee assists Council with the governance of all information technology aspects at the NWU.
Human Rights Committee The Human Rights Committee advises the Council on various matters pertaining to human rights and social justice. This includes ongoing advocacy efforts related to human rights, such as addressing incidents of gender-based violence, racism, intolerance, and discrimination.	Institutional Forum The Institutional Forum advises Council on the implementation of the Higher Education Act and national higher education policies, as well as on the fostering of a university culture that promotes tolerance, respect for human rights and an environment conducive to learning, teaching and research.

Committees supporting Council

All Council committees are formally constituted, have terms of reference and consist of a majority of Council members who are neither employees nor students of a public higher education institution. The Council and its committees are chaired by external independent members with the necessary expertise and skills.

Quality manual, external review and improvement plan

The NWU Council Quality Manual provides the monitoring mechanisms to determine the effectiveness of Council's activities and identify risks pertaining to its functioning. The manual is based on the norms prescribed by the DHET Governance Scorecard.

An external review of Council was concluded in 2022. [Click here for more details.](#)

COUNCIL STATEMENT ON SUSTAINABILITY AS VALUE ADD

At the NWU we define sustainability as the ability of the university to create value in the short, medium and long term by promoting a stakeholder-inclusive approach to developing a strategic response to the risks and opportunities faced. We consider material matters, whether financial or non-financial in nature.

Statement approval obtained from the NWU Council on 22 June 2023.

Refer to our [materiality determination process](#).

Ethics in action

COUNCIL STATEMENT ON ETHICS AND VALUES

The NWU Code of Ethics commits the university to the highest standards of integrity, behaviour and ethics in dealing with all its stakeholders and society at large.

We expect Council members and staff to observe the NWU's ethical obligations in order to conduct its business through the use of fair and commercially competitive practices.

The values statement in the NWU Strategy 2015 to 2025 determines that the NWU will foster engaged and caring staff and students and will embed the following foundational values that are based on the constitutional values of human dignity, equality and freedom:

- Ethics in all endeavours
- Academic integrity
- Academic freedom and freedom of scientific research
- Responsibility, accountability, fairness and transparency
- Embracing diversity.

Statement approval obtained from the NWU Council on 22 June 2023.

Ethical leadership and corporate citizenship

The university's leadership at all levels of governance and management is based on integrity.

In November 2022, Council approved the reviewed NWU Code of Ethics, which gives expression to the university's ethics strategy.

Another milestone in for ethical leadership and corporate citizenship was the approval of the ethics management plan, summarised below.

- Strategic focal area 1:**
Governance and management commitment to ethics

Ensuring ethics risks receive attention at both management and governance levels through regular discussion of the risks and reporting.
- Strategic focal area 2:**
Ethics accountability

Putting the right structures and reporting in place to facilitate the governance and management of ethics, developing clear, enforceable policies and ensuring fair and consistent accountability when the ethical standards are not met.
- Strategic focal area 3:**
Ethics talk and awareness

The degree to which employees are familiar with ethics and ethical conduct, know what is expected of them regarding ethical behaviour and feel comfortable to address ethical concerns with peers and leadership.

Behavioural manual for staff

The NWU has a behavioural manual that is governed by the Labour Relations Act to maintain harmonious workplace relations, fair labour practices, mutual respect, fairness and effective operations.

Matters dealt with in 2022

Disciplinary action was taken against 53 employees across the NWU in 2022. Of these cases, 37 were serious enough to warrant disciplinary hearings where dismissals could potentially be the appropriate sanction.

Nine employees had their services summarily terminated. One employee retired, seven employees resigned with immediate effect, one was found not guilty and the remainder received written warnings. Eight CCMA cases were dealt with successfully.

Ombud office for language

The Language Directorate strives to resolve language matters directly or as close as possible to the point where these originate so that they do not escalate.

Reporting can be directed to the Ombudsman in the Language Directorate via any of the NWU reporting channels or directly via email to the Ombud. Reported matters are investigated, resolved and reported on.

Dealing with sexual harassment

Three sexual harassment cases were reported for the year under review.

Matters dealt with in 2022

In one case, the perpetrator resigned when he was served with the notice of the allegations. In another, the complainant withdrew from the case after both parties agreed that there had been a misunderstanding; in the final case, the employee was dismissed.

Matters reported by employees or the public

The NWU has a Policy on the Reporting of Maladministration and Irregularities and the Protection of Disclosure. Reports are received via reporting boxes placed on the campuses or via email to REPORT-FRAUD@nwu.ac.za.

Matters dealt with in 2022

Three reports were received via the reporting boxes for 2022, compared to zero in the previous year. We also received internal requests/referrals.

Ongoing investigations

Internal Audit plays an important role in the ongoing investigation of suspected irregularities.

Matters dealt with in 2022

One investigation from the 24 investigations conducted in the previous year was still being investigated in 2022. A total of 33 investigations were completed in 2022 while 22 were in progress.

Fighting fraud

After verifying the facts of the reported irregularities, Internal Audit handed several investigations over to the prosecuting authorities. The unit presented a number of fraud awareness sessions at the different campuses.

Matters dealt with in 2022

In terms of reporting cases to the authorities, there has been a slight improvement in our working relationship and the assistance we receive.

It is difficult to quantify the amounts involved in the cases we hand over to the authorities but we estimate this to be in the region of R33 000. Most of the cases involved forgery and uttering and misappropriation of assets.

Face-to-face anti-fraud awareness sessions were held at each campus, in line with our Anti-Fraud Strategy.

Internal Audit proactively and continually monitors procurement and payroll transactions, and runs various tests, the results of which are regularly reported to operational managers.

Compliance with laws, codes and standards

The NWU runs compliance self-assessments and monitoring according to a three-year rolling plan.

Matters dealt with in 2022

Compliance with 12 pieces of legislation was self-assessed in 2022. They include the Protection of Personal Information Act, Prevention of Counterfeiting and Currency Act, Pharmacy Act, Health Professions Act, Cyber Crimes Act, Measurement Units and Measurement Standards Act, Rental Housing Act, Promotion of Administrative Justice Act, Unemployment Insurance Contributions Act, National Credit Act, Medicines and Related Substances Act and Local Government Municipal Property Rates Act.

Monitoring was also scheduled for 19 pieces of legislation, including the Value-added Tax Act, Electronic Communications and Transactions Act, Skills Development Act, Trade Marks Act and Tobacco Products Control Act.

Incentivising for achievement

Offering performance incentives that are attractive and sustainable, and applied fairly and consistently, is part of our strategy to encourage high performance and productivity,

We use integrated performance management to recognise superior organisational, team and individual performance.

Remuneration governance and management

The Remuneration Committee of Council is responsible for oversight of remuneration.

This committee understands how the income differentials between the higher and lower salary bands affect fair and responsible remuneration. It therefore strives to close the income differentials.

While working towards this, the Remuneration Committee contributes to the positioning of the NWU as a value-adding institution for employees and other stakeholders by enhancing the salaries of academic staff.

The salary increases agreed on through the collective bargaining process for 2022 supported both objectives: the increases built on the differentiated increase that was introduced from 2019 onwards to cater for academic staff and staff at the lower income bands.

Remuneration mix aligned to strategy

Our remuneration strategy is aligned with the overall NWU strategy, business drivers and values, ensuring a good skills and culture fit.

Market-related remuneration is essential for recruiting and retaining the best staff. Our remuneration mix has variable and fixed elements and includes monetary and non-monetary rewards. Variable pay includes performance bonuses and various value-adding allowances and is paid according to the results of individual remuneration reviews.

We ensure the competitiveness of guaranteed pay through annual benchmarking.

Employees contribute 7,5% to the pension fund and can choose an employer contribution of 12%, 15%, 17,5% or 20%.

Executive contracts

Council oversees and approves the appointment of senior officer bearers, including the vice-chancellor, deputy vice-chancellors, the registrar, executive directors and deputy vice-chancellors for assignable functions and campus operations.

Name	Basic salary	Employee benefits	Other allowance payments	Total cost to NWU 2022
Prof ND Kgwadi*	431 605	34 109	309 435	775 148
Prof MB Tyobeka*	1 940 387	197 007	1 014 307	3 151 701
Prof LA Du Plessis*	2 327 507	283 330	1 051 905	3 662 743
Prof D Balia	2 242 293	213 077	247 472	2 702 842
Prof S Swanepoel	2 013 511	327 068	204 078	2 544 657
Prof M Verhoef	2 566 838	281 698	827 342	3 675 878
Prof RJ Balfour	2 301 109	245 755	308 007	2 854 871
Prof MJ Mphahlele	2 366 459	223 901	165 634	2 755 994
Mrs E de Beer	2 565 171	275 087	1 266 316	4 106 574
Prof V Singh	2 166 192	206 118	232 685	2 604 995
Mr NC Manoko	2 037 324	193 175	197 292	2 427 791
Dr JS Chalufu	1 890 102	179 634	148 712	2 218 448
Prof DM Modise*	1 819 642	173 181	195 565	2 188 387
Grand total	26 668 141	2 833 140	6 168 750	35 670 031

Promotion of Access to Information Act requests

The NWU complies with the Promotion of Access to Information Act (PAIA) of 2000 and the Protection of Personal Information Act (POPIA) of 2013.

Matters dealt with in 2022

For the first time, we submitted a section 32 report under POPIA to the Information Regulator. Previously, reports were submitted to the South African Human Rights Commission.

The NWU received 148 PAIA requests in 2021/22. Of these, 132 were granted in full, 10 were refused in full, one was partially refused, and one was refused because of an internal appeal process.

During 2022, the NWU implemented a new and improved system to manage PAIA requests and POPIA data breaches.

We also appointed an Information Governance Coordinator to oversee the implementation of the NWU's Information Governance Framework.

Providing integrated assurance

The Combined Assurance Forum (CAF) is responsible for providing an adequate and effective control environment and to ensure the integrity of reports.

In 2022, the CAF finalised a risk assurance map for the NWU and ensured that first and second-level risk assurance was undertaken on all risks on the Strategic Risk Register with a risk rating of 8 and above.

The forum also assisted the Audit, Risk and Compliance Committee to fulfil its responsibility in giving assurance to Council.

Human rights matters

The Human Rights Committee did not meet during 2022 as no matters were reported for discussion.

Council approved the reviewed terms of reference of the Human Rights Committee twice in 2022, first in March and again in November 2022.

Council resolved in November 2022 that the Human Rights Committee would become a Council committee as of 2023 to ensure governance direction and oversight on important matters relevant to GBV, racism and related issues.

The composition of the Human Rights Committee was adapted in 2022 and now includes Council representation.

Human rights engagements

The Mahikeng Campus hosted the US Ambassador in a speaking engagement to discuss the role of academia in democracy and human rights on 4 October 2022.

In 2022, two NWU students – Africa Thaba from the Mahikeng Campus and Denise Geel from the Potchefstroom Campus – represented the NWU at the 31st Christof Heyns African Human Rights Moot Court Competition. The competition took place at British University in Cairo, Egypt from 25 to 30 July 2022.

This annual event brings together all law faculties in Africa, whose top students argue a hypothetical human rights case as if they were before the African Court on Human and Peoples' Rights.

Council statements

The following Council statements can be found [here](#):

- > Council statement on going concern
- > Council statement of financial controls outside financial statements
- > Council statement on financial health and viability
- > Council statement on tenders
- > Council statement on contract management, SLAs and monitoring of suppliers' performance
- > Statement on penalties, sanctions and fines

[The Institutional Forum's full report is available here.](#)



MR BERT SORGDRAGER
CHAIRPERSON OF COUNCIL



Prof ND Kgwadi
 resigned at the end of January 2022.



Prof MB Tyobeka
 was appointed on 1 June 2022.



Prof LA du Plessis
 was acting vice-chancellor from
 1 February 2022 to 31 May 2022.



Prof DM Modise
 was acting deputy vice-chancellor for
 Vanderbijlpark Campus Operations from
 1 February 2022 to 31 May 2022.

External members' fees

As a token of our gratitude for their time and effort, members of Council and Council committees receive remuneration in the form of an honorarium, paid in August and December. The honorarium is linked to our annual cost of living adjustment (COLA) process and approved by Council's Executive Committee.

Name	R value
Mrs UAD Baravalle	87 792
Mrs S Britz	62 186
Prof AL Combrink	25 606
Mr JDS de Bruyn	95 092
Rev PD Dinkebogile	41 184
Mr XV Hadebe	32 326
Mrs RA Kenosi	165 556
Mr TC Kgomo	84 252
Adv M Kruger	60 132
Mr CS Mabe	80 452
Ms S Mlambo	18 290
Mr SM Mohapi	43 864
Mr TV Mokgatla	80 519
Mr LE Seilane	21 932
Mr AM Sorgdrager	361 953
Ms E Stander	37 809
MR MSJ Thabethe	86 077
Mrs PP Thebe	10 974
Mr PM Tlhabanyane	70 448
Prof MB Tyobeka	62 361
Mrs M van Zyl	43 292
Mr TP Venter	21 948
Ms PS Moleke	3 658
Mr OE Mongale	117 040
Mrs MJ Mwase	27 415
Adv PG Seleka	43 896
Grand total	1 786 054

Organisational culture

The NWU Culture Change Project celebrates the milestones achieved in the establishment and embodiment of a unified NWU culture.

In 2022, we revised and **relaunched the NWU values** and promoted values-driven behaviours among staff and students.

Major launch events were the **NWU cook-off** for senior management, a gala evening for senior management and the Student Representative Council and the awarding of **seven bursaries**, each worth R5 000, to students in need.

Other activities that promoted awareness of the revised values were a Sidewalk Art exhibition, an Africa Day Celebration, **the Purple Race** and the NWU Organisational Citizenship project.

In distinguishing the NWU from other institutions competing for talent, our comprehensive talent management strategy is critical.

Components of this strategy are an employee value proposition that increases engagement and belonging, competitive compensation and a programme for the recruitment and retention of scarce and critical skills.



Future outlook for the NWU

For teaching and learning, our top priorities are to align academic programmes across campuses and allocate resources to ensure equity of provision.

As for research, our priorities are to advance research excellence, strengthen national and international research collaboration and boost postgraduate completion rates.

Consolidate successes and reposition for new opportunities

The inauguration of Dr Bismark Tyobeka as the third vice-chancellor of the NWU is the start of an exciting new journey for the university.

On this journey, we will consolidate the NWU's successes and reposition the university to discover new frontiers and opportunities, nationally and internationally, and play a key role in finding solutions for societal problems and unlock opportunities for our stakeholders.

Key issues to focus on

Our focus in the medium to long term will be on key issues such as raising funds for the missing middle and postgraduate students, increasing graduate employability and entrepreneurship development.

We will also accelerate curriculum decolonisation, internationalisation and Africanisation and secure the sustained impact of our research and community engagement programmes.

Through strategic collaborations, the NWU will work towards improving food security within the North West Province, while exploring sustainable mining excellence and deploying innovative energy and water solutions for our campuses.

Other key initiatives are to build public-private partnerships, diversify income streams, optimise internal staff cost, establish medical and veterinary schools and improve the quality of student leadership.

Finally, we seek to make an impactful contribution towards building the capacity of the state through partnerships such as the one we have with the **Special Investigating Unit (SIU)** and strengthening relations and cooperation with local government.

Development of indigenous languages

The NWU will invest more funding in developing Setswana, Sesotho and isiZulu to the level of maturity required for them to be languages of instruction. The language policy that the NWU adopted a few years ago clearly sets out how our functional multilingualism should enable access and inclusion, and not impede it.

Promoting excellence

The Fourth Industrial Revolution (4IR) has demonstrated the immense potential and benefits that institutions of higher learning can gain in leveraging digital technologies. The NWU's Digital Business Strategy (DBS) aims to leverage the opportunities presented by digitalisation and digital transformation to deliver on our core strategic goals and ensure sustainability.

Through the DBS, we aim to use digital technologies to enhance business operations, and extend and transform teaching and learning in innovative ways that improve the student experience while promoting equity and access.

The implementation of the DBS will result in:

- efficient, automated and highly optimised business processes;
- self-service-inclined student and employee engagement;
- learning environments that leverage data and technology;
- an inclusive, digitally adept workforce and student community;
- A next generation technology platform that is integrated, secure, stable and responsive.

In summary

In 2022, we continued positioning the NWU as an institution of superior academic excellence with a commitment to social justice.

We continued conducting novel research and sharing this new knowledge to benefit society. We renewed our commitment to the communities we serve, nurtured our new and existing relationships with national and international partners and sent a new generation of graduates into the world.

Our future focus is on finalising and implementing a new strategy and successfully rolling out a digital workplace environment.

We are optimistic about the future, while realising that load-shedding, higher education funding and funding for the missing middle are critical areas of concern.

Click on the links below to access several annexures to this report.

▶ **Annexure 1:**
 2022 Performance
 Assessment Report

▶ **Annexure 4:**
 NWU Risk Register

▶ **Annexure 2:**
 List of committee meetings

▶ **Annexure 5:**
 Financial Overview

▶ **Annexure 3:**
 Composition of committees

▶ **Annexure 6:**
 Consolidated Financial Statements
 as at 31 December 2022

ACKNOWLEDGEMENTS

INTEGRATED REPORT TASK TEAM

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This report is also available in a web-based version. Parts of this publication are also available in Setswana, Sesotho and Afrikaans.

It all starts here®

