



NORTH-WEST UNIVERSITY[®]
YUNIBESITI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT

ANNUAL REPORT 2010



INNOVATION THROUGH DIVERSITY[®]
INNOVATION THROUGH DIVERSITY[®]

VISION, VALUES AND MISSION

VISION

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

VALUES

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

MISSION

To become a balanced teaching-learning and research university and to implement its expertise in an innovative way.
This the institution will achieve as it lives its values, strives for sound management and pursues transformation, while being locally engaged, nationally relevant and internationally recognised.
The mission elements comprise positioning, core-business and effective management:

POSITIONING

Mission element 1: Work towards increased unity as a value-driven multi-campus institution with diversified niche markets that transforms continually in terms of positioning, academic profile, equity and redress in order to help meet the needs of Southern Africa.

CORE-BUSINESS

Mission element 2: Develop, educate and empower through innovative and high quality teaching-learning, well-rounded graduates who are able to think laterally and critically in their service to the country and its people.

Mission element 3: Develop and maintain high-quality, relevant and focused research, aligned with national priorities, supplying innovative solutions to challenges faced by the scholarly community, the country, the continent and the world.

Mission element 4: Expand the implementation of expertise, both commercially and community-directed, for the benefit of the province, the country, the Southern African region, the continent and ultimately the world.

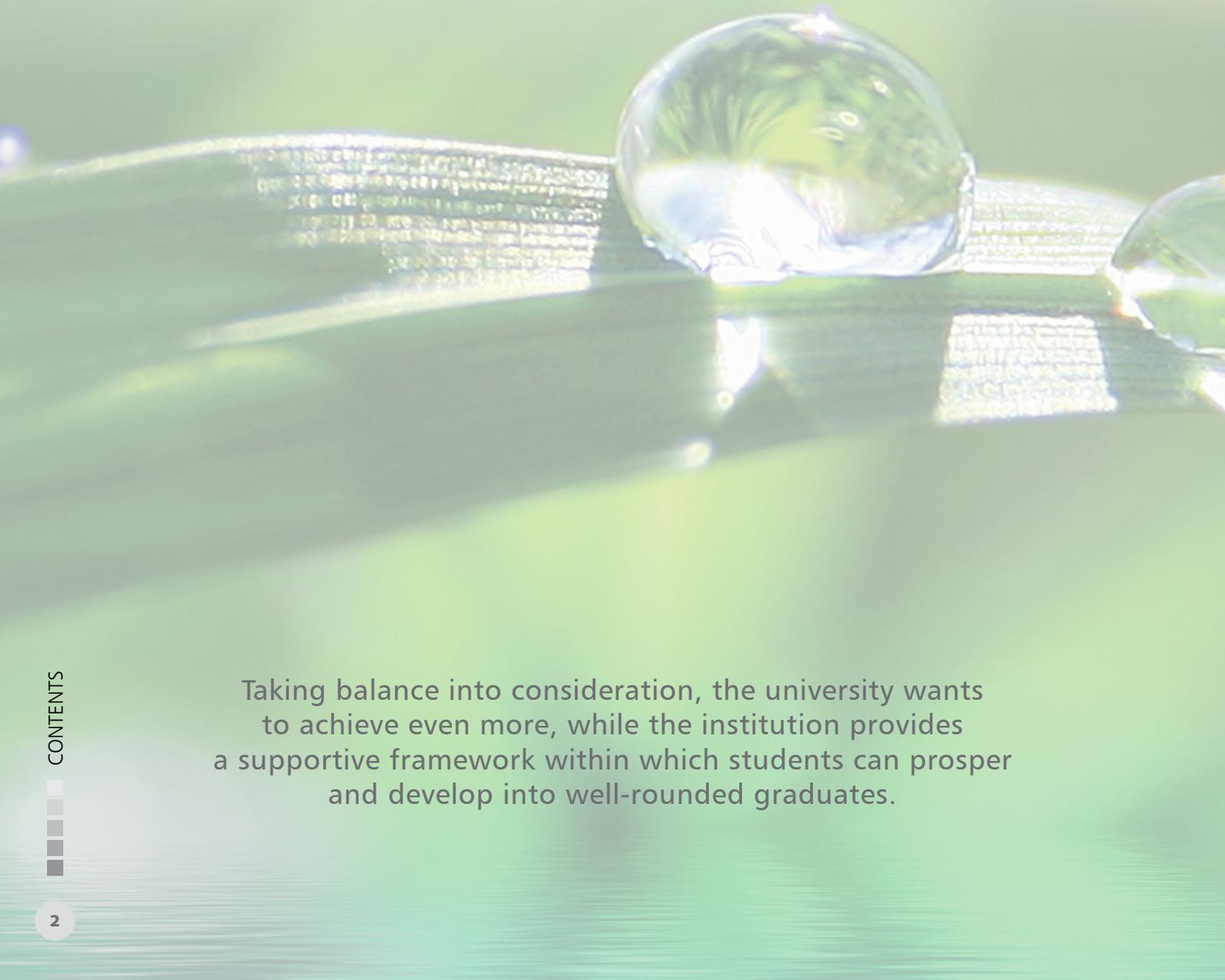
EFFECTIVE MANAGEMENT

Mission element 5: Be an accountable, effective, well-managed, financially viable and innovative university, with a strong client focus to enhance and improve the quality of the core business.



Balanced excellence...

Like a drop of water balancing on a leaf, the NWU pursues excellence in all aspects of its core business and other activities. The mission of the university is to be a balanced teaching-learning and research university that implements its expertise in an innovative manner.



Taking balance into consideration, the university wants to achieve even more, while the institution provides a supportive framework within which students can prosper and develop into well-rounded graduates.

CONTENTS

Vision, Values and Mission	1
Executive summary	4
INSTITUTIONAL GOVERNANCE OVERVIEW	
Institutional highlights	10
Message from the Chancellor	12
Report of the Chairperson of Council	14
Council Report on Corporate Governance	17
Composition of Council	24
Report of Senate	30
Report of the Institutional Forum	40
INSTITUTIONAL MANAGEMENT OVERVIEW	
Composition of the Institutional Management	44
Report of the Vice-Chancellor	46
Report of the Executive Director: Teaching-Learning and Vice-Principal	51
Report of the Institutional Registrar	56
Report of the Executive Director: Human Capital	61
Report of the Executive Director: Corporate Affairs and Relations	66
Report of the Executive Director: Research and Innovation	70
Report of the Executive Director: Finance and Facilities	83
CAMPUS OVERVIEW	
Mafikeng Campus Overview	92
Potchefstroom Campus Overview	100
Vaal Triangle Campus Overview	112
FINANCIAL OVERVIEW	
Report of the Chairperson of the Finance Committee and Executive Director: Finance and Facilities	122
North-West University Consolidated Statement of Financial Position as at 31 December 2010	130
North-West University Consolidated Statement of Comprehensive Income for the year ended 31 December 2010	131
List of Abbreviations	132
Acknowledgements	135
Notes	136

EXECUTIVE SUMMARY

Over the past six years, the NWU's student complement has grown from just over 38 000 to almost 55 800, representing growth of almost 31%. This sizeable increase in student numbers has inspired the university to explore new ways of thinking and working so that we can achieve even better results than before by working smarter rather than harder.

The results achieved in 2010 confirm that the NWU is indeed thinking and working smarter. Even though we had the highest number of students ever, the undergraduate pass rate rose yet again and so did the graduation rate and the total number of degrees and diplomas awarded.

In 2010, a total of 83,5% of our undergraduate students passed their courses, compared to only 78,8% in 2005. There has also been a striking improvement in throughput (the graduation rate), rising from just 20% six years ago to 27% in 2010.

In an important boost for the economy, which is suffering severe skills shortages, the NWU conferred 15 083 degrees in 2010 – almost double the number in 2005.

Improvements were also achieved in the other areas of the university's core business, meaning research and implementation of expertise, both commercially and for communities.

In research, the university and its staff did extremely well. We ended the year with 117 researchers with ratings from the National Research Foundation (NRF), compared to 85 in 2005, and produced a total of 1 318 research outputs, against 865 in 2005.

Another feather in the NWU's cap is that we were again the top earner in the Technology and Human Resources for In-

dustry Programme (THRIP) of the NRF. This confirms the value we add to our partners in the private and public sectors. The financial position of the NWU is an area where our performance has been consistently good. In 2010, for the seventh consecutive year, we received an unqualified audit report and also earned a financial surplus.

Importantly, this was not achieved at the expense of students or the quality of buildings and equipment. In fact, the NWU invested R270 million on developing the infrastructure of all the campuses, and administered more than R390 million in funding for financially needy students.

We continued to be ranked as the best-governed university in South Africa. In August 2010, the NWU was awarded joint first place in the annual PricewaterhouseCoopers Higher Education Excellence Awards. This was the fourth time in four years that this university has won the award, confirming our commitment to high standards of corporate governance.

Transformation matters were an important focus of the year. In a first in South Africa's higher education sector, the NWU held a transformation colloquium for all our stakeholders. More than 150 stakeholder representatives attended the colloquium and engaged in discussions on a range of relevant topics, including curriculum transformation and the first steps towards developing a transformation charter.

As is clear from this summary of the NWU's activities in 2010, the university has succeeded in achieving balanced excellence by working smarter and giving equal attention to the different aspects of our core business. Balanced excellence ensures that our students are able to thrive in a supportive framework, developing into well-rounded people who live purposeful lives and contribute to the economy and their community.

BESTUURSOPSOMMING

Or die afgelope ses jaar het die NWU se studentekomplement van net meer as 38 000 tot byna 55 800 gegroei, wat groei van byna 31% verteenwoordig. Hierdie aansienlike styging in studentegetalte het die universiteit geïnspireer om nuwe denk- en werkswyses te ondersoek sodat ons selfs beter resultate as tevore kan bereik deur slimmer, eerder as harder, te werk.

Die resultate wat in 2010 behaal is, bevestig dat die NWU inderdaad slimmer dink en werk. Ten spyte daarvan dat ons die hoogste getal studente ooit gehad het, het die voorgraadse slaagsyfer weer eens gestyg en so ook die graueringskoers en die totale getal grade en diplomas wat toegeken is.

In 2010 het altesaam 83,5% van ons voorgraadse studente in hul kursusse geslaag, vergeleke met slegs 78,8% in 2005. Daar was ook 'n opvallende verbetering in deurvloei (graueringskoers), wat van slegs 20% ses jaar gelede tot 27% in 2010 gestyg het.

In 'n belangrike hupstoot vir die ekonomie, wat onder ernstige vaardigheidstekorte gebuk gaan, het die NWU 15 083 grade in 2010 toegeken – feitlik dubbel soveel as in 2005.

Verbeterings is ook op ander gebiede van die universiteit se kernbesigheid behaal, bedoelende navorsing en implementering van kundigheid, beide kommersieel en vir gemeenskappe.

Wat navorsing betref, het die universiteit en sy personeel uiters goed gevaar. Ons het die jaar afgesluit met 117 navorsers wat deur die Nasionale Navorsingstigting (NNS) gegradeer is, vergeleke met 85 in 2005, en ons het altesaam 1 318 navorsingsuitsette geproduseer, teenoor 865 in 2005. Nog 'n veer in die NWU se hoed is dat ons weer eens die topverdiener was in die Program vir Tegnologie en Mensehulpbronne vir die Nywerheid (THRIP) van die NNS. Dit bevestig die waarde wat ons aan ons vennote in die private en openbare sektor toevoeg.

Die finansiële stand van die NWU is 'n gebied waar ons prestasie konsekwent goed is. In 2010 het ons vir die sewende jaar opeenvolgend 'n ongekwalifiseerde ouditeursverslag behaal en het ons ook 'n finansiële surplus verdien. Wat belangrik is, is dat dit nie ten koste van studente of die gehalte van geboue en toerusting bewerkstellig is nie. Om die waarheid te sê, die NWU het R270 miljoen aan die ontwikkeling van die infrastruktuur van al die kampusse belê, en het meer as R390 miljoen aan befonsing vir finansiële behoeftige studente geadministreer.

Ons word steeds as die universiteit met die beste korporatiewe bestuur in Suid-Afrika gereken. In Augustus 2010 het die NWU die gesamentlike eerste plek in die jaarlikse PricewaterhouseCoopers se Toekennings vir Uitnemendheid in Hoër Onderwys beklee. Dit was die vierde maal in vier jaar dat die universiteit die toekenning verower het, wat ons verbintenis tot hoë standarde van korporatiewe bestuur bevestig.

Transformasieaangeleenthede was 'n belangrike fokus gedurende die jaar. In die eerste van sy soort in Suid-Afrika se hoëronderwyssektor het die NWU 'n transformasiecolloquium vir al ons belanghebbendes gehou. Meer as 150 verteenwoordigers het die colloquium bygewoon en met mekaar in gesprek getree oor 'n verskeidenheid relevante onderwerpe, insluitende kurrikulumtransformasie en die eerste stappe onderweg na die ontwikkeling van 'n transformasiehandves.

Soos duidelik blyk uit hierdie opsomming van die NWU se aktiwiteite in 2010, het die universiteit daarin geslaag om gebalanseerde uitnemendheid te behaal deur slimmer te werk en gelyke hoeveelhede aandag aan die verskillende aspekte van ons kernbesigheid te skenk. Gebalanseerde uitnemendheid verseker dat ons studente in staat is om te floreer binne 'n ondersteunende raamwerk en tot goed afgeronde mense te ontwikkel, wat doelgerigte lewens lei en tot die ekonomie en hul gemeenskap bydra.

KGUTSUFATSO YA PHETHAHATSO

Ka nako ya dilemo tse tsheletseng tse fetileng, palo ya baithuto ba NWU e ile ya eketseha ho feta ka hodingwana ho 38 000 ho a fihla palong e ka nnang ya ba 55 800, mme hona ho totobatsa keketseho ya palo e ka bang 31%. Palo ena e kgolo ya keketseho ya dipalo tsa baithuti e kgothadtse yunivesithi ho sibolla mekgwa e metjha ya ho nahana le ho sebetsa e le hore re fihlelle diphetho tse bileng di leng betereho feta pele ka ho sebetsa ka bokgabane haholwanyane ho feta ka ho sebetsa ka thata haholwanyane.

Diphetho tse fihleletsweng ka 2010 di paka hore NWU efela e nahana le ho sebetsa ka bokgabane haholwanyane. Le hoja re bile le palo e ngata ho feta e kileng ya ba teng ya baithuti, palo ya ba atlehileng ho ba so fumane dikgau e eketsehile hape esita le palo ya kabo ya dikgau esita le palo yohle ya dikgau le diploma tse abilweng.

Ka selemo sa 2010, palo yohle ya 83,5% ya baithuti ba rona ba so fumane dikgau e atlehile dithutong tsa yona, ha ho bapswa le palo feela ya 78,8% ka selemo sa 2005. Hape ho bile le ntlafalo tshobetsong (tekanyetso ya kabo ya dikgau), e phahameng ho tloha feela ho 20% ka dilemo tse tsheletseng tse fetileng ho isa ho 27% ka selemo sa 2010.

Ho kgolo e hlamatsehang e bonahalang ya moruo, e nang le kgaello e kgolo ya boitsebelo ba mesebetsi, NWU e abile dikgau tse 15 083 ka selemo sa 2010 – e ka ba palo ya selemo sa 2005 habedi.

Ho bile le ntlafalo hape e fihleletsweng dikarolong tse ding tsa moseetsi wa sehlooho wa yunivesithi, e le ho bolela diphuputso le tshobetsong ya boitsebelo bo ipabotseng, ekaba kgwebong ekasitana le bakeng sa setjhaba hammoho.

Diphuputso, yunivesithi le basebetsi ba yona ba sebeditse hantle ka ho fetisisa. Re kwetse selemo ka bafuputso ba 117 ba ditekanyetso tse hlahang ho National Research Foundation, ha ho bapswa le 85 ka selemo sa 2005, mme ba hlahisitse palo yohle 1 318 ya diphuputso, kgahlano le 865 ka selemo sa 2005. Lesiba le leng katibeng ya NWU. Lesiba le leng katibeng ya NWU ke hore re bile hape baamohedi ba phahameng lenaneong la Technology and Human Resources for Industry Programme (THRIP) la National Research Foundation. Hona ho

tiisa molemo oo re o eketsang ho basebetsimmo ho le rona ka hara mekga ya poraefete le ya setjhaba.

Maemo a ditjhelete a NWU ke karolo eo tshobetso ya rona esale le kamehla e leng ntle haholo. Ka selemo sa 2010, bakeng sa selemo sa bosupa, re fumana pehelo e sa hlalosehang hantle ya tlhahlobo ya dibuka tsa ditjhelete mme hape o ile a fumana phaello ya ditjhelete. Haholoholo, hona ha ho a fihlellwa ka lebaka la tshobetsong e fosahetseng ya baithuti, bo leng ba meaho le thepa. Hantlentle, NWU e tsetese R270 ya dimilijone ho ntshetsa pele disebediswa tsohle khempaseng, mme e laola R390 ya dimilijone bakeng sa ho lefella baithuti ba hlohang ditjhelete.

Re ntse re tswela pele ho behwa maemong a phahameng a diyunivesithi tse tsamaiswang hantle ka ho fetisisa mona Afrika Borwa. Ka kgwedi ya Phato 2010, NWU e ile ya fuwa boemo ba kopanelo ba pele Diabong tsa Boipabolo tsa Thuto e Phahameng tsa PricewaterhouseCoopers tsa selemo le selemo. Lena e bile lekgetlo la bone dilemong tse nne tseo yunivesithi e hapileng kgau ka lona, mme hona ho tiisa boitelo ba rona bakeng sa maemo a phahameng a puso ya kopanelo.

Ditaba tsa phetoho kapa tlhaboloho e ne e le taba e tadimilweng haholo ya bohlokwa ya selemo sena. Lekgetlo la pele ka hare ho mokga wa thuto e phahameng mona Afrika Borwa, NWU e ile ya tshwara dipuisano tsa diphetoho kapa tlhaboloho bakeng sa bohle ba amehang. Palo e fetang 150 ya ba baemedi ba ba nang le seabo e ile ya ba teng dipuisanong tsena mme ya buisana ka ditaba tse tshwaneleheng, ho kenyeletswa le diphetoho tsa kharikhulamo esita le mehato ya pele ya ho theha melao ya diphetoho.

Jwalokaha ho hlakile kgutsufatsong ena ya mesebetsi ya NWU ya selemo sa 2010, yunivesithi e atlehile ho fihlella boipabolo bo lekanang ka ho sebetsa ka bokgabane haholwanyane esita le ho fana ka tshadimo e lekanang ho dintlha tse fapaneng tsa tshobetso ya rona ya motheo. Boipabolo bo lekanang bo netefatsa hore baithuti ba rona ba kgona ho sebetsa hantle moralong wa tshobetso ya tshohetso, ho theha batho ba nang le makgabane a lekaneng, ba phelang bophelo bo nang le sepheo se hlakileng mme ba thusa bakeng sa moruo esita le setjhaba sa habo bona.

TSHOBOKANYO YA KHUDUTHAMAGA

Mo dingwageng di le thataro tse di fetileng, palo ya baithuti mo YBB e ne ya gola go tswa go e e ka fa godimo ga 38 000 go fitlha go mo e ka nnang 55 800, e leng e e emelang kgolo ya mo e ka nnang 31%. Kgolo e e seng kana ka sepe eno ya palo ya baithuti e rotloeditse yunibesiti go batla ditsela tse diša tsa go akanya le go dira gore re tle re kgone go fitlhelela le eleng dipholo tse di botoka go feta tsa pele ka go dira ka tsela e e botlhale go di gaisa tsotlhe mo boemong jwa go dira ka natla.

Dipholo tse di fitheletsweng ka 2010 di netefatsa gore YBB ruri e akanya le go dira ka tsela e e botlhale. Le fa re ile ra nna le palo e e kwa godimo ya baithuti go feta pele, Maduo a go falola ditlathobho a baithuti ba pele ga kalogo a ile a tlhatloga gape mme ga tlhatloga le palo ya dikalogo mmogo le palogotlhe ya didikirii le didipoloma tse di neng tsa abiwa.

Ka 2010, palogotlhe ya 83,5% ya baithuti ba rona ba pele ga kalogo ba ne ba falola dikhoso tsa bone, fa e bapisiwa le ya 78,8% fela ya bone ka 2005. Gape tsela ya go tlhotlha tshedimosetso le yone e ile ya tokafadiwa fela thata (selekanyo sa palo ya baalogi), e e tlhatlogileng go tswa go 20% fela dingwaga di le thataro tse di fetileng go fitlha go 27% ka 2010.

Mo tseleng e e botlhokwa ya go tokafatsa ikonomi, e mo go yone go tshaelang thata bokgoni jwa badiri, YBB e ne ya aba didikirii di le 15 083 ka 2010 – e leng palo e e batlileng e me-nagana sebedi ya ka 2005.

Tiro ya konokono ya yunibesiti le yone e ne ya tokafadiwa fela thata, e leng patlisiso le go tsenngwa tirisong ga dikgono tsa tiro, mo go tsa kgwebo le mo baaging.

Mo tirong ya go dira patlisiso, yunibesiti le badiri ba yone ba ile ba dira go tlala seatla. Re ne ra konosetsa ngwaga ka badira-patlisiso ba le 117 bao Mokgatlho wa Patlisiso wa Bosetšhaba o ba neileng maduo, fa re bapisa palo eno le ba ba 85 ka 2005 mme ra tlhagisa dipholo tsa patlisiso di le 1 318, fa re di bapisa le tse 865 tse re neng ra nna le tsone ka 2005. Phitlhelelo e nngwe ya YBB ke gore gape ke rona re nang le lotseno lo lo kwa godimo mo lefapheng la Technology and Human Resources for Industry Programme (THRIP) la Mokgatlho wa Patlisiso wa Bosetšhaba. Seno se netefatsa boleng jo re bo tsenyetsang badiri ka rona mo ditlamong tsa poraefete le tsa puso.

Maemo a ditšhelete a YBB ke karolo e mo go yone re ntseng re dira sentle tota. Ka 2010, e leng ngwaga wa bosupa ka go latelana, re ne ra amogela pego e e feletseng ya boruni ra bo ra nna le lefetiso mo mading a rona. Se se botlhokwa ke gore, seno ga se a fitlhelelwa ka go amoga baithuti madi a bone kgotsa ka go dirisa madi a a ka bong a dirisediwa go tlhokomela dikago tsa rona le didirisiwa. YBB e ile ya beeletsa bokana ka R270 milione fa e ne e tlhabolola dikago tsotlhe tsa dikhamphase, mme ya tsenya bokana ka R390 milione mo letloleng la ditšhelete gore e dirisediwe go thusa baithuti ba ba dikobo-di-magetleng.

Re ila ra tswela re lejwa re le yunibesiti e e laolwang sentle go gaisa tsotlhe mo Aforika Borwa. Ka Phukwi 2010, YBB e ne ya abelwa maemo a ntlha a e neng e a tlhakanetse le setlamo se sengwe mo Diawateng tsa ngwaga le ngwaga tsa Botsamaisi Jwa Kgwebo ya Thuto ya Maemo a a Kwa Godimo ya PricewaterhouseCoopers. Leno e ne e le lekgetlo la bonè mo dingwageng di le nnè le ka lone yunibesiti eno e neng ya ik-gapela awate, e leng se se netefatsang gore re dirile boineelo jwa go dirisa ditekanyetso tse di kwa godimo tsa Botsamaisi Jwa Kgwebo.

Go tliša diphetogo e ne e le selo se go neng go tlhomilwe mogopolo mo go sone mo ngwageng oo. Mo setlamong sa thutogodimo sa ntlha sa Aforika Borwa, YBB e ne ya tshwarela bana-le-seabe botlhe ba rona khonferense ya go tliša diphetogo. Baemedi ba ba fetang 150 ba e leng bana-le-seabe ba ne ba le teng kwa Khonferenseng eno mme ba ne ba tshwara metlotlo ka mefuta e e farologaneng ya ditlhogo, mmogo le ka go fetolwa ga kharikhulamo le dikgato tsa ntlha tsa go tlhama tšhata ya diphetogo.

Jaaka fa dintlha tsa tshobokanyo eno ya ditiro tsa YBB ka 2010 di tlhologanyesega sentle, yunibesiti e atlegile mo go fitlheleleng boleng jo bo kwa godimo jwa tiro e e dirwang ka tekatekano ya maemo a a kwa godimo ka go dira ka tsela e e botlhale le go tlhoma mogopolo mo dikarolong tse di farologaneng tsa tiro ya rona ya konokono ka tsela e e tshwanang le e re neng re o tlhoma ka yone mo dilong tse dingwe. Boleng jo bo kwa godimo jwa tiro e e dirwang ka tekatekano bo netefatsa gore baithuti ba dira sentle tota fa go na le thulaganyo ya go ba ema nokeng, e e dirang gore ba fatlhoge sentle jaaka batho ba ba tshelang botshelo jo bo nang le boikaelelo le go thusa mo go tsa ikonomi le mo baaging ba bone.



INSTITUTIONAL GOVERNANCE OVERVIEW

- 10** INSTITUTIONAL HIGHLIGHTS
- 12** MESSAGE FROM THE CHANCELLOR
- 14** REPORT OF THE CHAIRPERSON OF COUNCIL
- 17** COUNCIL REPORT ON CORPORATE GOVERNANCE
- 24** COMPOSITION OF COUNCIL
- 30** REPORT OF SENATE
- 40** REPORT OF THE INSTITUTIONAL FORUM

“THE NWU IS COMMITTED TO HIGH STANDARDS OF CORPORATE GOVERNANCE ACROSS THE INSTITUTION.”

▣ MR PEET VAN DER WALT, Chairperson of Council



INSTITUTIONAL HIGHLIGHTS



FOR SEVEN CONSECUTIVE YEARS, INCLUDING 2010, THE INSTITUTION HAS RECEIVED UNQUALIFIED AUDIT REPORTS AND EARNED FINANCIAL SURPLUSES.



- ❑ Corporate governance is one of the NWU's consistent strengths. For the fourth year, PricewaterhouseCoopers named the NWU as the South African university with the best corporate governance record. The university shared first place in the 2010 awards with the Central University of Technology.
- ❑ In another prestigious award, the university won the interpreting and translation category at the annual multilingualism awards of the Pan South African Language Board (PanSALB).
- ❑ During the FIFA Soccer World Cup, the Potchefstroom Campus hosted the world champions, Spain, at the newly developed NWU PUK Sports Village. Also in the spirit of the World Cup, the Soccer Institute at the Mafikeng Campus ran a development tournament for school children, in collaboration with the South African Football Association (SAFA).
- ❑ In a first for South Africa's higher education sector, the university held a Transformation Colloquium for more than 150 stakeholder representatives.
- ❑ The total number of enrolled students grew by 9,2% to 55 732. Almost 30 000 were contact students and the rest distance education students.
- ❑ In all, 15 083 degrees and diplomas were awarded in 2010, an increase of 10,8% from 2009.
- ❑ The undergraduate pass rate for contact and distance students stood at 83,5% in 2010, up from 78,8% in 2005.
- ❑ The graduation rate improved from 26,6% in 2009 to 27% in 2010.
- ❑ The financial aid offices on the three campuses administered R309,1 million in funding assistance for needy students in 2010.
- ❑ The university received the final report of the Higher Education Quality Committee (HEQC) panel that conducted the institutional quality audit in the previous year. The final report was used to compile and submit a comprehensive quality improvement plan to the HEQC in November 2010.
- ❑ A clear indication of the NWU's good standing was the extent of funding received from industry. In 2010, the university received R39,6 million in grants from the Technology and Human Resources for Industry Programme (THRIP), believed to be the highest allocations in the higher education sector.
- ❑ Various other contracts for research and development services were awarded to the NWU in 2010. Among them were the three centres being established for the Department of Science and Technology (DST). These are the DST Hydrogen Infrastructure Competency Centre, the DST



The new rector of the Vaal Triangle Campus, Prof Thanyani Mariba (left), was inaugurated on 5 February 2010. Prof Herman van Schalkwyk (right) was inaugurated on 23 March 2010 as the new rector of the Potchefstroom Campus.

National Metabolomics Platform and the DST National Pre-clinical Drug Development Platform. Progress was also made in setting up the Centre of Excellence in Advanced Manufacturing for the Department of Trade and Industry.

- ❑ Two new campus rectors took office following the retirement of the previous incumbents. They are Prof Thanyani Mariba, the new rector of the Vaal Triangle Campus and Prof Herman van Schalkwyk, the new rector of the Potchefstroom Campus.
- ❑ In 2010, the NWU invested a total of R228 million in new buildings and upgrading projects. Of this, R107 million was funded by the university and R121 million came from the infrastructure and efficiency funding allocated by the Department of Higher Education and Training.
- ❑ Media coverage of the university was overwhelmingly positive throughout the year. Much of the favourable coverage resulted from the Potchefstroom Campus of the NWU being the home base for Spain during the 2010 Soccer World Cup, as well as the number of academics being quoted as experts in their fields or involved in work of national importance. Various sports achievements also contributed to the positive coverage.



The NWU hosted the Spanish national soccer team, winners of the Soccer World Cup 2010 at the NWU PUK Sports Village on the Potchefstroom Campus. Here are Mr Bobo van der Westhuizen, Chief Director: Finance and Facilities, Potchefstroom Campus (second from left) and Prof Annette Combrink, Institutional Director: Internationalisation (second from right) with Mr Xavier Minano, the Spanish team's assistant coach and Ms Silvia Dorshnikova, the team manager.

MESSAGE FROM THE CHANCELLOR



KGOSI LERUO MOLOTLEGI

“

WE URGE YOU TO
LOOK UPON THE
CONTENTS OF THIS
PUBLICATION AS
PART OF OUR
COLLECTIVE
JOURNEY TOWARDS
A PLACE WHERE WE
CAN SAY THAT WE ARE
AMONG THE BEST.

”

There is much that happens in the life of a university over the course of a year – more than can easily be reflected upon. Indeed, it is fitting that an institution such as the North-West University should be brimming with activity, research, growth and expansion, experimentation and achievement; and the publication before you attests to just that.

To reflect upon the work and the challenges of the past year is in itself an academic task. The rational investigation of questions, of trends and of the past, the process of taking stock, the derivation of meaning, the practice of acknowledgement and of strategising are, quintessentially, the task of the philosopher: those with a love of knowledge. While, as a university, we are an institution of considerable diversity, this love we share, passionately.

The North-West University has embarked on a quest to become a university of choice, locally and internationally. This implies growth, not only in terms of size, but also by the cultivation and attraction of excellence to our triumvirate of campuses.

Exemplifying this growth is the Mafikeng Campus, which is in a time of capacity-expansion. This includes infrastructure, facilities and human resources. Several new buildings and complexes have been added to the campus. We also note that the PhD-proportion of the teaching staff has almost doubled over the recent past.

Similarly, the Potchefstroom Campus has upgraded and expanded several facilities, including and notably the NWU PUK Sports Village where the triumphant Spanish soccer team resided and trained for their 2010 Soccer World Cup campaign. Potchefstroom too, is leading the transformation to a research-directed institution. The Vaal Triangle Campus has also made significant steps in developing into a strong centre for the business sciences, a recognised force in teacher training, and an emerging IT knowledge-hub.

Once more, we urge you to look upon the contents of this publication not merely as a report-card of a year that was successful on all fronts – in terms of management, academia, student life, sporting prowess, growth and transformation – but to see 2010 holistically, as part of our collective journey towards a place where we can truly say that we are among the best in the world at what we do.

We congratulate and thank all those who, in the name of education and a better future for our land, have toiled away in 2010. Every effort, whatever the size, has helped make 2010 a year of which this university and our family of campuses can be proud – and laid a sound foundation for the next decade.

KGOSI LERUO MOLOTLEGI

KGOSI LERUO MOLETLEGI
NWU CHANCELLOR

“ EDUCATION REFORM IS NOT PRIMARILY A QUESTION OF RESOURCES. IT IS PRIMARILY A QUESTION OF LEADERSHIP. LEADERSHIP IN USING AVAILABLE RESOURCES IN THE RIGHT WAYS. LEADERSHIP IN NURTURING, EMPOWERING, AND REWARDING EXCELLENT TEACHERS. LEADERSHIP IN PIONEERING EARLY CHILDHOOD EDUCATION TO DEVELOP YOUNG MINDS IN THE MOST FORMATIVE YEARS. LEADERSHIP IN UNDERSTANDING THAT PREPARING YOUNG PEOPLE FOR THE WORLD OF WORK, DOES NOT MEAN ASKING THEM TO FORGET WHO THEY ARE AND WHERE THEY COME FROM. ”

REPORT OF THE CHAIRPERSON OF COUNCIL



MR PEET VAN DER WALT

“
THE EFFECTIVENESS
OF COUNCIL, ITS
COMMITTEES AND ITS
RELATIONSHIPS WITH
SENATE, MANAGEMENT
AND STUDENTS IS
A PRIORITY
FOR COUNCIL.
”

SELF-EVALUATION OF COUNCIL

An important corporate governance benchmark is the annual PricewaterhouseCoopers Higher Education Excellence Award for Corporate Governance.

In August 2010, the NWU was awarded first place, this time jointly with the Central University of Technology. This was the fourth time in four years the university has won the award, confirming its commitment to high standards of corporate governance across the institution.

Council has addressed and resolved the shortcomings that were identified in the previous year's assessment for this award, an example being Council's utilisation of its committees and attendance. Consequently, a concerted effort was made during 2010 to further improve the attendance of Council and council committee meetings.

The Council of the NWU is committed to increasing the effectiveness of its governance and oversight function even more. For this purpose, Prof Mervin King, SC was invited to address Council on its role and responsibilities in terms of the King Code on Corporate Governance (King III Report) at its annual workshop.

IMPORTANT ASPECTS DEALT WITH BY COUNCIL IN 2010

During 2010, a number of significant matters that affected the institution were on the agendas of Council and its committees.

- Statutory appointments and Council committee elections were dealt with.
- A new deputy chairperson of Council was elected following the resignation of Dr SD Mthembi-Mahanyele from Council in March 2010.
- Three members were elected to the Council Executive Committee and several members were nominated to serve on the council committees.
- The terms of three Institutional Management members, Prof ND Kgwadi, Prof IJ Rost and Prof F van Niekerk, ended during 2010 and they were reappointed by Council for a further term.
- The position of vice-principal became vacant on 31 August 2010 due to the expiry of Dr NM Takalo's term of appointment and Council proceeded with the filling of that vacancy in terms of the approved Rules for the Appointment of Senior Managers. The process has not yet been concluded at the end of 2010.

□ Transformation

An externally facilitated Transformation Colloquium was hosted on 19 and 20 April 2010. Topics discussed were the conceptualisation of transformation, curriculum transformation, multilingualism and the development of a transformation dashboard with the ultimate aim of developing a transfor-

mation charter. Council approved the creation of the position (three-year term) of an Executive Advisor: Transformation and Diversity Management in the office of the vice-chancellor.

Council on 19 November 2010 agreed on specific student diversity targets for the Mafikeng, Potchefstroom and Vaal Triangle Campuses.

❑ Prestigious awards bestowed by Council

Honorary doctorates were awarded to the following recipients during 2010:

- Prof RM Malope – Human and Social Sciences
- Prof JA van Rooy – Theology

❑ Significant new developments regarding infrastructure

Council approved the following during the year under review:

- The construction of a new complex for the Faculty of Engineering at the Potchefstroom Campus amounting to R92,8 million.
- The construction of a new building for the Faculty of Economic and Management Sciences at the Potchefstroom Campus amounting to R32,7 million.
- Council also took note of the infrastructure priorities for 2010 to 2015 as well as the 10-year Infrastructure and Development Plan of the NWU. (For other infrastructure developments please see the report of the Executive Director: Finance and Facilities).

❑ Management, operational and financial stability

Council took the following measures in 2010 to ensure the continued stability of the NWU's management, operations and finances:

- Approved the financial statements for the year ended 31 December 2010.
- Approved the 2011 budget.
- Adopted the Institutional Plan 2011-2013.
- Approved the 2009 Annual Report, which was submitted to the Department of Education on 30 June 2010.
- Approved revised remuneration scales for NWU employees.

Council approved the following policies in 2010:

- Brand Identity Policy
- Revised Policy on Institutional Teaching Excellence Award (ITEA)
- The amended Constitution of the Institutional Student Representative Council (ISRC).

Council also took note of the following:

- The audit report that was prepared following the HEQC audit conducted at the NWU during 2009.

MEETING SOCIAL RESPONSIBILITY COMMITMENT TO STAFF AND STUDENTS

Engaging with stakeholders and taking their legitimate expectations into account is a critical element of the university's corporate social responsibility commitment. Staff and students are two of the NWU's most important stakeholder groups. Throughout 2010, a number of structures were in place, over and above the statutory governance bodies, to facilitate meaningful engagement with them:

- ❑ The Institutional Employment Equity and Skills Development Forum established task teams to look into specific employment equity issues such as the barriers that staff members with disabilities face at the workplace.
- ❑ The Human Rights Committee, consisting of staff, students and management, monitored and promoted human rights at the NWU by investigating complaints of alleged rights violations and coordinating the Human Rights Day celebrations.
- ❑ Students and staff were represented on the Forum for Continuous Collaboration in Development (FCCD), which is a platform for interaction on community engagement initiatives.
- ❑ The Community Engagement Office collaborated with a wide range of student volunteerism projects, including those run by the campus student representative councils, Students in Free Enterprise and the Golden Key International Honour Society.
- ❑ The Institutional Health and Wellness Coordinating Committee was formed to enable the NWU to maximise the impact of its investments in employee wellness.

COUNCIL COMMITTEES ATTENDANCE FIGURES

During 2010, the Council had a strategic workshop on 12 and 13 March and convened for three ordinary Council meetings. These were held on 11 June, 17 September and 19 November.

The total average attendance figure was 87%. This is an improvement of 7% compared to 2009 and is a definite sign of the commitment of NWU Council committee members to govern the NWU in an excellent manner.



SIGNIFICANT CHANGES

The governance structures and core business of the NWU proceeded smoothly during 2010 and there were no fundamental changes in the composition or mandate of these structures or in the nature of the university's teaching-learning and research activities.

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

Similarly, the executive management of the NWU remained essentially unchanged, the only changes being the appointment of two new campus rectors following the retirement of the incumbents. Prof Thanyani Mariba, the new rector of the Vaal Triangle Campus, was inaugurated on 5 February 2010 and Prof Herman van Schalkwyk, the new rector of the Potchefstroom Campus, on 23 March.

The NWU also experienced a high level of academic and research continuity. There were no major changes in the academic structures on the campuses, or in the research entities model that is used to manage research.

The university performed well financially, again posting a surplus, and maintained its standing as the best-governed South African university, as evidenced by its performance in the 2010 PricewaterhouseCoopers awards for excellence in corporate governance.

CONCLUSION

The core business of the university proceeded smoothly in 2010, enabling the NWU community to focus on the tasks at hand, even amid the excitement of South Africa's hosting of the 2010 Soccer World Cup. Indeed, it was a year of steady progress, with the NWU again showing its ability to be a consistently good performer in the higher education landscape.

I am proud of the university's performance across the spectrum of its activities, from the gains made in student throughput and research to the continued financial stability and good governance it has demonstrated.

On behalf of Council, I wish to thank the Institutional Management for their willingness to combine innovative thinking with tried-and-tested methods, enabling the NWU to deliver results worthy of an all-round institution known for producing all-round graduates. To my fellow members of Council who have held high the interests of the university, I extend my gratitude and appreciation. It is an honour to serve with you.

MR PJ VAN DER WALT
CHAIRPERSON OF COUNCIL

COUNCIL REPORT ON CORPORATE GOVERNANCE

“ THE UNIVERSITY IS COMMITTED TO THE HIGHEST STANDARDS OF TRANSPARENCY, DISCIPLINE, INTEGRITY, RESPONSIBILITY, FAIRNESS, SOCIAL RESPONSIBILITY AND ACCOUNTABILITY. ”

The North-West University subscribes to the principles contained in the King III Report on Corporate Governance in South Africa.

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

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

THE ROLE AND FUNCTIONS OF COUNCIL

In terms of the Higher Education Act of 1997, Council must govern the university subject to the Act and the NWU Statute.

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

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

In performing its functions during 2010, the seventh functioning year of the NWU, Council remained mindful of the reasons for the merger-incorporation. These reasons, many of which have become institutionalised in the Institutional Plan of the NWU and are part of Council's strategic planning, are to:

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

- ❑ Enhance sustainability.

Furthermore, Council has overall responsibility for the ongoing strategic direction of the NWU, approval of major developments and the receipt of regular reports from management on the operation of its business. Council received and noted two comprehensive Institutional Management reports during 2010 (June and November).



COMMITTEES OF COUNCIL

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

❑ Executive Committee

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

The members of the Executive Committee at the end of 2010 were Mr PJ van der Walt (chairperson), Mr T Makubire (deputy chairperson), Mr PWJ Buys, Mr OJJ Tabane, Ms H Rupert-Koegelenberg, Dr T Eloff (vice-chancellor), Dr MN Takalo (until her term as vice-principal ended on 31 August 2010) and Prof NT Mosia (institutional registrar and secretary to Council) serving as an ex-officio member.

❑ Remuneration Committee

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

Owing to the nature of its duties and in line with the Policy Framework for the Remuneration of Senior Managers in Public Higher Education Institutions, the Remuneration Committee consists of two external members of the Executive Committee of Council, as well as the chairpersons of both the Human Capital and Employment Equity Committee and Finance Committee, who are also external members of Council. The members were Mr PJ van der Walt (chairperson), Mr T Makubire (deputy chairperson as well as the chairperson of the Human Capital and Employment Equity Committee) and Dr JJ van Zyl (chairperson of the Finance Committee).

❑ Human Capital and Employment Equity Committee (HCEE)

The mandate of the Human Capital and Employment Equity Committee is to ensure that adequate human resource policies and strategies are in place and to monitor the implementa-

tion of these policies and strategies in accordance with the set criteria and measures. The committee is responsible for all human resources and employment equity-related aspects, including remuneration and service conditions matters that are not within the scope of the Remuneration Committee.

The members were Dr C Reinecke (chairperson until 7 August 2010), Mr T Makubire (chairperson from 14 October 2010), Prof JJ Janse van Rensburg, Prof C de W van Wyk, Prof J Swanepoel, Mr SN Phetoe and Dr T Eloff (vice-chancellor). Prof NT Mosia (institutional registrar and secretary to council) serves as an ex-officio member and Mr VL Mothobi and Prof MS Zibi are in attendance at meetings.

❑ Transformation Oversight Committee (TOC)

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

The members during 2010 were Mr OJJ Tabane (chairperson), Dr D Hermann, Mr NM Fuzani, Mr T Makubire, Ms I Poole, Prof C Rabali, Prof S Swanepoel, Dr T Eloff (vice-chancellor), Dr MN Takalo (until her term as vice-principal ended on 31 August 2010), Prof NT Mosia (institutional registrar and secretary to council), serving as an ex-officio member, and Mr VL Mothobi.

❑ Audit, Risk and Compliance Committee

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

The members of the committee during 2010 were Adv JSM Henning, SC (chairperson), Mr NM Fuzani, Prof E van der Schyff, Prof J Swanepoel and Ms M Claassens. The committee was advised by two independent financial experts, Ms L van der Grijp and Mr MP Tjie, who was replaced during the year with Ms H Fourie.

The representatives of the external auditors are required to be in attendance at committee meetings, as are Dr T Eloff (vice-chancellor), Prof NT Mosia (institutional registrar and secretary

to Council), serving as an ex-officio member, Prof IJ Rost (Executive Director: Finance and Facilities) and Ms M van der Merwe (Director: Internal Audit).

□ Finance Committee

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

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

The members of the Finance Committee were Dr JJ van Zyl (chairperson), Dr DG Breed, Dr FJ Kok, (until August 2010), Adv JSM Henning, SC and Dr T Eloff (vice-chancellor). The committee’s ex officio members were Prof IJ Rost (Executive Director: Finance and Facilities) and Prof NT Mosia (institutional registrar and secretary to Council).

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

□ Tender Committee

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

The Tender Committee has three external members and three ex officio members. The external members were Dr K van der Walt (chairperson and an independent auditor), Adv JSM Henning, SC and Dr DG Breed. The ex officio members were Dr T Eloff (vice-chancellor), Prof IJ Rost (Executive Director: Finance and Facilities) and Prof NT Mosia (institutional registrar and secretary to Council).

□ Investments Committee

The main task of the Investments Committee is to establish



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

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

□ Assets Committee

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

The Assets Committee has two external members and three ex officio members. The external members were Dr FJ Kok (chairperson until August 2010) and Mr SM Mohapi. The chairperson of Council, Mr PJ van der Walt, acted as chairperson

of the committee while there was a vacancy from August 2010. The ex officio members were Dr T Eloff (vice-chancellor), Prof IJ Rost (Executive Director: Finance and Facilities) and Prof NT Mosia (institutional registrar and secretary to Council).

□ Honorary Awards Committee

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

STATEMENT ON CONFLICT MANAGEMENT

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

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





debating of views. In areas where new structures have not yet been established since the merger-incorporation, the existing structures are still being used. Experts in the field of conflict management have been appointed to assist where needed.

WORKER AND STUDENT PARTICIPATION (COOPERATIVE GOVERNANCE)

A wide spectrum of participatory structures was in place on the campuses and at the Institutional Office in 2010. These structures were designed to enhance relationships through consultation, the effective exchange of relevant information and the identification and resolution of differences.

CODE OF ETHICS

Council continued to oversee the process of consultation that will culminate in the adoption of an all-inclusive Code of Eth-

ics and Codes of Conduct for the NWU. As this process has unfolded over time, an overview of progress made to date is warranted.

This process commenced in 2004 when the NWU Council adopted a Code of Conduct for Council Members and appointed a representative four-member core task team to develop a Code of Ethics and Codes of Conduct for the entire NWU.

In 2005, 11 NWU end-values were approved. These are human dignity, equality, freedom, integrity, tolerance, respect, commitment to excellence, scholarly engagement, academic freedom, justice and transparency.

During the ensuing process, management selected four instrumental or 'do-values' to be incorporated into every aspect of NWU operations. These do-values are integrity, commitment, accountability and respect.

The next step in this process is to adopt a coherent Code of Ethics and Codes of Conduct for the NWU.

A prerequisite for the successful development of these Codes is thorough engagement of the various structures at the university.

To this end, it was resolved that the Diversity Charter, developed by a task team of the Institutional Employment Equity and Skills Development Forum (IEESDF), should also be incorporated into the Code of Ethics as both embrace diversity and aim to establish a unifying ethos within the institutional culture.

The newly appointed Executive Advisor: Transformation and Diversity Management, in collaboration with the NWU Human Rights Committee and other relevant structures, will continue to finalise the process in 2011 and to advise Council as required by the Higher Education Act.



PROF NT MOSIA
SECRETARY TO COUNCIL

COMPOSITION OF COUNCIL

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

THE COMPOSITION OF COUNCIL AS AT 31 DECEMBER 2010 WAS:



CHAIRPERSON:
Mr PJ van der Walt
(Donors)



DEPUTY CHAIRPERSON:
Mr T Makubire
(Donors)

MINISTER OF HIGHER EDUCATION AND TRAINING'S APPOINTEES



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



MR OJJ TABANE:
BA (University of the North), BProc (University of the Western Cape), MPhil (Nelson Mandela Metropolitan University); appointed for a four-year term, from 2008 to 2012.



ADV FM SIKHAKANE:
PTD (Indumiso College of Education); BA and LLB (Wits University), MPhil (University of Port Elizabeth) appointed for a three-year term, from 2010 to 2013.



MR NM FUZANI:
BA (University of Cape Town); appointed for a four-year term, from 2008 to 2012.



DONORS



MR PJ VAN DER WALT: CA(SA), MCom (Potchefstroom University for Christian Higher Education), MA in Social Science (HEC School of Management, Paris), AMP (Templeton College, Oxford); elected for a five-year term, from 2006 to 2011.



PROF M SNYMAN: DLitt (University of Pretoria), elected for a three-year term, from 2010 to 2013.



DR JJ VAN ZYL: DCom (Potchefstroom University for Christian Higher Education); elected for a five-year term, from 2006 to 2011.

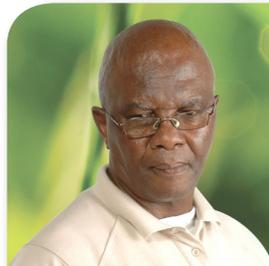


MR T MAKUBIRE: MSc (University of Berlin); elected for a second three-year term, from 2009 to 2012.

COMMUNITY DESIGNATES



MS H RUPERT-KOEGELEBERG: BMus and BMusHons (University of Stellenbosch), Fellowship of the Trinity College of Music (London), Licentiate of the Royal Schools of Music UK, Teacher's Licentiate of Music (UNISA); reappointed for a further three-year term, from 2010 to 2013.



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



DR DG BREED: BA, ThB, ThM and ThD (Potchefstroom University for Christian Higher Education); appointed for a three-year term, from 2008 to 2011.



MR SM MOHAPI: Graduate of the Stock Market College (SA), Diploma in Investment Management (Rand Afrikaans University), Certificate of Proficiency (Planning and Administration of Estates), Qualified Assessor and Facilitator (ETDP SETA), Graduate Diploma in Company Direction (Graduate Institute of Management and Technology in collaboration with the Institute of Directors); appointed for a three-year term, from 2008 to 2011.

MEMBERS DESIGNATED BY THE CONVOCATION



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



MS H COETZEE:
BA Industrial Communication Sciences, Higher Education Diploma and MA (Potchefstroom University for Christian Higher Education), Hons Psychology, M in Clinical Psychology (North-West University); designated for a three-year term, from 2010 to 2013.



ADV JSM HENNING, SC:
BJuris and LLB (Potchefstroom University for Christian Higher Education); designated for a three-year term, from 2009 to 2012.



DR D HERMANN:
BA Law, BAHons and MA (Potchefstroom University for Christian Higher Education), PhD (North-West University), Postgraduate diploma in Labour Law (Rand Afrikaans University); designated for a three-year term, from 2009 to 2012.

MEMBERS WITH SPECIAL EXPERTISE



MS M CLAASSENS:
BCom Accounting and BComHons (Potchefstroom University for Christian Higher Education), CA(SA), Higher Diploma Company Law (University of the Witwatersrand); designated for a three-year term, from 2009 to 2012.



MS I POOE:
BA (University of Bophuthatswana), Diploma in Tourism and Marketing Management (Austria); appointed for a four-year term, from 2007 to 2011.



INTERNAL MEMBERS

Management members



DR T ELOFF
(VICE-CHANCELLOR):
BJuris (Econ), ThB, ThM and ThD (Potchefstroom University for Christian Higher Education); ex officio member.



DR MN TAKALO
(VICE-PRINCIPAL):
BA and BEd (University of the North), MA (Boston University), EdM and EdD (University of Columbia), term ended 31 August 2010. This position was vacant on 31 December 2010.

Senate members



PROF TC RABALI:
BA (UNISA), ThB and ThM (Potchefstroom University for Christian Higher Education), DTh (UNISA); re-elected for a four-year term, from 2010 to 2013.



PROF S SWANEPOEL:
BCom Personnel Management and Hons (University of Pretoria), Higher Education Diploma (UNISA), MCom and DCom (University of Pretoria); elected for a three-year term, from 2010 to 2013.



PROF J SWANEPOEL:
BA, BAHons, MA, LLB and DLitt (Potchefstroom University for Christian Higher Education); elected for a three-year term, from 2009 to 2012.



PROF JJ JANSE VAN RENSBURG:
BA, BAHons, MA, ThB, ThM and ThD (Potchefstroom University for Christian Higher Education); elected for a four-year term, from 2009 to 2013.



MEMBERS REPRESENTING OTHER ACADEMIC STAFF



PROF C DE W VAN WYK:
DCom (Potchefstroom University for Christian Higher Education); elected for a four-year term, from 2007 to 2011.



PROF E VAN DER SCHYFF:
BA LLB, LLM (Potchefstroom University for Christian Higher Education), LLD (North-West University); elected for a five-year term, from 2007 to 2012.



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



DR SR VAN DER WALT:
DCom (UNISA), MSc and MBA (Potchefstroom University for Christian Higher Education); elected for a three-year term, from 2010 to 2013.

REPRESENTATIVES OF THE INSTITUTIONAL STUDENT REPRESENTATIVE COUNCIL (ISRC)

Members serve on the Council for a period determined by the ISRC. The following ISRC members held office until October 2010:



MS A CROUCAMP:
BEd, BEdHons and MA (North-West University, Potchefstroom Campus).



MR E KHOKHONG:
LLB and LLM (North-West University, Mafikeng Campus).



MR N MASHININI:
BA, BAHons, MA (North-West University, Vaal Triangle Campus).



From November 2010, the following ISRC members served on the Council:



MR I MWANAWINA:
LLB, LLM (currently)
(North-West University,
Mafikeng Campus).



MR CJ VAN ROOYEN:
BPharm, MPharm (currently)
North-West University,
Potchefstroom Campus).



MR TL MPELE:
BA and BAHons, Sesotho
BAHons (currently)
(North-West University, Vaal
Triangle Campus).

SECRETARY TO COUNCIL



PROF N THEMBA MOSIA:
BA, BAHons and Univer-
sity Education Diploma
(University of the North),
MA (Portland State Uni-
versity, Oregon, USA),
PhD (University of
Pretoria), MCSSA.

OUTGOING COUNCIL MEMBERS IN 2010

Members designated by the Convocation

Dr FJ Kok: 7 August 2007 to 6 August 2010.

Minister of Higher Education and Training's appointees

Ms NML Letlape: 11 February 2007 to 7 March 2010.

Dr SD Mthembu Mahanyele: 9 May 2009 to 12 March 2010
due to resignation.

Donors

Dr C Reinecke: 8 August 2007 to 7 August 2010.

Community designates

Mr TJS Thabane: 22 June 2007 to 21 June 2010.

Senate members

Prof T Mhlongo: 11 June 2010 to 17 September 2010.

Members representing non-academic employees

Prof A Lourens and Prof MM Verhoef resigned from Council
in January 2010 due to changes in their employment status at
the NWU.



REPORT OF SENATE



THE NWU ASPIRES TO BEING A UNIVERSITY THAT BALANCES TEACHING-LEARNING AND RESEARCH AND IMPLEMENTS ITS EXPERTISE IN AN INNOVATIVE WAY.



During 2010, Senate assisted in maintaining high standards for teaching-learning and research at the university. In line with section 12(1) of the Statute, the membership of the Senate comprises:

- ❑ The vice-chancellor (chairperson)
- ❑ The Vice-Principal and Executive Director: Teaching-Learning
- ❑ The campus rectors
- ❑ The institutional registrar
- ❑ Executive Director: Research and Innovation
- ❑ The deans of all faculties
- ❑ Academic staff elected by academic staff in the faculties (33 members in total)
- ❑ Non-academic staff elected by non-academic staff (two in total)
- ❑ Students designated by the Institutional Student Representative Council (ISRC) (four in total)
- ❑ The chairperson of Council or delegate and one other council member elected by Council
- ❑ Persons responsible for research, academic support and library and information services
- ❑ Academic staff members co-opted by the Senate upon the advice of the senate standing committees, with special regard to race and gender (eight in total)

SENATE STANDING COMMITTEES

Senate standing committees and task teams attended to specific tasks such as the revision and development of new academic rules and policies, institutional research and innovation activities, revision of admission requirements and the alignment of academic programmes and research. The following Senate Standing Committees were in place during 2010:

- ❑ Senate Executive Committee (Senex)
- ❑ A campus senate committee per campus
- ❑ Institutional Committee for Research and Innovation (ICRI)
- ❑ Institutional Committee for Academic Standards (ICAS)
- ❑ Institutional Admissions Committee
- ❑ Standing Committee for Academic Literacy

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

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

GOALS REACHED IN 2010

During 2010, Senate advised Council on strategic academic matters and attended to certain key teaching-learning, research and academic support matters.

□ HEQC audit

The final report was received following the institutional quality audit by a HEQC panel in March 2009. The university's HEQC Quality Audit Project Team, led by the vice-chancellor, reviewed the final report and submitted the institution's comments to the HEQC.

The final report was used to compile and submit a comprehensive quality improvement plan to the HEQC in November 2010.

□ Progress with academic alignment

The academic alignment process continued in 2010. Faculties throughout the NWU worked towards the implementation of the approved aligned undergraduate programmes and obtained approval for postgraduate programmes, curricula and modules from Senate's Institutional Committee for Academic Standards (ICAS).

Senate monitored the implementation of the undergraduate programme alignment while making sure that the postgraduate programme alignment continues in accordance with the Higher Education Qualifications Framework.

The status of academic alignment at the end of 2010:

- Undergraduate programmes: 223 out of 333 (63%) programmes were aligned
- Postgraduate programmes: 143 out of 360 (41%) programmes were aligned

□ Academic programme and short course applications

As part of its role in ensuring academic coherence at the university, ICAS deals with academic programme and short course applications from the three campuses. In all, ICAS approved 214 applications for academic programmes and 46 for short courses during the year under review.

□ Refining entities under the Research Entity Management Model

In the previous three years, the NWU implemented the new Research Entity Management Model, which has four categories of research entities: research niche areas, research focus areas, research units and research centres of excellence.

During 2010, the emphasis was on further developing the management model by restructuring certain existing enti-

ties and inviting applications for the establishment of new entities.

There were two main developments:

- Two new research entities were established. They are the focus area Understanding and Processing Language in Complex Settings (UPSET) on the Vaal Triangle Campus, and the niche area Food Security and Safety in the North West Province on the Mafikeng Campus.
- The name of the Centre of Excellence in Space Physics changed to the Centre for Space Research, or where appropriate, the NWU Centre of Excellence in Space Research.

These changes meant that the NWU ended the year with eight niche areas, three focus areas, nine research units and two centres of excellence.

CHANGES IN ACADEMIC STRUCTURES

There were no major changes in the academic structures of the NWU and its three campuses in 2010. The existing structures, consisting of 15 faculties distributed across the campuses, have worked well. The NWU's 15 faculties were distributed as follow in 2010:

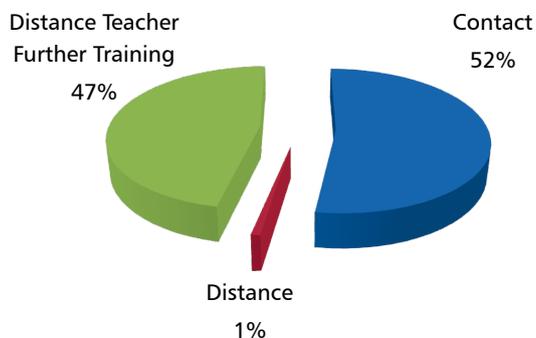
- The Mafikeng Campus had five faculties, 14 schools, one Community Law Centre and two research niche areas, one being Population and Health and the other Food Security and Safety in the North West Province. The five faculties were Agriculture, Science and Technology; Human and Social Sciences; Education; Commerce and Administration; and Law.
- The Vaal Triangle Campus had two faculties, seven schools and one research niche area i.e. Understanding and Processing Language in Complex Settings (UPSET). The faculties were the Faculty of Humanities and the Faculty of Economic Sciences and Information Technology. The seven schools were Behavioural Sciences, Languages, Basic Sciences, Education Sciences, Accounting Sciences, Economic Sciences; and Information Technology.
- The Potchefstroom Campus had eight faculties, 33 schools and 20 research entities. The eight faculties were Arts; Natural Sciences; Theology; Education Sciences; Economic and Management Sciences; Law; Engineering; and Health Sciences. For more information on the campus' research entities, turn to p75 of this annual report.

COMPOSITION AND SIZE OF STUDENT BODY

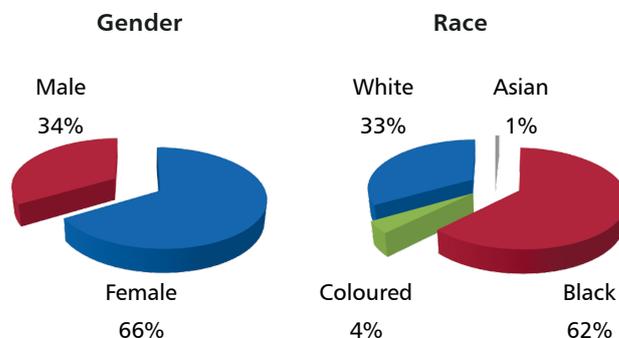
Students enrolled for 2010

	MAFIKENG	POTCHEFSTROOM	VAAL TRIANGLE	TOTAL
First years: Contact	2 006	3 565	1 216	6 787
First years: Distance	125	321	-	446
Seniors: Contact	5 036	14 302	3 118	22 456
Seniors: Distance	1 387	23 777	879	26 043
Total	8 554	41 965	5 213	55 732

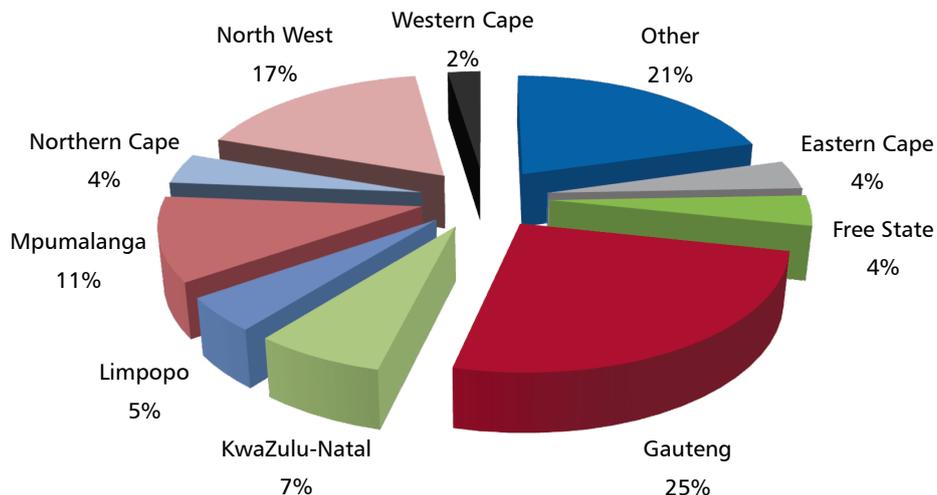
Students enrolled: contact and distance



Race and gender composition of student body



Geographical origin of students



Registration per qualification type per delivery mode



2010	ATTENDANCE MODE			Grand total
	Distance	Contact	Distance TFT ¹	
General academic first bachelor's degree	-	11 281	-	11 281
Doctoral degree	36	836	-	872
Honours degree	63	2 116	6 988	9 167
Master's degree	17	2 580	-	2 597
Postgraduate diploma	42	1 453	-	1 495
Undergraduate diploma (1 and 2 years)	-	632	13 547	14 179
Undergraduate diploma (3 years)	-	460	4 827	5 287
Professional first bachelor's degree (4 years)	83	8 077	667	8 827
Professional first bachelor's degree (3 years)	216	1 634	-	1 850
Occasional students	2	174	1	177
Grand total	459	29 243	26 030	55 732

¹ TFT stands for "Teacher Further Training" and describes the distance or flexi programmes of the NWU for teachers already in the employment of the various provincial education departments.

STUDENT FINANCIAL SUPPORT/AID

During 2010, Financial Support Services served as a one-stop shop for students in need of financial support. One of its main activities was the administration of funds made available by the National Student Financial Aid Scheme (NSFAS) to assist needy students. All three campuses utilised these funds during 2010. The division was also responsible for administering bursaries from university funds and external donors. Financial Support Services continued improving its service delivery systems. The improved NSFAS payout system resulted in a faster, more professional service to students, while streamlined communication improved students' general compliance with rules, resulting in fewer late or incomplete applications.

Financial assistance to students was allocated from the following sources:

- University funds
- National and provincial funding schemes
- NSFAS, Funza Lushaka bursaries for Education and funds from the Department of Social Development
- Foreign funding schemes (Botswana and Lesotho)
- Parastatals, companies and non-governmental organisations

For the 2010 financial year, an amount of R309,1 million was administered by Financial Support Services' offices on the

three campuses. The following table shows the allocation of financial assistance to undergraduate students from the NWU's own resources in 2010:

SOURCE	CAMPUS	VALUE (R MILLION)
University funds	Mafikeng	2,4
University funds	Potchefstroom	31,7
University funds	Vaal Triangle	3,0
Total	NWU	37,1

The table below shows the allocation of financial assistance to postgraduate students from the NWU's own resources in 2010:

SOURCE	CAMPUS	VALUE (R MILLION)
University funds	Mafikeng	3,1
University funds	Potchefstroom	23,0
University funds	Vaal Triangle	4,3
Total	NWU	30,4
Sub-total	University funds	67,5

The following table shows the allocation of financial assistance to undergraduate students from external funding sources in 2010:

SOURCE	CAMPUS	VALUE (R MILLION)
External funds	Mafikeng	23,6
External funds	Potchefstroom	51,6
External funds	Vaal Triangle	15,5
Donations and trust funds	Mafikeng	0,2
Donations and trust funds	Potchefstroom	7,9
Donations and trust funds	Vaal Triangle	0,1
Total	External funds	98,9

The following table shows the allocation of financial assistance to postgraduate students from external funding sources in 2010:

SOURCE	CAMPUS	VALUE (R MILLION)
External funds	Mafikeng	2,9
External funds	Potchefstroom	6,0
External funds	Vaal Triangle	2,7
Total	External funds	11,6
Sub-total	External funds	110,5

The table below shows the allocation of financial assistance to undergraduate students from government funding, including NSFAS and the Department of Social Development, in 2010:

SOURCE	CAMPUS	VALUE (R MILLION)
Government funding	Mafikeng	52,5
Government funding	Potchefstroom	25,5
Government funding	Vaal Triangle	26,3
Total	External funds	104,3

The following table shows the allocation of financial assistance to postgraduate students from NRF funding in 2010:

SOURCE	CAMPUS	VALUE (R MILLION)
NRF	Mafikeng	1,7
NRF	Potchefstroom	23,5
NRF	Vaal Triangle	1,6
Total	NRF	26,8
Sub-total	Government funding	131,1
Overall total	NWU	309,1

TUITION FEES STRUCTURE

Residence and meal fees for 2010:

DETAILS	2010 R
Mafikeng Campus	
<input type="checkbox"/> On-campus university accommodation	
• Undergraduate	8 800
• Postgraduate	10 120
<input type="checkbox"/> Gloria Park (flats)	17 710
<input type="checkbox"/> Meal fees	N/A
Potchefstroom Campus	
<input type="checkbox"/> University accommodation (on average)	11 450
<input type="checkbox"/> Oppirif (self-catering units)	15 420
<input type="checkbox"/> Meal fees increased by 10% (on average)	
Vaal Triangle Campus	
<input type="checkbox"/> University accommodation (on average)	11 548
<input type="checkbox"/> Thutuka	14 765
<input type="checkbox"/> Meal fees	N/A

Amount payable on registration:

DETAILS	2010 R
Mafikeng Campus	
<input type="checkbox"/> Registration fee	910
<input type="checkbox"/> Tuition fees first payment	3 500
<input type="checkbox"/> Residence fee per semester	Full amount
Potchefstroom Campus	
<input type="checkbox"/> Registration fee	910
<input type="checkbox"/> Additional levy full-time non-resident students	50
<input type="checkbox"/> Tuition fees first payment	3 990
<input type="checkbox"/> Residence fees first payment	3 780
<input type="checkbox"/> Compulsory payment for meals: Boarding first-year students	660
<input type="checkbox"/> Suggested payment for meals	1 900
Vaal Triangle Campus	
<input type="checkbox"/> Registration fee	910
<input type="checkbox"/> Tuition fees first payment	3 990
<input type="checkbox"/> Residence fees first payment	3 750

STUDENT SUPPORT SERVICES (COUNSELLING)

Mafikeng Campus

- First-year students:** The campus orientation programme ensured that students were well informed about the various services on campus, and a workshop for first-year students was held to help them adjust to campus life.
- Peer helpers:** 20 first- and second-year students were trained as peer helpers. Each residence had two peer helpers and all of them took part in monthly debriefing sessions with the student counsellors on the campus.
- Career assessment and counselling:** These services were provided to registered students and high school learners.



- ❑ **Students with disabilities:** The Disability Unit registered 21 students with various disabilities. The disability coordinator worked closely with the faculties and units to obtain assistance for students with disabilities, and gave a presentation on disability to fourth-year Social Work students. Casual Day was observed and stickers sold to the community.

The Health Centre participated in all health care awareness activities and campaigns, which included attending to 55 students requiring wellness services, treating students with boomerang flu and containing an outbreak of chickenpox at the Lost City Residence. After a two-year gap, the Mafikeng Provincial Hospital resumed medicine supplies to the campus. Both professional nurses acquired dispensing licences and provided voluntary counselling and testing services for HIV/Aids.

Potchefstroom Campus

- ❑ **Student counselling:** The student counselling service again helped students make sound study and career choices, assisted with admission requirements and special admissions and provided psychological counselling to students requiring these services. It assisted students with disabilities and ran the peer help programme, SOS.
- ❑ **Health care:** The Campus Health Care Centre was managed by a medical doctor and staffed by qualified medical personnel, a social worker and a full-time psychologist. A 24-hour emergency number was established and the new SANS 16001 programme on HIV/Aids in the workplace was launched.

Vaal Triangle Campus

- ❑ **Student support:** The Vaal Campus Committee on Student Support Services (VCCoSSS) was established to ensure that all student support services are properly coordinated and that provision is made for students with disabilities.
- ❑ **The Campus Clinic:** The centre moved into its newly upgraded premises during 2010, and treated 1 487 patients for ailments such as blood pressure problems, diabetes, colds and flu, stomach ailments, minor injuries, consultations on family planning and reproductive health, and HIV/Aids pre- and post-test counselling.
- ❑ **The Career Centre** provided career guidance and assistance in drawing up CVs, preparing for interviews and applying for positions.

- ❑ **Peer helpers:** The peer helper groups Ch@s, under the supervision of student counselling services, assisted students with a wide variety of problems.



SUCCESS RATES (THROUGHPUT RATE FIGURES)



THROUGHPUT RATE OF CONTACT UNDER-GRADUATE STUDENTS	HEADS 2010	GRADUATES 2010	THROUGH-PUT RATE 2010	THROUGH-PUT RATE 2009	THROUGH-PUT RATE 2008	THROUGH-PUT RATE 2007
First certificates and diplomas of 2 years or less	632	196	31%	38%	34%	33%
First diplomas and bachelor's degrees: 3 years	13 375	2 742	21%	17%	20%	16%
Professional first bachelor's degree: 4 years and more	8 077	1 341	17%	13%	24%	26%
Total	22 084	4 279	19%	21%	21%	21%



THROUGHPUT RATE OF DISTANT UNDER-GRADUATE STUDENTS	HEADS 2010	GRADUATES 2010	THROUGH-PUT RATE 2010	THROUGH-PUT RATE 2009	THROUGH-PUT RATE 2008	THROUGH-PUT RATE 2007
First certificates and diplomas of 2 years or less	13 547	5 902	44%	38%	34%	33%
First diplomas and bachelor's degrees: 3 years	5 043	855	17%	17%	20%	16%
Professional first bachelor's degree: 4 years and more	750	110	15%	13%	24%	26%
Total	19 340	6 867	36%	32%	30%	29%

GRADUATION STATISTICS

Graduates and diplomates 2010

(Per ceremony date after complying with the examination requirements in 2010)

CAMPUS	CEREMONY	TOTAL
Mafikeng	May 2011	1 485
	October 2010	770
Mafikeng total		2 255
Potchefstroom	December 2010	2 093
	February 2011	221
	July 2010	3 084
	March 2011	3 879
	May 2011	451
	November 2010	1 330
Potchefstroom total		11 584
Vaal Triangle	May 2011	783
	October 2010	461
Vaal Triangle total		1 244
Grand total		15 083

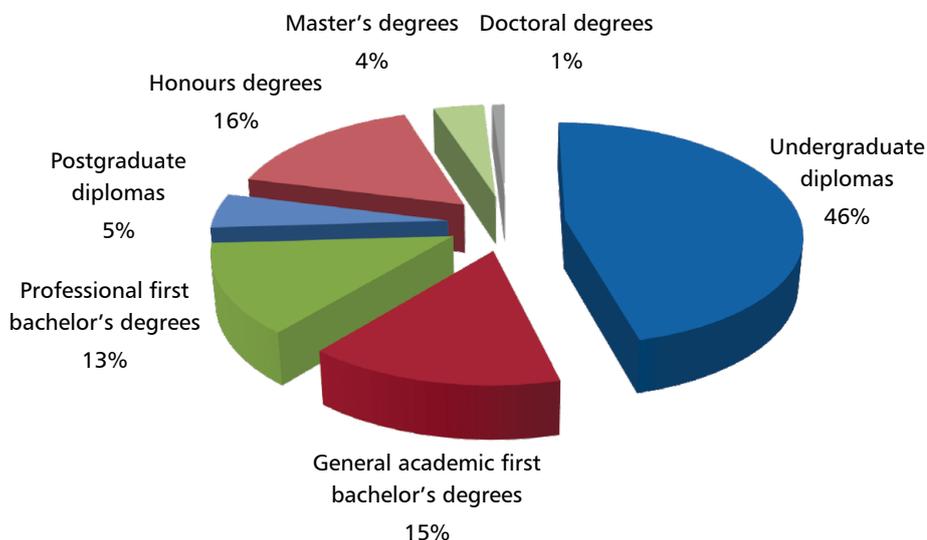
RESEARCH PERFORMANCE

In striving to become a balanced teaching-learning and research university, the NWU has been investing significantly in research facilities and equipment, as well as in building research capacity among academic staff and postgraduate students.

The university's financial investment in research equipment amounted to R25 million in 2010, of which R10 million was spent on replacing ageing equipment. A special fund was established for the appointment of research professors. Funds were also made available so that replacement lecturers could be brought in while the incumbents completed their doctoral studies.

More details of the NWU's capacity-building programme and the university's research performance in 2010 can be found in the report of the Executive Director: Research and Innovation on page 70.

Degrees and diplomas awarded by qualification type



CONCLUSION

The NWU is committed to delivering well-rounded graduates to the economy, to conducting high-quality research that is relevant and focused, and to using our expertise in the best interests of communities, business and industry.

The table below tracks the contribution the university has made each year since 2004 to the economy's skills base, underlining the consistently strong performance of the NWU's core operations of teaching-learning, research and the implementation of expertise.

	2004	2005	2006	2007	2008	2009	2010
Total student enrolment	40 145	38 596	38 709	44 726	47 008	50 589	55 732
Undergraduate pass rate (contact and distance)	75,20%	78,80%	78,36%	79,48%	81,20%	83,6%	83,5%
Total degrees and diplomas awarded	9 657	7 746	9 825	11 345	12 337	13 445	15 083
Master's degrees awarded	626	700	765	618	583	659	633
PhDs awarded	87	85	110	124	100	123	129
Article equivalents published	275,05	326,19	360,85	376,22	512,64	452,50	578,24
Total research output units*	798	865	1 074	1 061	1 083	1 190	1 318
NRF-rated researchers	73	85	82	95	103	116	117

*Includes research master's, PhDs times three and publications (including an estimation of books, conference proceedings and articles).



DR T ELOFF
CHAIRPERSON OF SENATE

REPORT OF THE INSTITUTIONAL FORUM



PROF CHRISTO VAN WYK

“

DURING 2010, THE INSTITUTIONAL FORUM SUCCESSFULLY CARRIED OUT THE CONSULTATIVE AND ADVISORY ROLE ENVISAGED FOR IT IN THE HIGHER EDUCATION ACT AND THE NWU STATUTE.

”

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

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

MEMBERSHIP IN 2010

According to the Statute, the IF may have up to 29 members representing a broad range of stakeholder constituencies, including the Council, several categories of staff, trade unions, students, civil society, convocation and members with special expertise. During 2010, the IF had 28 members and one vacancy.

The following constituencies were represented on the IF:

Council:	Mr TJS Thabane
Management:	Prof ND Kgwadi
Senate:	Prof W Viviers, Prof H van der Merwe and Prof MM Mbewe
Academic, non-Senate:	Prof C de W van Wyk, Ms D Boemah and Mr H Kloppers
Non-academic employees:	Adv TW Pheto, Mr JA van der Walt and Mr A Scheppel
Unions:	Mr PJM van Niekerk, Ms N Linde, Mr M A Molefi and Mr N Ndandani
Students:	Mr O Morake, Mr I Mwanawina, Mr K Lourens, Ms V Argyle, Mr T Maraj and Mr S Khumalo
Civic society:	Mr MMK Phakedi, Mr WS Mosetlhi and Ms M Kruger (one vacancy exists in this category)
Convocation:	Adv TJ Kruger and Prof MW Stander
Special expertise:	Dr EM Sedibe and Prof MS Zibi

The IF Executive Committee (Exco) consisted of the following three members: Prof C de W van Wyk (Chairperson), Prof W Viviers (Deputy Chairperson) and Mr JA van der Walt (Secretary).

MATTERS DEALT WITH

The institutional registrar invited the IF to advise Council on the reappointment of Prof D Kgwadi, rector of the Mafikeng Campus, Prof IJ Rost, Executive Director: Finance and Facilities, and Prof F van Niekerk, Executive Director:

Research and Innovation when their existing contracts expired at the end of 2010. The IF chairperson was part of the interview panel regarding these three senior management members.

The IF resolved by majority vote to abstain from voting on the reappointment of the said members of senior management due to concerns about procedural matters. The IF was represented on the interviewing panel formed to consider the reappointment of these three positions.

Under the leadership of its chairperson, Adv Solly Sithole, SC the NWU's Human Rights Committee investigated two complaints into alleged human rights violations. Both cases were closed after the complainants declined to pursue them.

Institutional Management assigned the task of developing a Code of Ethics and Codes of Conduct to the IF, as required by the Higher Education Act and the NWU Statute. The IF accepted this project and its Exco met with the previous Code of Ethics Task Team (CoETT) and formed a new task team to drive this project.

To enable the NWU to benefit from the lessons learnt by other organisations that had already developed codes of ethics through a similar process, the IF looked for comparable role models.

Consequently, an invitation was extended to Ms Azima Batcha, General Manager: Culture and Transformation at Transnet, who had worked in close collaboration with Ms Maria Ramos, former Group CEO: Transnet, to share her experiences of their successful Transnet Culture Project.

Following this benchmarking exercise, and after much deliberation and a meeting with the vice-chancellor, the IF resolved to assist with the development and implementation process but not to be the driver of such a process. The understanding is that the formulation of the NWU Code of Ethics and Codes of Conduct will continue during 2011 under the leadership of the vice-chancellor.

On several occasions in 2010, the IF had the opportunity to share transformation-related expertise with other NWU and higher education stakeholders. Members of the IF were invited to be part of the NWU Transformation Colloquium, which was held from 18 to 20 April 2010 at the Glenburn Lodge in the Magaliesburg district. In all, 16 IF members attended,

including the four union and six student representatives on the IF.

In addition, the IF chairperson was part of a six-person delegation from the NWU who attended the two-day Higher Education Summit in Bellville on 22 and 23 April 2010. The IF took note of the declaration that resulted from the summit and in particular the 15 key recommendations made.

The proposed Reception and Introduction Programme for 2011 on all campuses received proactive attention from the IF, which requested the campus student representative councils to provide oral reports on the programme. The IF also reminded the student councils to again take cognisance of the need to respect the dignity of all students involved in the programme.

CONCLUSION

On transformation and human rights matters, the IF's input is sought after at the NWU – not just as a statutory requirement, but because of the quality of its advice. The IF is widely accepted as a credible body that is willing and able to play a constructive role in promoting an institutional culture built on tolerance, respect and integrity.

In 2010, as in the three preceding years, the IF ably demonstrated its capacity to fulfil the important role intended for it in the Higher Education Act and the NWU Statute.



PROF C DE W VAN WYK
CHAIRPERSON: IF



PROF W VIVIERS
DEPUTY-CHAIRPERSON: IF



INSTITUTIONAL MANAGEMENT OVERVIEW

- 44 COMPOSITION OF THE INSTITUTIONAL MANAGEMENT
- 46 REPORT OF THE VICE-CHANCELLOR
- 51 REPORT OF THE EXECUTIVE DIRECTOR: TEACHING-LEARNING AND VICE-PRINCIPAL
- 56 REPORT OF THE INSTITUTIONAL REGISTRAR
- 61 REPORT OF THE EXECUTIVE DIRECTOR: HUMAN CAPITAL
- 66 REPORT OF THE EXECUTIVE DIRECTOR: CORPORATE AFFAIRS AND RELATIONS
- 70 REPORT OF THE EXECUTIVE DIRECTOR: RESEARCH AND INNOVATION
- 83 REPORT OF THE EXECUTIVE DIRECTOR: FINANCE AND FACILITIES

“DIVERSITY IS A FACT OF LIFE. EXISTING SINCE THE BEGINNING OF TIME, DIVERSITY SHOULD BE ACCEPTED, EVEN CELEBRATED, OR AT THE VERY LEAST, BE RESPECTED.”

□ DR THEUNS ELOFF, vice-chancellor



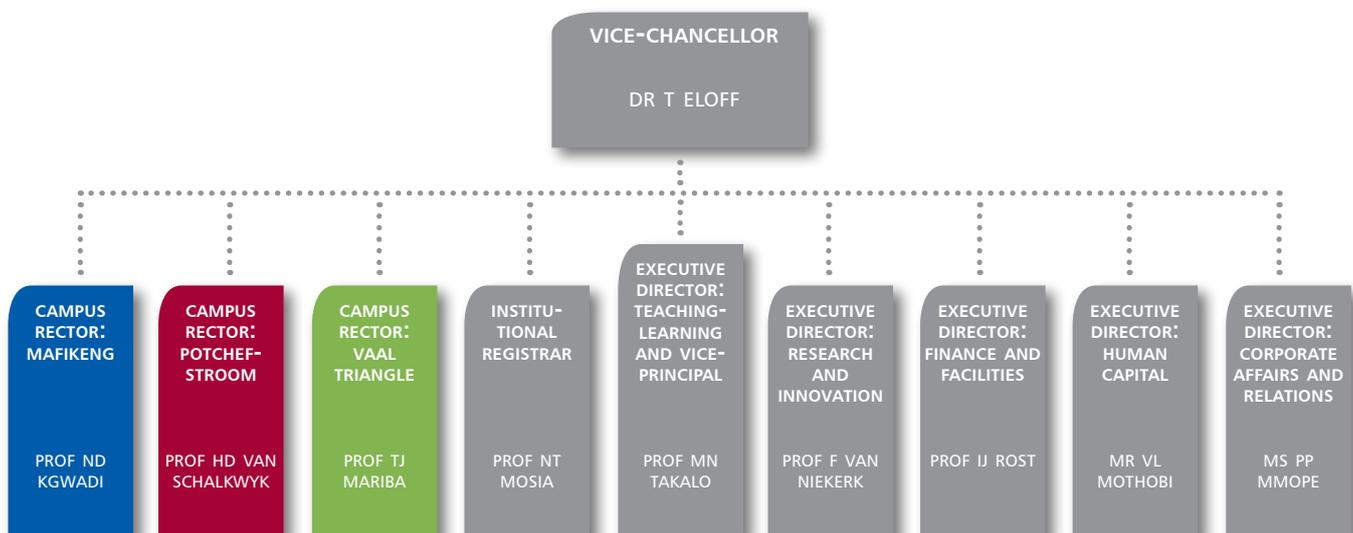
COMPOSITION OF THE INSTITUTIONAL MANAGEMENT

As the executive arm of the NWU, the Institutional Management is responsible for implementing the strategies, plans, budgets, policies and rules approved by Council. Following the merger-incorporation in January 2004 the university adopted a two-tier business model suited to its operations, which extend over three campuses and a number of learning sites in two provinces. This model consists of a core institutional layer that ensures university-wide consistency and three campuses that operate as decentralised and coordinated business units.



Vice-Chancellor: Dr T Eloff
 BJuris (Econ), ThB, ThM and ThD (Potchefstroom University for Christian Higher Education), Honorary Doctorate (London South Bank University).

INSTITUTIONAL MANAGEMENT ORGANISATIONAL STRUCTURE





**Executive Director:
Teaching-Learning
and Vice-Principal:
Dr MN Takalo**
BA and BEd (University
of the North), MA
(Boston University);
EdM and EdD
(Columbia University
Teachers' College). (Dr
Takalo's term ended on
31 August 2010).



**Institutional
Registrar:
Prof NT Mosia**
BA, HonsBA and
University Education
Diploma (University
of the North), MA
(Portland State
University), PhD
(University of Pretoria);
MCSSA.



**Executive Director:
Human Capital:
Mr VL Mothobi**
Certificate in Person-
nel Management
Practices (SBL, UNISA),
Certificate in Labour
Relations (UNISA), BA
Humanities (Rand Afri-
kaans University).



**Executive Director:
Corporate Affairs and
Relations:
Ms PP Mmope**
National Diploma and
BTech (Technikon
Pretoria); HonsBA
(UNISA); PRP (PRISA);
MA (North-West
University).



**Executive Director:
Research and
Innovation:
Prof F van Niekerk**
BSc, MSc and DSc
(Potchefstroom
University for
Christian Higher
Education).



**Executive Director:
Finance and Facilities:
Prof IJ Rost**
BCom, HonsBCom,
MCom and CTA
(Potchefstroom Univer-
sity for Christian Higher
Education), Higher
Diploma in Tax Law
(University of the Wit-
watersrand), CA(SA).



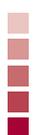
**Campus Rector:
Mafikeng:
Prof ND Kgwadi**
BSc (University of
Bophuthatswana), MSc
(Ball State University),
MPhil (University
of the North), PhD
(Potchefstroom
University for Christian
Higher Education),
Honorary Doctorate
(Hanseo University,
South Korea).



**Campus Rector:
Potchefstroom:
Prof HD van
Schalkwyk**
BCom, HonsBCom,
MCom and PhD
(University of Pretoria).



**Campus Rector:
Vaal Triangle:
Prof TJ Mariba**
MBChB (University
of Natal), Certificate
in Cardiology (British
Council Fellowship in
Cardiology), Diploma
in Echo Cardiology
(London), Diploma
in Health Service
Management (Oliver
Tambo Fellowship
Programme), FCP (SA)
and FRCP (London).



REPORT OF THE VICE-CHANCELLOR



DR THEUNS ELOFF



THE IMPORTANT MATTERS OF TRANSFORMATION AND THE ACHIEVEMENT OF SOCIAL COHESION REMAINED HIGH ON THE AGENDA OF THE NWU.



At the end of 2010, the NWU celebrated its seventh birthday – embodying the qualities of a young, vibrant new entity, but also building on the wisdom of its predecessors' combined experience of more than a century.

The NWU strategy in support of its mission is to increase the quality and quantity of research outputs through focus, appropriate incentives and capacity building, while strengthening the quality of teaching and learning through an improved client focus, e-learning and supplemental instruction. This is linked to a management philosophy of individual accountability and the motto of "innovation through diversity". In essence, this annual report reflects our progress in this regard.

ACHIEVEMENTS IN TERMS OF THE OBJECTIVES FOR 2010

The NWU's Institutional Plan is a three-year rolling plan, submitted to the Department of Higher Education and Training (DHET) annually. Based on the university's vision and general mission, five mission elements are expanded on in terms of goals, objectives and measurable targets. These are cascaded down into the performance agreement between the Council and the vice-chancellor.

In this regard, the vice-chancellor's performance agreement with the Council is the Institutional Plan in practice. The vice-chancellor then cascades these goals, objectives and targets to the performance agreements of senior management, who in turn do the same with all the other managers of the NWU.

HEQC quality audit

In June, the NWU received a very positive HEQC report following 2009's quality audit, confirming that adequate quality improvement processes are in place. In areas where further development is needed, the NWU used its self-evaluation report to identify gaps needing attention. A comprehensive improvement plan was subsequently developed and submitted to the HEQC.

Core business performance

With regard to our core business performance, we maintained our focused approach to improve our outputs as follows:

Teaching-learning

The main objective remained to develop, educate and empower through quality teaching and learning, well-rounded graduates who are able to think laterally and critically in their service to the country and its people, as the following progress indicates:

- The total number of enrolled students (including distance and further education and training (FET) teaching students) grew by 9,2% to 55 732. Of these, almost 30 000 were contact students.
- The undergraduate pass rate (contact and distance) was monitored carefully, and remained stable at 83,5%.
- The graduation rate improved from 26,6% in 2009 to 27% in 2010.

- A total of 15 083 degrees and diplomas were awarded in 2010, an increase of 10,8% from 2009.

• **High-quality, relevant and focused research**

To accelerate the process of the NWU becoming a balanced teaching-learning and research university, the university focused its research and innovation strategy on optimising resources and ensuring maximum impact of interventions.

- The total publication output showed a significant increase of 27,9% from 452,5 in 2009 to 578,24 in 2010.
- The number of master's degrees decreased by 3,9% to 633; and the PhDs awarded increased from 123 to 129 (4,8%).
- The total number of research outputs increased by 10,7% from 1 190 in 2009 to 1 318 in 2010. We are, however, concerned about the low number of articles flowing from PhD theses. This will receive renewed focus in 2011.
- The number of NRF-rated researchers remained stable at 117.
- NWU was again the top earner in the Technology and Human Resources for Industry Programme (THRIP) of the National Research Foundation. A good THRIP performance is indicative of an understanding of triple helix relationships where higher education institutions, the private sector and the public sector form sustainable, innovative collaborations.

The NWU is proud of its talented and innovative research staff. Besides numerous accolades that individual staff members received, progress was also made in establishing and/or maintaining collaborative research competency centres and platforms such as the DST Hydrogen Infrastructure Competency Centre (Potchefstroom Campus with CSIR), the DST National Metabolomics Platform (Potchefstroom Campus) and the DST Indigenous Knowledge Systems Competency Centre (Mafikeng Campus with the University of Venda and the University of Limpopo).

• **Implementation of expertise, both commercially and community directed**

The university realises that the pursuit of knowledge and innovation has no real meaning if it does not ultimately benefit people. The NWU uses the formation

of innovative small and medium sized spin-off companies as part of its commercialisation strategy and holds equity in some of these.

The NWU believes that the expertise of the university should be implemented on all levels and integrated into all research, innovation and training activities. This approach supports the concept of sustainability as prescribed by the King III report. Projects are currently being linked across disciplines to address all community needs, including the need to address environmental problems. These projects include training, education, job creation ventures, infrastructure and capacity building.

□ **Access**

Despite the late announcement of the grade 12 results impacting on our admissions process and the earlier registration process (because of the shorter first semester to accommodate the World Cup soccer event), the registration processes went well and we are grateful that academic activities on all campuses proceeded without interruption.

The first-year intake at the NWU (7 233 contact students) for 2010 was higher than we had aimed for (target: 6 073). The good news is that our recruitment processes have brought far more students at an earlier stage, especially to the Vaal Triangle and Mafikeng Campuses – with the Mafikeng Campus processing almost 7 000 applications.

□ **Transformation, diversity and social cohesion**

The important matters of transformation and the achievement of social cohesion remained high on the agenda of the NWU.

In March, the NWU held a transformation colloquium involving 153 stakeholders from the ranks of Council, Senate, management, staff and students. This colloquium was a first in the sector, preceding even the Minister's summit in April.

The colloquium assisted the NWU to arrive at a broad understanding of transformation as "an urgent, fair and well-managed process of fundamental and sustainable change to address inequalities, as well as the needs of the country and all its people, by empowering people through quality education, research and the implementation of expertise, against the backdrop of South African higher education".

The NWU has therefore taken active steps to plan the transformation process strategically, as well as to weigh the progress continuously according to the following nine equally important elements: Access; Alignment; Equity; Increased unity; Quality; Redress; Resource allocation; Student experience and Success.

The Council also decided to appoint an executive advisor in the vice-chancellor's office who will focus specifically on the realisation of the NWU's transformation goals.

Council has set certain diversity targets with regard to student numbers. These targets also take into account the functional multilingual language policy of the institution.

In practice, this means that our student numbers (contact) will have to be directed as follows in the next 10 years (current percentages shown in brackets):

CAMPUS/NWU	WHITE STUDENTS	BLACK STUDENTS
Mafikeng	10% (1%)	90% (99%)
Potchefstroom	70% (76%)	30% (24%)
Vaal Triangle	25% (31%)	75% (69%)
NWU total	43% (49,1%)	57% (51,9%)

It was also decided that the Potchefstroom Campus would be the anchor campus for Afrikaans and that the Mafikeng Campus would be the anchor campus for the promotion of Setswana. The possibility will also be explored of doing the same for Sesotho on the Vaal Triangle Campus.

□ Branding

The brand roll-out process continued, and phase one of the web redevelopment project was implemented. The new look and feel of the web landing page is aligned with the NWU's brand, thus enhancing the NWU's image. During the annual Marketing, Advancement and Communication in Education (MACE) Conference in November 2010, the NWU received an Excellence Award in the category Digital Media – websites. The NWU received this award in recognition for the successful completion of the first phase of the redeveloped website.

□ Finances and infrastructure

With the negative economic circumstances that prevailed in

2010, the Institutional Management (IM) took a very close look at the monthly variance reports, and we are thankful that we ended the 2010 financial year within budget and with a small surplus.

□ New appointments

The NWU entered a new era with the appointment of two new campus rectors – the first rectors who were not part of the merger process. Both Prof Thanyani Mariba, rector of the Vaal Triangle Campus and Prof Herman van Schalkwyk, rector of the Potchefstroom Campus, were appointed for a six-year term.

In addition, three members of the present IM were appointed for a further term. Prof Dan Kgwadi, rector of the Mafikeng Campus, and Prof Johan Rost, Executive Director: Finances and Facilities, were appointed for a further seven-year term, and Prof Frikkie van Niekerk, Executive Director: Research and Innovation, was appointed for a further six-year term.

□ Culture and climate

During 2010, the IM also took cognisance of the findings of a report about the Climate and Culture Survey that was conducted at the end of 2009.

The outcome of the latest survey showed that we are making real progress towards achieving a balance between unity and diversity, as well as effectiveness and transformation. The principal outcome was that the institution's "culture coefficient" of 58,3% in 2007 has increased to 63,3% in 2009 (this should, of course, be read against the acceptable norm of a maximum of 75%).

The senior management of the university (including all directors, deans, campus managements and the IM) had a workshop on the theme "Getting to one: the state of working relationships between the Institutional Office and the campuses, and between support staff and academics on the campuses". This was a necessary measure to keep the debate about the management model of the NWU open and constructive.

□ Positioning

The NWU Council adopted the approach of providing for campus-specific niches and longer-term growth and development objectives in an equitable manner. In this context:

- The Mafikeng Campus will focus on moderate growth at undergraduate level with a strong focus on broadening access in Science, Engineering and Technology (SET), and

the further development of unique programmes and research on rural development.

- The Potchefstroom Campus is in the process of repositioning itself to become a research-directed campus where excellence in teaching-learning and research are mutually reinforcing.
- The Vaal Triangle Campus will be a reputable regional campus that is quality driven with relevant and expanded academic offerings to address local and national needs and adhere to international standards, in the process becoming a business and IT hub.

□ Staffing levels

The staff component grew from 2 853 permanent staff members in 2009 to 3 013 in 2010. The staff ratio in relation to total income was 52,7% for the year. The NWU, in line with sector norms, experiences vacancies in a number of fields on a regular basis. The attrition rate for 2010 was 7%. In order to ensure that the university provides the necessary support to staff, IM has started a project to measure stress and burnout within the working environment. The outcomes of this process will be accompanied by measures to assist staff to deal with these problems constructively.

□ Equity targets

The Institutional Plan of the NWU contains equity targets that have been set in consultation with the various managers and approved by Council. Some progress has been made in pursuit of these targets, but it also became evident that the initial targets were unrealistic and that much of the effort entailed merely replacing black employees who left for greener pastures. This resulted in the the number of black staff members remaining at around 36%.

The NWU is taking proactive steps to tackle this problem, including a capacity building programme for designated groups (R9 million in 2010), as well as a cadet system successfully implemented in the Faculty of Engineering.

□ Relationships

In terms of national recognition, the NWU received the award for the best-governed institution (PriceWaterhouseCoopers award) for the fourth consecutive year. The NWU also sponsored the National Press Club's awards; received two PanSALB multilingualism awards; hosted Spain during the 2010 World Cup, and celebrated the 30th anniversary of the Mafikeng Campus. Very good progress was made with the redevelop-

ment of the NWU website, and media monitoring showed that favourable coverage of the NWU significantly outweighed unfavourable coverage during 2010.

A NWU delegation headed by the vice-chancellor and the campus rectors embarked on a visit to the United Kingdom (UK) to advance the internationalisation drive of the university and to consolidate links with selected UK institutions.

In another important international project, the NWU expanded its relationship with the Kuali community. This is a community source consortium, consisting mainly of United States universities, which is developing an administrative software suite for its members. As a result, the NWU assigned a small team of developers to the Kuali Student project.



□ Self-assessment

The vice-chancellor is responsible to the NWU Council for the institution's overall performance.

Through the implementation of an effective performance management system and annual evaluation, we ensured that the strategies, priorities and targets in the Institutional Plan were achieved.

The self-assessment manifested in the vice-chancellor and members of the IM reporting in detail on achievements to the NWU Council and being individually evaluated at the end of 2010.

□ Realised achievements

I am grateful to say that all is well with the NWU. We are continuously consolidating the gains of the merger and building on them to the advantage of all our stakeholders. We are maintaining an upward curve for almost every performance indicator, as the following summary indicates:

I want to express my gratitude to all students and staff who contributed to this excellent performance. Managers across the NWU's four business units must also be thanked.

More specifically, members of the institutional management team (including the three campus rectors) have gone the extra mile and provided outstanding service to the NWU.

Finally, I want to end with a special word of gratitude to the Council of the university, which has supported management in a spirit of critical solidarity.



DR T ELOFF
VICE-CHANCELLOR

	2005	2006	2007	2008	2009	2010
Total student enrolment:	38 596	38 708	44 726	47 008	50 589	55 732
• Contact	27 092	27 889	26 075	25 740	26 853	29 243
• Distance	11 504	10 819	18 651	21 268	23 736	26 489
Undergraduate pass rate	78,8%	78,4%	79,5%	81,2%	83,6%	83,5%
Throughput rate	20%	25%	25%	26%	26,6%	27%
Degrees and diplomas awarded	7 746	9 825	11 345	12 337	13 445	15 083
Master's degrees awarded	700	765	618	583	659	633
PhDs awarded	85	110	124	100	123	129
Article equivalents published (total)	326	361	376	513	452,5	578,24
NRF-rated researchers	85	82	95	103	116	117
Total research output	865	1 074	1 061	1 083	1 190	1 318
Total income	R1 133m	R1 272m	R1 436m	R1 671m	R1 827m	R2 002m
Surplus (recurrent items)	R54m	R63m	R66m	R82m	R58m	R43m
Staff cost/total cost	52,5%	52,6%	50,1%	48,8%	50,7%	52,8%
Self-generated income	R384m	R453m	R542m	R644m	R647m	R642m
% of income from government	43,2%	42,8%	39,8%	40,0%	41,5%	44,6%
% of income from tuition fees	21,1%	20,2%	21,4%	20,3%	22,4%	23,6%
Capital expenditure: buildings	R31,7m	R45,3m	R42,9m	R49,3m	R64,0m	R169,6m
Capital expenditure: upgrading	R26,6m	R31,2m	R48,7m	R63,8m	R78,8m	R52,2m

REPORT OF THE EXECUTIVE DIRECTOR: TEACHING-LEARNING AND VICE-PRINCIPAL



DR THEUNS ELOFF (ACTING)

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THE NWU IS SOUTH AFRICA'S SECOND LARGEST PROVIDER OF DISTANCE TEACHING-LEARNING PROGRAMMES. IN 2010, SOME 26 489 DISTANCE LEARNING STUDENTS WERE ENROLLED AT THE UNIVERSITY.

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In the university's pursuit to become a balanced teaching-learning and research university, this portfolio's focus in 2010 was on consolidating and strengthening the teaching-learning operations.

Between 2004 and 2010, student numbers have grown by more than 50%.

This growth has gone hand in hand with a continuous improvement in pass rates and graduation rates, as well as an increase in the number of degrees and diplomas conferred.

What these trends demonstrate is that the teaching-learning part of the NWU's core business is resilient and able to contribute substantially to the positive positioning of the institution in the marketplace.

In 2010, the efforts of the portfolio centred on managing the NWU's Programme and Qualification Mix (PQM), giving students the tools to improve their academic literacy skills and ability to cope with challenging modules, and enabling academic staff to develop their lecturing skills.

Other priorities were to deepen the nascent culture of quality across the campuses and to extend the support available to students in making study and career choices.

MANAGEMENT OF THE PQM

The academic programme alignment process forms the heart of the ongoing calibration of the PQM of the university.

Alignment refers to all the arrangements made to ensure there is equivalence or parity in the outcomes of all similar programmes across all campuses.

The alignment of academic programmes across the campuses represents the most profound of the merger processes, and although fair progress has been made, much still needs to be done.

Different qualification structures, different credit allocations to modules and different content (depending on campus specific niches and expertise) all contributed to the difficulty of aligning programmes.

However, in 2010, it was full steam ahead for the implementation of all aligned undergraduate programmes, and for the further structural alignment process of remaining undergraduate programmes.

The table on the next page summarises the status of the undergraduate (UG) and postgraduate (PG) programme alignment project at the end of 2010:



	NUMBER OF UG PROGRAMMES	%	NUMBER OF PG PROGRAMMES	%
Total number of programmes	333	0%	360	0%
Number submitted to ICAS (aligned)	16	5%	63	18%
Number phased out	0	0%	0	0%
Total aligned and phased out, 2010	16	5%	63	18%
Total aligned and phased out, 2007-2010	223	63%	143	41%

In implementing the undergraduate programme alignment process, the NWU took care to ensure that resulting changes in programmes and curricula did not disadvantage students by extending their period of study or adding to the cost of their studies.

Similarly, where modules were being phased out, reassessment opportunities were created for students affected by the transition, enabling them to move to the new programme or curriculum without incurring extra time or expense.

The Institutional Committee for Academic Standards (ICAS) process assists in the management of the NWU's PQM through critical consideration and approval of programmes.

This cross-campus committee plays a vital role towards ensuring an aligned, standardised and capacitated academic venture at the university.

DISTANCE LEARNING

The NWU is South Africa's second-largest provider of distance teaching-learning programmes. In 2010, some 26 489 distance learning students were enrolled at the university.

During 2010, the NWU awarded more than 7 932 distance-based diplomas and degrees. International quality audits conducted over the past three years show that the university's off-campus programmes compare very favourably with top distance offerings available internationally.

Against this background, the NWU is investigating the possibility of extending its presence in distance education. This could help improve the low participation rates in higher education and alleviate the skills shortages in the economy. In September 2010, the Potchefstroom Campus hosted the

annual congress of the National Association of Distance Education Organisations of South Africa (NADEOSA).

STUDENT ACADEMIC DEVELOPMENT AND SUPPORT

The NWU provides a suite of academic development opportunities to students at all three of its campuses.

Apart from an extensive reading laboratory service, and accompanying individual and group mentoring, Supplemental Instruction (SI) is available across the university.

SI is a key vehicle for offering students opportunities for academic development at the NWU. The university pursues a threefold goal with its SI enterprise:

- to reduce rates of attrition within targeted historically difficult modules;
- to improve student academic achievement in these modules, and
- to improve and increase the graduation rates of students.

The university's expertise in SI has been globally recognised: one NWU staff member is a certified trainer (one of only 14 worldwide) and the NWU itself has been appointed as one of only two national SI offices in the country.

The NWU's programme is not only the biggest in South Africa, but also internationally.

From continuous data analysis it is evident that with regular SI attendance, students in general improve their final module mark by 5-10%.

Additionally, we also see that students are less likely to withdraw from difficult modules, when they know SI is available.

The following table provides an overview of the SI service provision for 2010.

CAMPUS	MODULE CLAIMS IN WHICH SI IS IMPLEMENTED	FACULTIES/SCHOOLS/PROGRAMMES PARTICIPATING	NUMBER OF SI FACILITATORS	NUMBER OF SI SESSIONS	% OF STUDENT HEADS INVOLVED IN SI SESSIONS	% HIGH RISK MODULES	REMUNERATION TO SI FACILITATORS
MC	72	5 faculties	225	4 140	56%	54%	R148 895,14
PC	96	8 faculties	153	3 992	33%	69%	R136 663,76
VTC	82	2 faculties	139	3 574	20%	78%	R135 166,81
Total	250	15 faculties	517	11 706	36%	67%	R420 725,71

In terms of support to students, much emphasis is placed on the utilisation of technology. A new electronic workflow-based study material production system was implemented in 2010 to standardise and enhance the studyguide production system on the campuses.

In addition, the university's electronic learning platform, known as eFundi, underwent further development during the course of 2010. Specifically, by means of a pilot project that is still underway at the Faculty of Theology at the Potchefstroom Campus, laptops were introduced to make the Learning Management System (LMS) and study material available to students electronically.

The following table gives an overview of the use of the eFundi LMS in 2010. It is particularly noteworthy that eFundi enjoys a 100% penetration in terms of student usage.

DEVELOPMENT OF ACADEMIC STAFF

The academic development and support of staff takes place through a combination of campus-specific and university-wide activities.

The Institutional Course for New Lecturers (ICNL) is a flagship programme that enables newly appointed academic staff members to familiarise themselves with the teaching-learning practices at the NWU, as well as with best practices in higher education.

During 2010, 100 new lecturers attended Phase 1 of the ICNL. Another cross-campus development tool is the Institutional Teaching Excellence Award (ITEA), which encourages lecturers to develop their teaching skills and acknowledges and rewards best teaching-learning practices.

eFundi activities	MAFIKENG	POTCHEFSTROOM	VAAL TRIANGLE
Number of eFundi sites created during 2010	356	1 561	532
Total number of active sites (seven or more students per site) during 2010	278	1 151	457
Total number of personnel that used eFundi as LMS in 2010	119	385	97

The ITEA process includes activities such as observation of three contact sessions by an evaluation panel of three members, student feedback on teaching, proof of innovative strategies and approaches to teaching and learning (including e-learning), and the evaluation of a teaching portfolio.

Of the 55 candidates who participated in 2010, a total of 46 received ITEA awards in various categories. Eight of these recipients were from the Mafikeng Campus, 32 from the Potchefstroom Campus and six from the Vaal Triangle Campus.

In line with the NWU's focus on SI, academic staff members also received advanced training in SI. The purpose was to give lecturers an opportunity to acquaint themselves with the underlying principles of SI so that they could incorporate this knowledge into their teaching-learning practices.

Of the 70 staff members who attended advanced SI training in 2010, 26 were from the Mafikeng Campus, 31 from the Potchefstroom Campus and 13 from the Vaal Triangle Campus.

QUALITY MANAGEMENT

The Institutional Quality Office provides support for quality-related initiatives spelt out as strategic goals in the Institutional Plan.

In May 2010 the Institutional Quality Audit Report was received from the Higher Education Quality Committee (HEQC). In response to this report, a comprehensive improvement plan was developed and approved by both the Institutional Senate and Council at the end of 2010. The recommendations made in the report will be translated into well-planned actions followed by regular feedback to Institutional Management and annual feedback to the HEQC. In addition to the improvement plan, the so-called gaps project that emanated from the audit preparations also received attention.

On the campuses, quality assurance work revolved around programme evaluations, as follows:

□ Mafikeng Campus

- External evaluations were conducted for the subjects Mathematics and Chemistry.
- Five post-external programme evaluation visits were conducted.

- The Animal Health programmes were reviewed by the South African Veterinary Council (SAVC).

□ Potchefstroom Campus

- The Master of Social Work: Forensic Practice and Master of Business Administration were externally evaluated.
- The School for Continuing Teacher Education had a panel of peers (from Africa, Belgium, United Kingdom and Australia) who evaluated both the programmes and business processes of the school during March 2010.
- A mock evaluation was conducted for all undergraduate Engineering programmes in preparation for the Engineering Council of South Africa review during 2011.
- The professional body for Chartered Accountants, SAICA, also conducted a follow-up visit to evaluate the programme management on the Potchefstroom Campus. This follow-up visit also applies to the accreditation and offering of this programme on the Mafikeng and Vaal Triangle campuses.

□ Vaal Triangle Campus

- Two external evaluations were conducted, namely in the subject History and the Master's degree in Theology.
- Three post-external programme evaluation visits were conducted.

CAREER CENTRE

The Career Centre plays a vital role in student development and support. The regular career fair event, where students of all three campuses are able to interact with prospective employers, remained a highlight on the Career Centre diary.

A steady growth in career exhibitors was experienced. For the Mafikeng Campus the number of career exhibitors increased from seven in 2008 to 15 in 2010. For the Potchefstroom Campus the number increased from 26 in 2008 to 67 in 2010, and on the Vaal Triangle Campus the increase was from nine to 14 exhibitors in 2010.

An online graduate recruitment portal hosting vacancy advertisements was also maintained. The year 2010 saw a 46% growth in job advertisements posted in the Career Zone compared to the previous year. Furthermore, the Career Centre made full use of the electronic student platform, eFundi, to advertise employer vacancies, employer presentations and any

career-related events. Owing to increased use of eFundi, the following resources are now at the disposal of job-seeking students: CV-writing tips, online application tips, links to websites for jobseekers, information on what employers expect of job seekers and information on the job-seeking process.

The Career Centre also hosts a Facebook group, which currently has more than 450 active members. In addition, there is a Career Centre Blog containing career-related links, blog archives and categories, and positive news and quotations about careers.

LIBRARY SERVICES

In order to ensure an adequate and equivalent library infrastructure on all three campuses, a substantial budget allocation was made in 2010 towards the upgrading of all three campus library collections. This budget allocation amounts to a R5 million strategic allocation for the upgrading of all campus libraries.

CONCLUSION AND RETROSPECTION

The transition to aligned undergraduate programmes was arguably the most formidable challenge facing the NWU's teaching-learning operations during the year. Although the process is still continuing, the change was managed in a hands-on manner. The lessons learnt in managing the sometimes complex alignment process will be invaluable in moving ahead with postgraduate programme alignment. The portfolio looks forward to further strengthening the university's teaching-learning operations.



DR T ELOFF
VICE-CHANCELLOR

(Dr MN Takalo held this position until 31 August 2010.)



Some of the guests at the ITEA function were, from left, Prof Mariëtte Lowes, Vice-Rector: Academic, Potchefstroom Campus, Prof Marlene Verhoef, Executive Advisor: Strategy and Projects, Prof Jaco Fouché from the Potchefstroom Campus and overall winner, Mr Dave Kawadza, Mafikeng Campus winner, Dr Theuns Eloff, vice-chancellor, Prof Dan Kgwadi, rector of the Mafikeng Campus, Ms Veruschka Pelsers-Carstens, Vaal Triangle Campus winner, and Prof Thanyani Mariba, rector of the Vaal Triangle Campus.

REPORT OF THE INSTITUTIONAL REGISTRAR



PROF N TEMBA MOSIA

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THE MANY HIGHLIGHTS
PRODUCED DURING 2010
ARE PROOF OF THE
NWU'S COMMITMENT
TO SERVICE
DELIVERY, EFFECTIVE
ADMINISTRATION
AND COMPLIANCE.

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Numerous challenges in 2010 created opportunities for the university to demonstrate its commitment to being accountable, effective and well managed. The office of the institutional registrar assisted Council and management to capitalise on these opportunities by providing services that form the backbone of responsive student service, effective administration and management, and good corporate governance – for which the NWU continues to be recognised as a leader in South African higher education.

Highlights during 2010 include the following:

- ❑ The office of the institutional registrar successfully organised a strategic workshop for Council, presented by Prof Mervyn King, chairman of the King Committee on Governance in South Africa and Ms Chantell Ilbury, a well-known corporate strategist. This event set the tone for Council's evaluation of its performance on various aspects of corporate governance, incorporating the new dimensions of sustainability and integrated reporting.
- ❑ The office also organised a transformation colloquium on the directive of Council.
- ❑ Other highlights were the office's representation on the Accreditation Committee of the Council on Higher Education, which screens all applications for public and private higher education providers, and the role of the institutional registrar in the Foundation of Tertiary Institutions in the Northern Metropolis (FOTIM), first as treasurer and subsequently as vice-president.
- ❑ To support the NWU's international objectives, the office developed a framework for internationalisation. The institutional registrar also served as a director and management council member of the International Education Association of South Africa, and was elected treasurer in 2010.

ENSURING LEGAL AND REGULATORY RESPONSIVENESS

Legal Services, managing the university's legal affairs, made some significant contributions during the year. Among other things, the department:

- ❑ reviewed the financial rules and concomitant arrangements for payment of student fees, bringing these in line with the National Credit Act;
- ❑ drafted a new employment agreement for the NWU interpreters, replacing the previous agreement which did not comply with the Labour Relations Act and the Basic Conditions of Employment Act;
- ❑ liaised with the institutional coordinator for Occupational Health and Safety to update and complete the relevant registers for auditing purposes;
- ❑ liaised with the National Department of Environmental Affairs on the licensing of certain research units in terms of the Biodiversity Act; and
- ❑ through presentations and lectures, educated student leaders about human rights, the basics of corporate governance and the Schedule of Signature Authorities and Delegations.

Various important contracts were concluded, including one with the Dramatic Arts and Literary Organisation (DALRO).

As far as litigation and claims by or against the university is concerned, Legal Services had acted as go-between between the university's risk managers in several instances.

Legal Services was also actively involved in two high-profile corporate initiatives.

One was the proposed establishment and construction of an international cycling Velodrome on the Potchefstroom Campus. The second initiative also has a bearing on sport, specifically the collective venture between 23 universities to set up a Higher Education Sport Trust for purposes of commercialising media rights relating to university sport in South Africa, among others.

PROVISION OF MANAGEMENT INFORMATION

Several initiatives were launched in 2010 to assist management with timely and consistent information for decision-making:

- ❑ The Management Information Systems (MIS) data warehouse was enhanced and populated with NWU and Sector Student HEMIS data, enabling benchmarking and producing a more consistent and flexible reporting capability.
- ❑ The development of the Institutional Enrolment Plan was mirrored in the data warehouse, providing consistent forecasting and reporting capabilities across the different academic structures at the NWU.
- ❑ A new tuition fee model for undergraduates was implemented and aligned across all three campuses. Through training, access to the MIS web portal was improved. A total of 57 users successfully completed the training in 2010 and more training will be conducted in 2011.

CORPORATE RECORDS THAT CAN BE TRUSTED

In 2010, the Records Management and Administration Department continued to implement a records management programme to enhance the quality, reliability and accuracy of the NWU's corporate records. Milestones included:

- ❑ Presenting the credit-bearing Records Management training workshop as part of the annual training programme of Poussierre D'Etoiles Professional Conference Organisers, generating third stream income for the university.

- ❑ Providing formal records management training for 65 NWU staff members.
- ❑ Updating the file plan and developing new series, such as archives and museums, protection services and HIV/Aids.
- ❑ Updating the record management information on the NWU intranet, providing an easy-access platform to basic records management for all internal users.
- ❑ Attending a one-day workshop hosted by Information Technology Central and Content@Work where important records management aspects were addressed in preparation for the roll-out of the electronic records management system, SHARE. Ensuring safe and secure physical storage of records by commencing a storage area survey and assistance project.

ADMINISTERING INSTITUTIONAL FUNCTIONS AND RESPONSIBILITIES

This department was instrumental in preparing the NWU's entry for the 2010 PricewaterhouseCoopers Excellence in Corporate Governance Awards, of which the university was the winner.

When evaluating the entries, the PWC evaluation team looks at the functioning of the following key areas of governance in a higher education institution: Council, committees of Council, Audit Committee, Internal Audit, financial reporting, budgeting and risk management.

Another important task was the coordination of the university's Annual Report for the 2009 academic year. The university produces two versions of the Annual Report, one for stakeholders and one for the Department of Higher Education and Training. This department is responsible for gathering the information for both versions, but is solely responsible for the final report that the NWU must submit to the Department in terms of the guidelines in Government Notice 691 of 2007. Accordingly, a version that complies with the legislative requirements was delivered to the Department of Higher Education and Training on 30 June 2010.

The department also started a policy management programme for the NWU. All existing NWU policies were reviewed. Four policies were resubmitted to Council for reapproval and one new policy was tabled. All policies are available in three languages. Other ways in which the department contributed to the smooth functioning of the NWU during 2010 were:

- ❑ Ensuring that the 2011 institutional calendar was completed and approved by Council by June 2010.

- ❑ Administering ex officio Commissioners of Oaths through 73 commissioners rendering services across the university.
- ❑ Dealing with seven requests in terms of the Promotion of Access to Information Act.

ENHANCING SERVICE DELIVERY TO STUDENTS

The Office of Student Administrative Systems finished upgrading the Student Fees System, which has effectively standardised the billing and allocation of student fees on all three campuses. The accounts mailed to students were also revamped to make the layout more user-friendly.

In addition, new functionality was also implemented in the Bursary and Loan System to cater for new specifications for some of the bursaries. Web registration was another priority. For quite some time, web registration has been available to students on the Potchefstroom Campus who are not re-

peating modules. This facility is now being extended to all students on all campuses, regardless of whether they have passed or failed the modules for which they are registering.

ARCHIVES AND MUSEUMS: FROM PAST TO PRESENT

In 2010, the Institutional Archives acted proactively by acquiring certain valuable collections such as 218 minutes of meetings of various faculty boards of the Potchefstroom Campus and archival portfolios of 28 student residences. A new exhibition was designed and installed to give visitors an overview of the merger of the NWU in 2003 and 2004.

To preserve the collection of printed photographs and negatives, a humidifier and air conditioning system were installed. The digital photograph collection increased by more than 8 700 photographs.



As it is costly and complex to store and back up such a large amount of digital data, Institutional Archives is investigating new technology and new ways to perform their work.

The Mafikeng Campus made good progress in the establishment of its Archives, while the Vaal Triangle Campus launched awareness campaigns to promote its archival programme among staff members.

PROVIDING PROFESSIONAL GOVERNANCE AND SECRETARIAT SERVICES

Institutional Governance and Secretariat Services ensures that the activities and processes of the Council, Senate, Institutional Forum and Institutional Management comply with the statutory requirements.

Among the highlights of the year were the annual workshop of Council on its role and responsibilities and the NWU Transformation Colloquium, attended by 153 representatives of major stakeholder groups.

The programme covered topics such as the concept of transformation, the NWU context, curriculum transformation and multilingualism.

The Secretariat also assisted the university's governance structures with the required processes and co-ordinated elections to fill vacancies in Council and its committees, as well as those in Senate and the Institutional Forum.

Two successful induction sessions were held for newly designated Council members. During these sessions, members were briefed about their roles and responsibilities in terms of the Higher Education Act, 1997, the Statute of the North-West University, the King Code on Governance Principles 2009 (King III) and the Code of Conduct for NWU Council members.

The secretary of Council also informed the new Council members of the normal processes and internal arrangements for the business of Council.

The Secretariat is responsible for coordinating the appointment processes of statutory office-bearers. To this end, the Secretariat supported the vice-chancellor and Council in implementing the approved processes when the terms of four members of the Institutional Management expired. The department

also assisted Council and Senate in calling for nominations for honorary awards. Four nominations for honorary doctorates and one nomination for the Chancellor's medal were considered and approved.

SUPPORTING ALUMNI THROUGH CONVOCATION ADMINISTRATION

The NWU is proud to have Convocation members who are committed to the advancement of the university. Four members of the Convocation are represented on the Council. On 7 August 2010, the terms of two of these members expired, namely Mr PWJ Buys and Dr FJ Kok. Consequently, members of the Convocation were invited to participate in the election to fill the two vacancies. Of the four nominations received, only two were valid and the nominees concerned, Mr PWJ Buys and Mrs HK Coetzee were elected unopposed.

Work was started on the review of the Convocation constitution and a first draft is due to be tabled early in 2011.

MEETING THE CHALLENGES OF THE INTERNATIONAL ARENA

The Institutional International Office was officially instituted in January 2010. This was in response to urgent requests from the campuses for support for and coordination of internationalisation initiatives as expressed in the Institutional Plan of the university. Prof Annette Combrink was appointed to conceptualise and establish this office. During 2010:

- A procedure document aimed at regulating the activities of the International Office was completed and adopted. Members of the International Office and the registrar's office attended the annual conference of the International Education Association of South Africa (IEASA). This led to the NWU being chosen as the host for the Directors' Forum of IEASA in March 2011.
- A comprehensive questionnaire, issued by the Department of Higher Education and Training to all higher education institutions, was completed. The department's goal was to determine the level of international engagement across the sector.
- The first steps were taken to establish a database for all international agreements.
- Agreements were signed with a number of prestigious institutions, including the University of Newcastle and the University of Adelaide in Australia and the University of Glasgow in the United Kingdom.

CONCLUSION

The institutional registrar is proud to have contributed to the NWU's leadership in higher education administration and governance, and is committed to ensuring that the university remains a role model in the tertiary education sector. The many highlights produced during 2010 are proof of the portfolio's commitment to service delivery, effective administration and compliance.



PROF NT MOSIA
INSTITUTIONAL REGISTRAR



REPORT OF THE EXECUTIVE DIRECTOR: HUMAN CAPITAL



MR VICTOR MOTHABI

“ IN ADDITION TO ATTRACTING AND RETAINING SKILLED MANAGERS, ACADEMICS AND PROFESSIONALS, THE NWU HAS MADE CONSIDERABLE PROGRESS IN BUILDING AN ORGANISATIONAL CULTURE THAT LIVES UP TO THE INSTITUTION'S PROMISE OF 'INNOVATION THROUGH DIVERSITY.

”

The calibre of the people at the NWU is a key factor in the NWU's ability to achieve its strategic objectives. In 2010, the departments within the Human Capital portfolio paid as much attention to the culture and mindset of the organisation's human capital as to their occupational and professional skills:

- ❑ All newly appointed managers attended a development programme on selected foundation and bridging competencies.
- ❑ Approximately 7 300 employees and their spouses took part in the Employee Wellness programme, which promotes health and wellness, work-life balance and community involvement.
- ❑ A culture of tolerance and respect was promoted through workshops and discussions on diversity within various academic faculties.
- ❑ The NWU conducted an HIV/Aids prevalence survey and risk assessment and is using these results to refine its workplace response programme.

EMPLOYEE STATISTICS

Staff complement of the NWU

NWU EMPLOYEES	2009	2010
Permanent	2 853	3 021
Temporary	3 255	3 804
Total	6 108	6 825

Employment categories

CATEGORY	2009	2010
Teaching/research professional	2 696*	3 013*
Executive/administrative/management professional	121	107
Specialised/support professional	454	518
Technical	283	294
Non-professional administration	2 098	2 409
Crafts/trades	37	42
Service	419	442
Total	6 108	6 825

* Total includes temporary and permanent staff

Gender profile



GENDER	2009		2010	
Female	3 416	56%	3 816	56%
Male	2 692	44%	3 009	44%
Total	6 108	100%	6 825	100%

Demographic composition



RACE	2009		2010	
African	2 003	33%	2 200	32%
Coloured	159	3%	174	3%
Indian	60	1%	72	1%
White	3 886	63%	4 377	64%
Unknown	0	0%	2	0%
Total	6108	100%	6 825	100%

DIVERSITY MANAGEMENT

During 2010, the outcome of a Climate and Culture Survey that was conducted at the end of 2009 showed that the university is making progress towards achieving a balance between unity and diversity, as well as effectiveness and transformation.

As the university aims at establishing a culture where diversity is regarded as an asset and there is genuine respect for the rights and dignity of all, the Diversity Management Department facilitated various discussions on the concept of diversity.

In the Faculty of Education at the Potchefstroom Campus, for example, such a discussion brought about an awareness that 'diversity' has many meanings and refers to a variety of characteristics, from race, gender and age to sexual orientation, language and culture.

Another faculty that took the initiative to sensitise its staff and students to the concept of workplace diversity management was the Vaal Triangle Campus's Faculty of Human-

ties. Going further, its Industrial Sociology department used stage plays to help managers understand and respect the diverse ways that different people choose to lead their lives. Developments such as this are an indication that there is a definite move towards a joint approach in respect of change and transformational challenges.

Diversity was also emphasised in the department's human rights discussions and workshops.

To further transformation management at the university, a position (three-year term) of an Executive Advisor: Transformation and Diversity Management in the office of the vice-chancellor was created and approved by Council in 2010.

EQUITY MANAGEMENT

The Institutional Employment Equity and Skills Development Forum (IEESDF) had another productive year, with task teams delivering specialised inputs on issues such as the workplace barriers encountered by people from designated groups. The Campus Employment Equity and Skills Development Forums also functioned well, submitting various reports for consideration and further action by the IEESDF.

The portfolio ensured that the Council and its committees received regular progress reports about employment equity across the institution. These progress reports highlighted the importance of taking external and internal factors into account in setting realistic, achievable targets. This resulted in a proposed process being formulated to revise the employment equity targets during 2011, making greater use of internal and external realities.

Renewed focus was placed on the appointment and reasonable accommodation of people with disabilities, and a staff audit is planned for early 2011.

HUMAN RIGHTS MANAGEMENT

The Human Rights Committee plays an important role in upholding respect for human rights at the NWU by investigating and ruling on complaints about rights violations.

The Committee, which in 2010 recommended the reappointment of Advocate Solly Sithole, SC, as its chairman, oversaw the university's Human Rights Day celebrations. Justice Raymond

Zondo, former Judge President of the Labour Court, gave a presentation on diversity and tolerance at the workplace.

EMPLOYEE WELLNESS

The NWU has a well-structured Employee Wellness programme that takes into account the physical and emotional well-being of staff. It offers staff access to a range of health and fitness services, including health days, general fitness programmes (known as "Be Active" projects), health screening, stress and time management workshops and support groups.

These activities were well attended during 2010 when 7 333 employees and their spouses had contact with Employee Wellness, including:

- ❑ 1 020 from the Institutional Office
- ❑ 1 289 from the Mafikeng Campus
- ❑ 4 398 from the Potchefstroom Campus
- ❑ 626 from the Vaal Triangle Campus

HIV/AIDS MANAGEMENT

The second phase of the Higher Education Aids (HEAIDS) project drew to a close in 2010. By the end of the year, the NWU had spent 97,27% of the R3,2 million grant from the European Union, leaving a lasting legacy in the form of an effective, well-functioning institutional HIV/Aids coordination and management model. Key elements of this management model are:

- ❑ The integrated research management information system, InfoEd, that staff can use for research on HIV/Aids.
- ❑ An electronic integrated health care management information system, Optilife, which has been successfully implemented at the health care centres of all three campuses.
- ❑ An institutional communication strategy for an integrated HIV/Aids programme.
- ❑ Professional student peer education and counselling programmes.
- ❑ Enhanced primary health care services.
- ❑ The mainstreaming of HIV/Aids into academic planning, research and community service learning.

In 2010, the NWU completed an HIV/Aids prevalence survey and risk assessment. The results showed that the overall prevalence among students and staff was 0,9%. The lowest prevalence rate was among academic staff (0%), followed by students (0,6%), then administrative staff (4,1%) and service staff (10,5%). Based on the survey results, which indicate that

service staff members are the most vulnerable, the portfolio decided to direct more mitigation efforts at this group. Milestones of the HIV/Aids response programme in 2010 included the following:

- ❑ Formation of the Institutional Health and Wellness Coordinating Committee;
- ❑ A draft conceptual framework for mainstreaming of HIV/Aids into teaching-learning;
- ❑ Staff training programmes on topics such as HIV/Aids in the workplace, induction for new staff, universal precautions and home-based care, and awareness campaigns.

STUDENT AFFAIRS AND SPORT

The Institutional Student Representative Council (ISRC) was represented in the following governance structures of NWU: Council, Senate, the Institutional Forum and the Institutional Committee on Student Support Services.

Members of the ISRC also attended the Council Transformation Colloquium and undertook a benchmarking trip to the University of Johannesburg and the University of the Witwatersrand, where they held discussions with the SRC members of these universities. In August, some ISRC members represented NWU students at the National Student Leadership Conference organised by the Department of Higher Education and Training in Johannesburg.

All campuses held successful SRC elections for 2010/11 during July and August 2010. A new ISRC was elected and Mr Jaycee van Rooyen of the Potchefstroom Campus was elected ISRC Chairperson.

One inter-campus sports day, as well as a cultural celebrations day for students were held during 2010.

HUMAN CAPITAL OPERATIONS

Up until 2009, Human Capital Operations were not very visible on the campuses in terms of direct support to line managers and staff members. With the introduction of human resources practitioners, Human Capital are now visiting faculties and departments on the campuses, providing hands-on service to the line managers and staff members.

The Chief Director also started attending the campus extended management meetings on the Potchefstroom Campus. This

enabled campus management to engage with Human Capital directly on important issues. This initiative will also be extended to the other two campuses during 2011.

A staff complement project was started during 2010 to accurately determine and capture the exact staff complement of each faculty and support department; this being one of the goals of the Institutional Plan.

In order to ensure more effective work processes in Human Capital Operations, a project was initiated to analyse, re-engineer and map all processes. This is being done with the help of the Project Office. The outcome of this project will be a manual with flow charts for all the core processes, which will be used to determine responsibilities and accountabilities of HR staff, and to revise current procedures for improved logic and clarity. A staff conduct manual was compiled, and accepted by the unions.

The payroll and HR systems were adjusted to reflect residential addresses for staff members due to new tax legislation which required that all employees' addresses be on the IRP5s.

During 2010, there were 17 Commission for Conciliation, Mediation and Arbitration (CCMA) cases and 11 Labour Court cases. The number of disciplinary cases was the same as in the past, but the seriousness and complexity were found to be on the increase.

An amount of R2 351 000 was secured from the Sector Education and Training Authority (SETA) for specific training projects. This was over and above the normal skills levy received from the SETA. Of the funding received, R905 000 was used to conduct supervisory and fundamental management training for 60 staff members who were nominated for this training by their superior managers.

A total of 1 726 staff members attended training that was funded from the Skills Fund.

The 2010 Workplace Skills Plan was submitted after consultation with all the stakeholders, including the Labour unions.

LEADERSHIP ACADEMY

In the two years since it was opened, the Leadership Academy has established itself as an integrated and dynamic part

of the NWU's management processes. During April 2010, all newly appointed managers, as well as managers who could not participate in 2009, attended a development programme on selected foundation and bridging competencies. This ensured that the vast majority of managers were exposed to the same concepts and vocabulary within the space of 15 months.

The Academy ran 30 one-day workshops for managers during the year. Managers participated in various workshops to strengthen their management competencies.

Critical processes of the Leadership Academy programme included the individual feedback interviews conducted with all managers during the second semester.

These interviews cover all aspects of the programme and enable managers to reflect on their own progress and future development needs. Measurement plays an important part in these interviews, as do the results of a sophisticated multi-rater assessment exercise.

During 2010, a development programme for a group of approximately 40 potential managers was launched. An electronic platform for communication and interaction between managers was implemented, and will be refined during 2011.

The Leadership Academy shared its expertise with managers from other universities in Africa and internationally. In March 2010, a group of 43 managers from five Ethiopian universities attended two-week training programmes. Later in the year, the Director of the Leadership Academy presented a paper at the annual Association of Commonwealth Universities (ACU) HRM Conference in Melbourne, Australia.

ORGANISATIONAL RESEARCH

The research generated by this department ensures that the NWU is attuned to the latest developments on human capital issues such as performance, talent and remuneration management. The following topics were researched and discussion documents were completed during 2010:

- The NWU policy and procedures on performance management were revised to bring them in line with best practices. An article on the NWU's integrated performance management system was also published in "Capacity", the ACU's journal on Human Resource Management.



- ❑ A critical review of the current policy and procedures confirmed the relevance and validity of the NWU's remuneration management model and practices. Consequently, the NWU established a standing remuneration commission at institutional level and approved a three-year budget provision to ensure that the NWU's remuneration is market related. A discussion document was developed on an integrated talent management strategy for the recruitment, development and retention of high-performing staff, and will be debated at various internal forums during 2011.
- ❑ An individual care and support programme for managers was designed during 2010 and will be implemented from 2011. It includes monitoring and coaching, but also describes a continuum of interventions to be used in the support of managers with a variety of workplace challenges and needs.

CONCLUSION

The NWU has long since left behind the traditional administrative approach to human resources in favour of a proactive, strategic approach that emphasises human capital

development. True to its name, the portfolio is ensuring that the university is able to tap into the talent of its existing staff complement while invigorating the skills base through targeted recruitment from outside. In addition to attracting and retaining skilled managers, academics and professionals, the NWU has made considerable progress in building an organisational culture that lives up to the institution's promise of 'Innovation through diversity'.

MR VL MOTHOB
EXECUTIVE DIRECTOR: HUMAN CAPITAL

REPORT OF THE EXECUTIVE DIRECTOR: CORPORATE AFFAIRS AND RELATIONS



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MEDIA MONITORING
SHOWED THAT
FAVOURABLE COVERAGE
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OF THE 1 062 MEDIA
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1 049 WERE
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The university's biggest asset and greatest potential risk is its reputation. To build, sustain and protect the NWU's reputation and effectively manage reputational risk, Corporate Affairs and Relations has been developing the organisation's reputation, stakeholder and crisis management strategies.

Since a cornerstone of these strategies is the strategic and proactive management of stakeholder relations, the institutional management allocated strategic funding in 2010 in support of developing the NWU's stakeholder profile.

With this in mind, participative sessions were held with the campus management committees of the Mafikeng, Potchefstroom and Vaal Triangle Campuses, providing an inclusive picture of groups or individuals who have an interest in the university's objectives. These stakeholders were then categorised into four levels, as shown in the table on the next page.

After completing the stakeholder profiling process, Corporate Affairs and Relations finalised the groundwork for collaborating with the three campuses in 2011 to engage Level 1 stakeholders in a perception audit. The results will be used to develop an integrated reputation and stakeholder management strategy, as well as an internal and external brand positioning campaign.

STRATEGIC BRAND POSITIONING

Corporate Affairs and Relations has been overseeing the roll-out of the official brand since 2007 and this was completed in 2010. The process has included raising brand awareness on the three campuses and introducing innovations such as the visual language and a shared design service through Graphikos, an in-house design studio. In February 2010, the university Council approved the policy for branding, aimed at streamlining brand management processes and applications across the Institutional Office and the three campuses. A procedure for handling secondary logos was also developed and implemented.

Other noteworthy projects that were completed during the brand roll-out included the following:

- ❑ Creating a shared image bank that the marketing and other departments can access to build and sustain a cohesive visual identity that resonates with the NWU's brand essence and brand positioning.
- ❑ Finalising the interior of the Institutional Office, and developing a design guide, as the project sparked interest elsewhere at the university.
- ❑ To inform the design and production of the university's ceremonial regalia, the academic hierarchy was streamlined and aligned. The production of the gowns was completed in 2010 after an extensive consultative design and approval process in the previous year. The graduation gowns and doctoral attire were also standardised across the three campuses.

The NWU's internal and external stakeholders and their varying levels of interest in the university



Level 1	<ul style="list-style-type: none"> • Students • Staff • Employers/business/industry • Peers/scholars and research bodies
Level 2	<ul style="list-style-type: none"> • Parents • Department of Higher Education and Training • Higher Education South Africa • South African Qualifications Authority • Schools (prospective students) • Donors/sponsors/patrons • Media
Level 3	<ul style="list-style-type: none"> • Government • Alumni/Convocation • Senate/Council • Management • Professional boards/accreditation companies • Local government/civic organisations • Afrikaans community
Level 4	<ul style="list-style-type: none"> • South Africa • Faculties • Provincial government • International development bodies

INTERNAL COMMUNICATION

Internal communication was a priority in 2010 as a result of the ongoing process of streamlining and aligning activities between the Institutional Office and the three campuses. An external facilitator helped drive the alignment project, which entailed holding focus group sessions representing a cross-section of staff.

Valuable feedback was received about all internal communication channels used and gaps were identified. Certain communication tools were adapted to ensure that staff take note of important issues. The process will continue during 2011.

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

- ❑ The internal newsletter Eish!, seven editions of which were published and distributed.
- ❑ Electronic media such as the daily electronic notice for staff, known as @NWU, the monthly vice-chancellor's newsletter and urgent and crisis communication bulletins, as well as e-cards and invitations.
- ❑ An institutional management newsletter, which was established to assist managers in communicating important decisions after each institutional management meeting.

As a marketing tool for staff, especially academics and senior managers who interact with their peers outside the university, the NWU Corporate Profile was published in English and Afrikaans in July 2010.

A one-page summary in Setswana was included, as was a fold-out page with higher education information.

WEB REDEVELOPMENT

The NWU website is being redeveloped to give all faculties and departments an up-to-date electronic presence that will enhance the image of the university. The redeveloped website is being rolled out in phases, which started in early 2010 with high-level organisational information and selected content from three academic faculties, one from each campus.

The next phase will commence in early 2011 and will feature information on all academic faculties and support departments. The last phase, consisting of student specific pages, a virtual tour and interactive social media, will be finalised during 2011.

EXTERNAL COMMUNICATION

To position the NWU among key external stakeholders, a national advertising campaign was again launched in four national Sunday newspapers and four national daily newspapers. The key messages were "Values through vision", the fact that the NWU hosted Spain, winners of the 2010 Soccer World Cup, and the NWU's positioning as a leading university in South Africa. The overall response was positive.

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



2010. Of the 1 062 media items analysed, 1 049 were favourable and 13 were unfavourable. The positive coverage comprised 530 print, 446 broadcast and 73 online media items, while the unfavourable coverage consisted of nine print, one broadcast and three online media items. These figures exclude the 2 316 items categorised as factual or balanced.

Most of the favourable coverage resulted from the Potchefstroom Campus of the NWU being the home base for Spain during the 2010 Soccer World Cup, as well as the number of academics being quoted as experts in their fields or involved in work of national importance. Various sports achievements, including the NWU's performance in the University Sports South Africa Competition, also contributed to the positive coverage. Most of the negative publicity received was about the renaming of a residence on the Mafikeng Campus after the former Bophuthatswana leader, Lucas Mangope, and the intended unveiling of a bust of him.

Also contributing to the unfavourable coverage was the comment of Prof Kadar Asmal on the merger of higher education institutions and his allegation that the former Potchefstroom University for Christian Higher Education had been unwilling to transform.

These and other minor incidents were highlighted as unfavourable for the Mafikeng and Potchefstroom Campuses. There was no unfavourable coverage during 2010 for the Vaal Triangle Campus.

In external communication, one of the highlights was the NWU sponsoring the 2010 National Press Club's Journalist of the Year competition.

Corporate publications were also used throughout 2010 to establish the university's brand and strengthen its key strategic messages. The flagship print publications were:

- ❑ The 2009 annual report, which was submitted to the Department of Education on 30 June 2010. Subsequently, a glossy version for stakeholders was published in English and Afrikaans, with executive summaries in Afrikaans, English, Setswana and Sesotho.
- ❑ Pocket Statistics, a fold-out brochure containing a summary of management information.
- ❑ Two editions of the alumni publication NWU & U, which were distributed to all Convocation members and to the alumni offices of the three campuses.

- ❑ The popular z-folder, used by senior management and academics as a marketing tool, containing information about the Institutional Office and the three campuses.

STRENGTHENING STAKEHOLDER RELATIONS

The NWU continued building or establishing sound relationships with various stakeholders. In total, 12 networking dinners were held across the country, including two with the NWU Board of Donors.

The dinners, hosted by Dr Theuns Eloff, the vice-chancellor, were opportunities to forge strategic relationships, enter into business development partnerships and inform opinion-leaders about the NWU's achievements and challenges. For the first time, networking dinners were held for local business people in Mafikeng, Potchefstroom and Vanderbijlpark.

Dr Eloff also held 19 breakfast meetings with members of staff on the Mafikeng, Potchefstroom and Vaal Triangle Campuses, as well as the Institutional Office. These were aimed at facilitating internal communication, especially about the role of staff in contributing to achievements of the university.

CONCLUSION

At the end of the year, the composition of the Institutional Management was once again reviewed and restructured. As a result, the Corporate Affairs and Relations Department will be responsible for two additional functions in 2011, convocation, alumni and institutional advancement.

This development presents exciting challenges for the department. Over and above the role of maintaining a cohesive brand identity and facilitating effective communication, the department will have the privilege of building and strengthening mutually beneficial partnerships between the NWU and key stakeholder groups.



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EXECUTIVE DIRECTOR: CORPORATE AFFAIRS AND RELATIONS

REPORT OF THE EXECUTIVE DIRECTOR: RESEARCH AND INNOVATION



PROF FRIKKIE VAN NIEKERK

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THE NWU RANKS
AMONG THE TOP SIX
UNIVERSITIES IN SOUTH
AFRICA FOR TOTAL
RESEARCH OUTPUT.
TO STRENGTHEN ITS
STANDING IN THE LONG
TERM, THE UNIVERSITY
CONTINUES TO INVEST
IN RESEARCH CAPACITY
DEVELOPMENT,
EQUIPMENT AND
INFRASTRUCTURE.

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The research and innovation mission of the NWU is to develop and maintain high-quality, relevant and focused research, aligned with national priorities, supplying innovative solutions to challenges faced by the scholarly community, the country, the continent and the world.

Critical success factors for achieving this mission include:

- ❑ Creating an enabling environment for research staff, improving the qualification profile of these staff members, and developing staff capacity.
- ❑ Improving the research profile of the NWU in terms of total research output, productivity and focused excellence.
- ❑ Finding and establishing an effective mechanism to measure and improve the throughput of postgraduate students, and specifically to reverse the observed decline in enrolment of PhD and master's students.
- ❑ Monitoring implementation of and refining the research entities model, while also refining quality assurance processes and mechanisms.

RESEARCH AND INNOVATION HIGHLIGHTS

Besides numerous accolades received by staff and research niche areas, highlights were noted across the spectrum of the university's research and innovation activities:

- ❑ Progress was made in establishing collaborative research competency centres and platforms such as the Department of Science and Technology (DST) Hydrogen Infrastructure Competency Centre (Potchefstroom Campus with the Council for Scientific and Industrial Research (CSIR)), the DST National Metabolomics Platform (Potchefstroom Campus) and the DST Indigenous Knowledge Systems Competency Centre (Mafikeng Campus with the University of Venda and the University of Limpopo).
- ❑ Approval was received to establish new collaborative research entities hosted by the NWU, namely the DST National Pre-clinical Drug Development Platform and the Centre of Excellence in Advanced Manufacturing.
- ❑ The NWU was again the top earner in the Technology and Human Resources for Industry Programme (THRIP) of the National Research Foundation (NRF). A good THRIP performance is indicative of an understanding of triple helix relationships where higher education institutions, the private sector and the public sector form sustainable, innovative collaborations.
- ❑ The Community Engagement portfolio was established and the NWU Social Development Trust gained momentum. Successful workshops were conducted to introduce key role players to sustainability management and reporting.
- ❑ The NWU invested R25 million of its own funds in research equipment. The amount included R10 million for replacing ageing equipment.
- ❑ A special fund was established for the appointment of research professors and this has already proven valuable in strengthening the NWU research profile.
- ❑ At the annual prestige dinner on 29 October 2010, the university celebrated the achievements of its top-performing researchers, among them the

most productive junior and senior researcher and the most productive research entity.

RESEARCH STATISTICS

Key research indicators for the year were the number of article equivalents published, the number of researchers with NRF ratings, master's and doctoral enrolments and graduations, and postdoctoral fellowships awarded.

The table below gives a breakdown of research output in the key categories since 2004:

PUBLICATION OUTPUTS

The NWU's subsidised publication output consists of accredited journal articles, books and conference proceedings. Total publications output for the year came to 578,24 units, which is an increase of 22% against the previous year's 452,5 units. Of the journal articles published, 53,8% (275 units) appeared in Institute for Scientific Information (ISI) journals, compared to 35,5% in 2009. Per capita output, referring to articles published per academic per year, increased from 0,49 in 2009 to 0,55 in 2010. The aim is to increase this to 0,60 units in the coming academic year.

RESEARCH OUTPUT	2004	2005	2006	2007	2008	2009	2010 (UNAUDITED)
Article equivalents	272	318	352	358	471	409	510,75
Conference proceedings	3	8	8	13	18	34	43,04
Books	0	0	2	5	13	5	24,44
Total article equivalents published	275	326	361	376	513	448	578,24
Number of NRF-rated researchers	73	85	82	95	103	116	117
Master's degrees conferred	626	700	765	618	583	659	633
Research master's	262	293	384	313	281	369	353
Research master's weighted	262	293	384	313	281	369	353
Doctoral degrees conferred	87	82	110	124	100	123	129
Doctoral degrees weighted	261	246	330	372	300	369	387
Total research output	798	865	1 074	1 061	1 083	1 190	1 318
Postdoctoral fellows	9	17	18	34	38	48	69



The following table tracks the university's publications output between 2005 and 2010.



MAFIKENG CAMPUS						
FACULTY	2005	2006	2007	2008	2009	2010
Human and Social Sciences	2	4	2	5	2,33	8,40
Agriculture, Science and Technology	3,03	8,03	5,58	16,43	26,85	37,48
Commerce and Administration	1,66	1	0,5	2,2	1,63	1
Law	1	0	2	1,5	1	5
Education	0	0	0	1	0	0
Vice-Rector	0	0	0	0	0,5	0
Other (Academic Development Centre)	0	0	0	0	0	1
Total	7,69	13,03	10,08	26,13	32,31	52,88
POTCHEFSTROOM CAMPUS						
FACULTY	2005	2006	2007	2008	2009	2010
Other (campus rector)	0	0	0	1	0	0,75
Faculty of Arts	36,7	49,16	39	66,5	62,74	52,99
Natural Sciences	50,55	54,55	58,08	79,16	54,57	80,35
Theology	46,17	55,67	49	60,67	55,17	66,83
Educational Sciences	17,25	12,83	16,73	20,13	37,08	36,33
Economic and Management Sciences	21,42	35,86	23,67	42,44	28,83	42,63
Law	23,82	24,32	30,32	31,83	22,50	15,83
Engineering	16,45	15	10,67	13,67	8,65	9,5
Health Sciences	67,67	65,91	93,34	89,71	64,48	90,79
Total	280,03	313,3	320,81	405,11	334,02	396,04
VAAL TRIANGLE CAMPUS						
FACULTY	2005	2006	2007	2008	2009	2010
Other (campus rector)	0	0	0	0,5	0	0
Humanities	30,16	25,17	27,34	35,78	40,75	57,83
Economic Management and Information Sciences	0	0	0	3,5	5,87	4
Total	30,16	25,17	27,34	39,78	46,62	61,83
INSTITUTIONAL OFFICE	0,5	0	0	2,75	0,61	0
Total NWU Journal Articles	318,38	351,5	358,23	473,77	413,56	510,75
Books						
	2005	2006	2007	2008	2009	2010
Mafikeng	0	0	0,09	0,25	0,17	2,83
Potchefstroom	0,23	1,55	5,95	4,31	4,31	21,21
Vaal Triangle	0	0	0,09	0,26	0,08	0,41
Total NWU Books	0,23	1,55	6,13	4,82	4,56	24,45

CONFERENCE PROCEEDINGS	2005	2006	2007	2008	2009	2010
Mafikeng	0	0	0	3,67	3,67	3,09
Potchefstroom	7,58	7,8	10,91	30,38	29,79	32,97
Vaal Triangle	0	0	0,5	0	0,92	6,98
Total Conference Proceedings	7,58	7,8	11,41	34,05	34,38	43,04
Total Books/Conference Proceedings	7,81	9,35	17,54	38,87	38,94	67,49
Total NWU	326,19	360,85	375,77	512,64	452,5	578,24

□ Master's and PhDs

Since 2006, there has been a downward trend in the number of master's degrees awarded, with a similar decline in PhDs awarded over the past two years.

As postgraduate research degrees are an important element of research output, the NWU aims to reverse the declines by 2012. For the total number of master's and PhDs conferred, refer to the table on p71.

□ NRF ratings

The university started the academic year with 116 NRF-rated researchers and, in February 2010, submitted 26 rating applications to the NRF. Of the eight applications for new ratings, five were accepted. In the case of the 18 re-rating applications submitted, the NRF approved 17. In the meantime, three rated researchers left the NWU. Thus, at the end of December 2010, the NWU had 117 rated researchers. The table on the left gives details of rated researchers per category at each NWU campus as at 31 December 2010.

DEVELOPING RESEARCH CAPACITY

The NWU ranks among the top six universities in South Africa for total research output. To strengthen its standing in the long term, the university continues to invest in research capacity development, equipment and infrastructure.

Funding is being made available for the fast-tracking of staff to obtain their PhD degrees. Lecturers who were completing their PhDs during 2010 could free up their time for this by applying for funding to pay for lecturer replacement.

In addition, funding was made available for editing, printing and binding of doctoral theses. A total amount of R1,775 million was approved for this in 2010. The NWU again made significant investments in building infrastructure in 2010. A

NRF-rated researchers in 2010:

CAMPUS	CATEGORY	2009	2010
Mafikeng	C	1	2
	L	1	1
	Y	1	1
Total		3	4
Potchefstroom	A	2	2
	B	12	11
	C	70	70
	L	3	3
	P	1	1
	Y	20	20
Total		108	107
Vaal Triangle	Y	3	3
	C	2	3
Total		5	6
NWU total		116	117

total of R15,7 million was spent on new equipment to support the research programme, and R855 000 on research support staff. A further amount of R6,78 million was spent to replace outdated equipment.

In 2010, the NWU launched and approved a comprehensive programme to acknowledge research outputs at all levels. At a gala dinner, the achievements of various top-performing researchers were acknowledged:

- 14 researchers who had successfully registered patents;
- the recipients of the S2A3 and Absa bronze medals for the best master's degrees submitted on the various campuses;
- 23 researchers who achieved an NRF rating or re-rating;

- ❑ four staff members recognised for their creative outputs;
- ❑ three staff members and three research groups recognised for their inventiveness and innovation;
- ❑ two centres and five staff members acknowledged for their commitment to community engagement;
- ❑ five staff members for exceptional leadership and contributions to international organisations; and
- ❑ the most productive junior and senior researcher and the most productive research entity.

Other capacity-building initiatives during the year were:

- ❑ The roll-out of further modules of the national research information management system, InfoEd.
- ❑ An amount of R2,7 million was spent on top-up bursaries for master's and PhD students in the scarce skills.
- ❑ An amount of R9,3 million was paid out to researchers in the Institutional Research Excellence Awards (IREA) incentives scheme.
- ❑ Seed funding for new entities and various other capacity-building schemes amounted to R660 000.
- ❑ A number of training workshops were presented at the three campuses and the Institutional Office. They were attended by a total of 397 participants and the topics included publication, science communication and funding opportunities.

POSTDOCTORAL FELLOWS

The postdoctoral programme has shown excellent growth since 2006 when there were only 18 participants. By 2010,

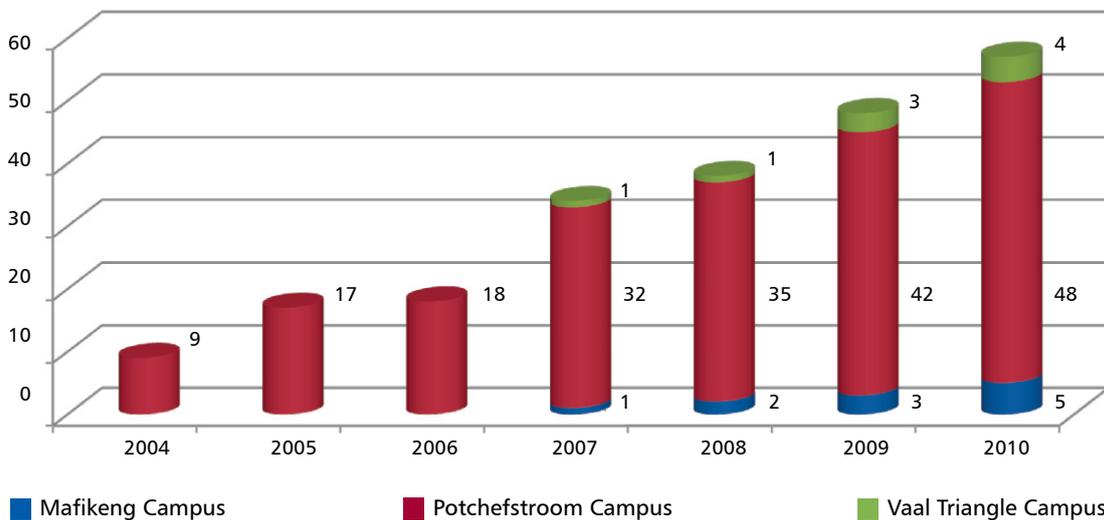
the number of postdoctoral fellows had risen to 57, reflecting the success of the improvements made to the programme since 2006. The table at the bottom of this page shows the number of postdoctoral fellows per campus for 2010. A total amount of R9 020 858,06 was spent on postdoctoral fellowships in 2010, compared to R882 326 when the programme was launched in 2004.

THE RESEARCH ENTITIES MODEL

There are four entity categories, starting with entry-level structures known as niche areas through to the top level, centres of excellence.

During the year, the Institutional Committee for Research and Innovation (ICRI) evaluated three proposals for the establishment of new research entities and approved two. The new focus area on the Vaal Triangle Campus is called Understanding and Processing Language in Complex Settings (UPSET), while the new niche area on the Mafikeng Campus is named Food Security and Safety in the North-West Province. The status of two entities was upgraded, with the Hypertension in Africa Research Team (HART) becoming a focus area and the Unit for Space Physics being upgraded to a centre of excellence.

The NWU ended the year with 22 research entities, consisting of two centres of excellence (CoE), nine research units, five focus areas and seven niche areas. They are listed in the table on the next page:



TITLE	LEVEL	CAMPUS
Centre of Excellence for Nutrition (CEN)	CoE	Potchefstroom
Centre for Space Research	CoE	Potchefstroom
Unit for Energy Systems	Unit	Potchefstroom
Unit for Reformed Theology and the Development of the South African Society	Unit	Potchefstroom
Unit for Business Mathematics and Informatics	Unit	Potchefstroom
Unit for Languages and Literature in the South African Context	Unit	Potchefstroom
Unit for Environmental Sciences and Management	Unit	Potchefstroom
Unit for Development in the South African Constitutional State	Unit	Potchefstroom
Africa Unit for Transdisciplinary Health Research (AUTHeR)	Unit	Potchefstroom
WorkWell: Research Unit for Economic and Development Sciences	Unit	Potchefstroom
Unit for Drug Research and Development	Unit	Potchefstroom
Chemical Resource Beneficiation	Focus Area	Potchefstroom
Social Transformation	Focus Area	Potchefstroom
Teaching-learning Organisations	Focus Area	Potchefstroom
Hypertension in Africa Research Team (HART)	Focus Area	Potchefstroom
Understanding and Processing Language in Complex Settings (UPSET)	Focus Area	Vaal Triangle Campus
Population and Health	Niche Area	Mafikeng
Food Security and Safety in the North West Province	Niche Area	Mafikeng
Socio-economic Impact of Tourism	Niche Area	Potchefstroom
Educational Technology for Effective Teaching, Learning and Facilitation	Niche Area	Potchefstroom
Physical Activity, Sport and Recreation (PhASRec)	Niche Area	Potchefstroom
Musical Arts in South Africa: Resources and Applications	Niche Area	Potchefstroom
Medicine Usage in South Africa (MUSA)	Niche Area	Potchefstroom

RESEARCH FUNDING

NRF funding

A significant increase in funding from the NRF was realised in 2010, as shown in the table below. The initial amount granted for 2010 was approximately 10% more than in 2009. However, the adjustments made during 2010 were approximately double the 2009 figure, which meant that

the final amount awarded in 2010 was about 30% more than the 2009 amount.

THRIP FUNDING

The funds earned for THRIP projects in 2010 are listed on the next page. It is important to note that all THRIP money received from the NRF presupposes a contribution from industry.

ITEM	AMOUNT	ADJUSTED	AWARD	RELEASED
2009	R20 640 899	R8 636 477	R29 273 760	R24 363 956
2010	R22 979 510	R16 707 198	R39 686 708	R33 800 388



FACULTY	RESEARCH ENTITY/CENTRE	2009: TOTAL	2010: THRIP	2010: INDUSTRY
Engineering	Energy systems	R 24 950 250	25 545 154	36 220 350
Natural sciences	Business Mathematics and Informatics	R 1 535 625	1 310 382	3 386 000
Total		R26 485 875	26 855 536	39 606 350

MANAGEMENT OF INTELLECTUAL PROPERTY (IP)

Intellectual property management is the responsibility of the Technology Transfer and Innovation Support Office (TT&IS), which focused on the following during 2010:

- ❑ Technology transfer support;
- ❑ Assisting with the protection of IP;
- ❑ Developing commercial models;
- ❑ Assisting with funding applications for projects and research chairs;
- ❑ Assisting with IP and commercialisation issues around THRIP, the Innovation Fund and other funding applications;
- ❑ Managing existing licensing agreements and renegotiating ineffective licensing agreements;
- ❑ Marketing technologies and building networks; and
- ❑ Establishing and mentoring spin-off companies.

Patent portfolio

Ever since the DST started to subsidise universities' patent prosecution costs, the NWU has received the maximum subsidy. This is due to the high-quality patent register which the legal office developed a number of years ago and the efforts in commercialisation by the TT&IS office. The subsidy exceeded the R1 million mark for patents registered in 2009.

The TT&IS office participated in the design and functionality of the new InfoEd database. This system will serve as the single database for patent information and relevant commercialisation agreements. The first two modules for technology transfer were finalised and approved at a joint workshop in Stellenbosch, and the process of mass populating the database has begun.

The table below outlines the status of the various components of the NWU's intellectual portfolio:



DISCLOSURES, FILINGS AND REGISTRATIONS:	2004	2005	2006	2007	2008	2009	2010
Disclosures	0	0	7	8	6	11	11
RSA provisional applications	3	4	6	3	4	5	8
RSA final granted	6	5	3	4	1	5	1
Total number of RSA-patented inventions	17	22	25	29	30	35	36
Number of co-owned patents included in RSA	0	0	0	0	0	0	4
First international granted patents	2	1	0	1	1	5	1
Total number of first international patented inventions	6	7	7	8	9	14	15
Number of countries in portfolio	0	0	0	47	47	47	47
Models registered (this year/total)	1/1	1/2	0/2	0/2	0/2	0/2	0/2
Plant breeders rights (this year/total)	0/4	0/4	0/4	0/3	0/3	0/3	0/3

* Note that one invention could be registered in many countries but is reported here as only one invention. The NWU has nine (9) USA-registered patents to date and eight (8) USA patents pending.

Patent support



YEAR RECEIVED	2004	2005	2006	2007	2008	2009	2010
Amount awarded to NWU	R717 226	R763 380	R674 202	R813 584	R770 743	R1 233 269	pending
Number of individuals	6	10	2	4	9	2	pending
Total awarded to individuals	R120 000	R202 000	R50 000	R85 000	R160 000	R40 000	pending

*The Innovation Fund of the DST supports the NWU by paying up to 50% of the cost of patenting and awarding incentives to individual inventors. Support was received for final RSA-granted filings in the previous year.

COMMERCIALISATION

Commercialisation refers to contract research, innovation agreements, services charged for and joint technology development projects.

North West Science Park (NWSP)

The North West Provincial Government approved the project as a priority project for the province.

Changes in the provincial cabinet led to an indefinite delay in the infrastructure part of the project.

The establishment of some of the 10 technology and economic development programmes of the science park is still progressing.

One programme, the North-West Living Laboratories, is already up and running from a temporary office in the city of Potchefstroom.

The business plan for a much bigger programme, a Regional Innovation Centre in the North West Province, is under consideration.

The remaining eight programmes are in various stages of development and will be completed once the science park project has been officially launched.

Agreements

The TT&IS office dealt with 39 contracts during 2010, which is eight more than the previous year. A new contract procedure was negotiated with the campus vice-rectors, empowering line management to take responsibility for managing their own contracts.

Commercialisation of patents

The TT&IS office was actively commercialising the following patents during the year:

- Ignition system
- Hardware random number generator
- Anti-halitosis tablets
- Electric fencing based on the Mosfet technology
- Ozone generator
- Pheroid-based vaccines

The TT&IS office assisted the inventors of seven new patents in proving the concepts before marketing will commence.

Marketing, networking and training

The university continued to exchange knowledge and ideas on innovation with other universities, industry forums and business partners.

The NWSP business model featured prominently in the NWU's networking activities in 2010.

Among others, the senior management of various private businesses were personally informed about the science park project.

An abstract of a paper on the topic has been accepted by the International Association of Science Parks for delivery in June 2011.

The TT&IS office has ensured that the staff stays abreast of legislative and regulatory developments in the innovation field.

During 2010, members of the team attended training and seminars on the new Intellectual Property Rights Act and the new Companies Act.

QUANTITATIVE COMMERCIALISATION OUTPUTS

Licensing, royalties and product sales



	2004	2005	2006	2007	2008	2009	2010
New licence agreements	7	3	2	0	1	1	0
Agreements terminated	1	1	1	1	0	0	0
Total active agreements	10	12	12	11	12	14	14
Total royalty income (excluding product sales)	R860 387	R1 153 931	R1 427 496	R1 363 754	R875 520	R1 593 006	R2 144 448
Royalties distributed to inventors	R160 852	R141 440	R173 070	R129 836	R66 418	R31 026	R66 548
Gross income from product sales based on own IP	R1 523 415	R2 228 050	R4 262 250	R2 843 634	R2 518 276	R1 026 251	R1 530 243

Spin-off companies (independent, associated and subsidiaries)



	2004	2005	2006	2007	2008	2009	2010
New spin-offs	1	1	3	1	1	1	0
Total technology spin-offs since 1999	9	10	13	14	15	16	16
Technology spin-off companies still active	9	9	11	11	12	13	13
New investments in companies (including spin-offs)	1	1	2	0	0	0	0
Number of exits/disinvestments	1	1	0	1	0	1	1
NWU subsidiaries and associated companies at end of year	5	5	7	6	6	5	4
Income derived from disinvestments	0	R250 000	0	0	0	Support	R76 000

COMMUNITY ENGAGEMENT

At the NWU, community engagement is defined as activities that the staff and students of the university undertake to uplift needy sectors of society or individuals. To ensure that community engagement at the NWU has real impact

and is sustainable, it is coordinated by the Community Engagement Office, located within the research and innovation portfolio. In 2010, despite the impact of the economic recession, the Community Engagement Office accelerated its drive to position the NWU as a partner of choice for communities, corporations and government agencies.



The Mafikeng Campus opened a new science centre that will benefit learners, students, the general public and educators of primary and high schools. The former Minister of Science and Technology, Ms Naledi Pandor officially opened the centre in 2010. Here Prof Jan Smit (right), Manager of the Science Centre on the Potchefstroom Campus, demonstrates one of the hands-on experiments to Prof Dan Kgwadi, the rector of the Mafikeng Campus (left) and Minister Pandor.

A strong theme for the year was the development of social entrepreneurs, along the lines of the social entrepreneurship programmes of the World Bank and eBio. As part of this, the NWU sponsored two bursaries for students doing their diplomas in management and business management. One of these students has formed a section 21 company called Mosaic SA (previously known as Hope Village Developments).

Mosaic provides foster families of orphans with proper housing, jobs and skills training. This project has been one of the most successful orphan care development projects to date with an annual turnover of R1 million in its first year. Another key focus was on developing strategic plans and policies to direct and inform the community engagement plans of the campuses.

Two high-level workshops were held to ensure a shared understanding and vocabulary in corporate social responsibility among top and middle managers at the NWU. It is especially important that they concentrate on sustainable development and on effective monitoring and impact reporting. Work also continued with the development of structures to engage with internal and external stakeholders. The NWU's Forum for Continuous Collaboration in Development (FCCD) took the lead by identifying the training needs of non-governmental organisations and community members so that training courses can be rolled out for them in 2011.

The Community Engagement Office is part of the broader process of developing appropriate benchmarks for university community engagement. This included participating in the South African Higher Education Community Engagement Forum (SAHECEF) and, internationally, the Talloires Network.

❑ **The NWU Social Development Trust**

The purpose of the NWU Social Development Trust (NWU STD) is to support sustainable development. To date, income of R900 000 has been paid into the Trust's account and another R350 000 has been raised for small projects. A number of corporate enterprises have been partners in projects on the three campuses, collectively contributing more than R2 million in funding over several years.

❑ **Promoting community-based research**

Many community engagement initiatives offer viable opportunities for research. Realising this, the NWU is integrating community-based research into the Research Entity Management Model. This has resulted in submissions made to the DST on sustainable development and the inclusion of community engagement activities in the research being conducted for the Provincial Department of Social Development. Other examples are the joint tender with Ages (Pty) Ltd for the Tlokwe Council regarding the regeneration of the Ikageng education project and the project underway in Mpumalanga with African Foundation (Pty) Ltd.

❑ **Community engagement incentive programme for staff**

The NWU has introduced an incentive system that recognises the contribution of staff to corporate social investment. The following centres, projects and individuals were recognised in 2010:

- The Centre for Community Law, Mafikeng Campus, for providing legal services to the community.
- The Centre for Animal Health Studies, Mafikeng Campus, for providing animal health services to the community.
- Dr Mbuthi Hlophe, Department of Chemistry, in the Faculty Agriculture, Science and Technology, Mafikeng Campus, for providing to the community of Madibogo with clean water.
- The Ikateleng project team, representing all three campuses, for providing supplementary training to school learners and teachers in the past 22 years. The team consisted of Prof Tinie Theron (who initiated the project in 1988), Prof Piet Prinsloo, Mr Chris Windell, Mr Darius Mhulatshi and Mr Edwin Nkosapantsi.
- Prof Leon Van Rensburg, Unit for Environmental Sciences and Management, for the Mononthsa project at Impala Platinum.
- Prof Japie Kroon, Faculty of Economic and Management Sciences, Potchefstroom Campus, for his support to the Students in Free Enterprise (SIFE) programme.
- Prof Annamarie Kruger, Director: Africa Unit for Transdisciplinary Health Research (AUTHeR), Potchefstroom Campus, for her involvement in the Farm Labour and General Health (FLAGH) project.

❑ **Community engagement partnerships**

Recognising that far more can be achieved through partnerships than any organisation can achieve on its own, the NWU has joined forces with like-minded partners on various community engagement initiatives.

An example is the Dr Kenneth Kaunda Resource Centre, which was established as a section 21 company in 2010 to roll out training, entrepreneurship and personal development services to the Dr Kenneth Kaunda District Municipality.

The stakeholders include Dr Kenneth Kaunda District Municipality, the Departments of Education, Social Welfare and Development, Tourism and Economic Development, Tlokwe City Council, Anglo Gold Ashanti, the Aids consortium and an NGO called the Dede'lingoma, Youth Resource Centre, Hospice, NWU Legal Aid Centre, SIFE and other NWU faculties.

Another partnership, this time aimed at stimulating enterprise development, was the one between the NWU and the North West Craft and Design Institute (NWCDI). In 2010, the NWU sponsored two prizes of R5 000 each for the overall



The Jonker brothers, lecturers in Engineering on the Potchefstroom Campus, took six models of their world-class glider, the JS1 Revelation, to the World Glider Championships in Hungary, where four of the JS1 gliders finished among the top 10. Here Mr Attie Jonker is seated inside the glider, with Mr Johan Bosman (left) and his brother, Mr Uys Jonker (right).

winner of the Platawards and the winner of the category craft and design.

The Community Engagement Office was the central point of contact for applications for National Lottery Distribution Trust Fund (NLDTF) sponsorships, and for monitoring projects sponsored by the NLDTF:

- The total amount allocated for arts and culture projects was R3 197 742.
- Funding for sports and recreation projects amounted to R4 410 622.

SOCIAL SUSTAINABILITY

The NWU believes that the expertise of the university should be implemented on all levels and integrated into all research, innovation and training activities. This approach supports the concept of sustainability as prescribed by the King III report.

Projects are currently being linked across disciplines to address all community needs, including the need to address environmental problems. These projects include training,

education, job creation ventures, infrastructure and capacity building.

A good example of this integrated approach in action is the Farm Labourers and General Health (FLAGH) project. FLAGH, which is based in Rysmierbult and Vyfhoek, has empowered approximately 60 rural women to grow vegetables, feed their families and form a sewing cooperative whose products are sold countrywide.

Going further, the NWU provided a kiln for glass, enabling members of the project to start recycling glass and learning to produce high-quality Venetian-style glass beads, which they will sell.

Other initiatives are the Mononthsa composting and rehabilitation project that was developed with Implats and Mosaic SA, which focuses on daycare, early childhood development, vegetable gardens and brick-making for housing.

Within the NWU, there is growing awareness of the importance of recycling and power saving initiatives. These will be expanded in 2011 and reporting processes refined after the completion of workshops on sustainability and skills development programmes. Several student-led initiatives for recycling are underway and these will be incorporated into a university-wide drive for sustainability.

CONCLUSION

The NWU remains on track to further strengthen its research and innovation capabilities, in line with its longer-term objective of developing into an institution where teaching-learning and research-innovation are balanced.

While the research focus on the Potchefstroom Campus was further strengthened, good progress was also made in developing research activities on the Mafikeng and Vaal Triangle Campuses.

The number of NRF-rated researchers and the total research output on all campuses have been growing steadily.

Most heartening is the perceived increase in dedication to research, innovation and community engagement among the staff of the NWU.



PROF F VAN NIEKERK
EXECUTIVE DIRECTOR: RESEARCH AND INNOVATION

REPORT OF THE EXECUTIVE DIRECTOR: FINANCE AND FACILITIES



PROF JOHAN ROST

“

THROUGH JUDICIOUS FINANCIAL PLANNING, MANAGEMENT AND REPORTING, THE FINANCE AND FACILITIES PORTFOLIO HAS HELPED TO ENSURE THAT CLEAN AUDIT REPORTS ARE THE NORM, THAT FINANCIAL PRACTICES ARE ETHICAL AND ACCOUNTABLE, AND THAT THE UNIVERSITY CONTINUES TO SAFEGUARD ITS REPUTATION AS A FINANCIALLY SUSTAINABLE INSTITUTION.

”

The role of the Finance and Facilities portfolio is to support the effective functioning of the NWU's core business by managing its finances and providing and maintaining the university's physical infrastructure and information technology systems.

FINANCE AND FACILITIES AT A GLANCE

Finance and Facilities consists of three divisions, namely Physical Infrastructure and Planning, Information Technology, and Finance. Their functions are as follows:

- ❑ Finance: Efficient and effective financial management which includes managing the cash flow and money market activities of the NWU.
- ❑ Physical Infrastructure and Planning: Manages all physical infrastructure, including macro maintenance programmes and the planning and construction of new buildings.
- ❑ Information Technology: Manages the university's technology systems, programmes and infrastructure.

FINANCE

The Finance Directorate has a strong focus on maximising income to ensure growth of assets in support of the core business. To achieve this, the directorate maintains an efficient and effective financial management and reporting system, high levels of financial planning and appropriate financial policies and procedures. Furthermore, the executive director also ensures that a risk assessment process is followed in order to include risk abatement strategies in the performance agreements of the institutional management.

Accurate, high-quality financial information is a prerequisite for good financial planning, management and risk management. To this end, the Finance Directorate provides a high-level financial advisory service to senior management, which includes analysing financial ratios and expenditure trends for advisory purposes.

Compliance-driven financial management was an important focus in 2010. At the same time, care was taken to create a balance between compliance and ease of use for clients and those responsible for financial administration at lower levels at the NWU. This balance ensures that effective financial discipline and control measures are applied throughout the organisation. It is this approach that has secured unqualified audit reports for the NWU since the merger in 2004.

❑ Centralised procurement and payment

For the purposes of control and efficiency, the NWU has a centralised procurement and payments department. In 2010, this department processed more than 103 000 invoices, over 61 000 payments and in excess of 52 000 orders.

Errors and queries regarding payments and procurement have been minimised through regular training interventions. A highly effective service delivery system was maintained for dealing with claims submissions and administration of the insurance portfolio.

Financial reporting and system management

The financial statements and reports were prepared in accordance with the International Financial Reporting Standards (IFRS) and Department of Higher Education and Training (DHET) prescriptions. The annual consolidated financial statements, as audited by PricewaterhouseCoopers, were again delivered timeously for approval by the Audit, Risk and Compliance Committee and the NWU Council in June 2011.

Quarterly management statements provided senior management with the necessary information for decision-making purposes. The directorate ensured proper management of the Oracle ERP system security matrix and again achieved a clean record for authorised access and transactions.

Various functions and reports of the Oracle ERP system were enhanced, ensuring optimal functioning of the financial reporting system. General ledger training, help and support were provided to all financial users.

Planning and budgeting

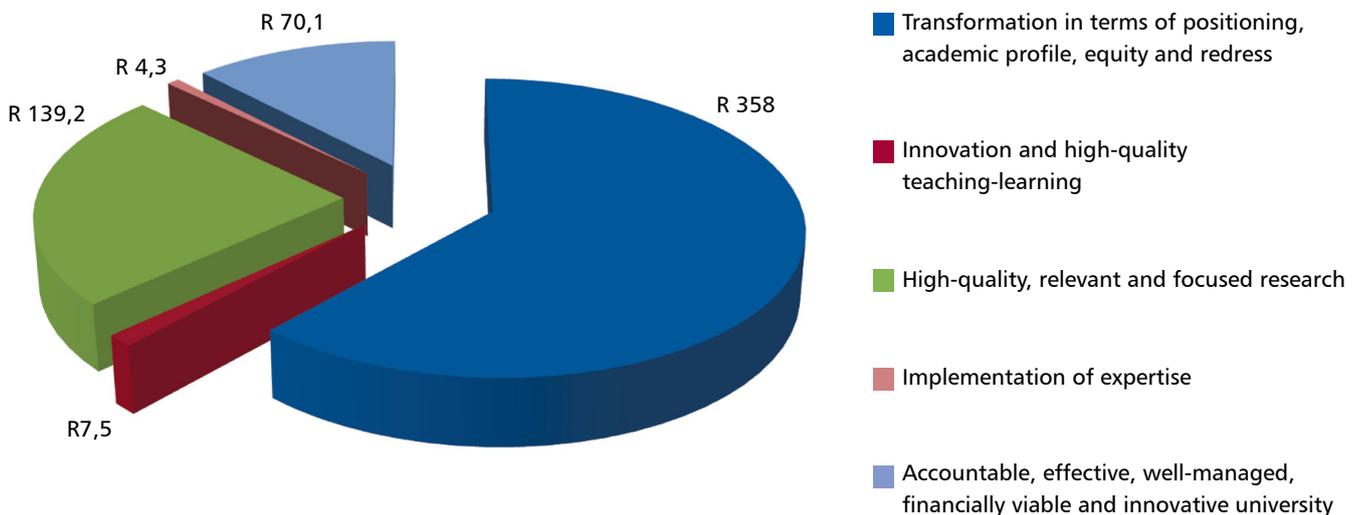
The Finance Directorate made sure that the financial plans in the Institutional Plan were implemented and monitored. The directorate also planned and managed an effective budget process to ensure a break-even, equitable and integrated 2011 budget. Different levels of management were involved in the preparation of the 2011 budget that Council approved in November 2010.

The graph at the bottom of this page explains the 2011 budget allocation for strategic imperatives.

Money market

The cash flow of the NWU is managed on a daily basis by the money market department, resulting in additional income being generated. As in previous years, the money market manager outperformed the benchmark portfolio determined by Absa consultants and actuaries, within the investment limits set by Council. The difference of 3,4% per annum between the actual yield and the benchmark yield can be fully attributed to selection decisions made by the money market manager. This performance resulted in a "profit" of approximately R18,7 million for the portfolio. Projects were also successfully driven to ensure that financial resources were increased for further investment in research activities of the university.

Strategic imperatives: budget 2011 (R million)



❑ Tax services

In 2010, tax services were established in the directorate to assist with advice on South African income tax, VAT and employees' tax compliance, as well as to ensure compliance with the relevant legislation.

The two tax experts perform VAT and PAYE audits and make recommendations on improving internal controls and tax handling.

In this way, financial risks facing the NWU are being reduced.

❑ Cachet Park shopping complex

The directorate successfully managed Cachet Park, the NWU's shopping complex, which is used by students, staff and members of the public.

In 2010, this complex delivered a net income of R4,8 million.

Its facilities include a supermarket, bookshop, medical centre, printing and copy shop, banking facilities, restaurants, a hairdresser, a pharmacy, a sports shop and a fitness centre.

❑ Internal audit

As an independent, objective assurance and consulting service, Internal Audit reports administratively to the Executive Director: Finance and Facilities and functionally to the chairperson of the Audit, Risk and Compliance Committee, with a direct line of communication to the vice-chancellor and the chairperson of Council.

In 2010, Internal Audit conducted special investigations into reported irregularities and presented two training sessions to staff members on fraud prevention. The department was responsible for year-end procedures in preparation for the annual external audit and follow-up audits. Wherever possible, the external auditors placed high levels of reliance on the internal audit reviews performed, resulting in a reduced external audit fee.

For the financial reports of the NWU, please refer to page 122.

PHYSICAL INFRASTRUCTURE AND PLANNING

❑ Capital expenditure on new and upgrading projects in 2010

This division was responsible for a capital expenditure programme totalling R228 million in 2010.

Of this, R121 million was funded from the DHET allocation and R107 million came from the university's resources. Approximately 45% of total capital expenditure for the year was disbursed to Broad-based Black Economic Empowerment (BBBEE) contractors.

The projects that were approved by Council in 2009, and commissioned or completed in 2010 are discussed below:

Mafikeng Campus

On the Mafikeng Campus, R58,2 million was spent on capital projects.

Included in the expenditure of these projects was the upgrading of automatic central emergency power system.

Some larger projects undertaken on this campus in 2010 were for teaching-learning and student and sports facilities, as shown in the following table.

PROJECT	AMOUNT	SOURCE OF FUNDING
Science education building for the science complex	R12m	DHET project
Lecture halls for the science complex (final completion early in 2011)	R6m	DHET project
Undergraduate student residences (216 beds)	R16m	DHET project
Postgraduate student residences (220 beds)	R19,1m	DHET project
Upgrading of Modiri Molema residence	R2,4m	NWU
New rugby field and cricket pitch	R1,7m	Lotto

Potchefstroom Campus

On this campus, capital projects for the year amounted to R33,7 million, including the NWU PUK Sports Village that hosted the Spanish national soccer team, winners of the 2010 Soccer World Cup.

The table below gives details of the larger projects regarding teaching-learning, sport and student facilities that were constructed or upgraded in 2010.

training were conducted to enable managers to include specific health and safety interventions in their performance agreements.

Looking ahead to 2011

In 2010, the NWU Council approved a number of building projects that will commence or continue in the coming academic year. Some of the projects approved will be funded from the remaining R91 million of the DHET allocation, and the rest through a combination of NWU and external funding.



PROJECT	AMOUNT	SOURCE OF FUNDING
NWU PUK Sports Village	R17m	NWU
Renewal of facilities for Health Sciences	R2,8m	DHET project
Renewal of spaces for Life Sciences	R3,5m	DHET project
Upgrading of Excelsior residence	R4,7m	NWU
Upgrading of Nellie Swart kitchen and dining hall	R1m	NWU
Hombre and Caput residences – renovation of roofs	R1m	NWU
Ferdinand Postma Library (based on the 10-year plan)	R1m	NWU
Economic Sciences (based on the 10-year plan)	R0,6m	NWU
Relocation of the ringball courts	R0,4m	NWU
Building for the School of Theology	R1,1m	NWU

Vaal Triangle Campus

On this campus, the total capital expenditure for 2010 came to R21,7 million. The amount of R15,9 million was spent on an academic building for the Teachers Technical Training Complex, a DHET project.

The remainder of the amount of R5,8 million was spent on the new student centre (R2,9 million) and postgraduate student residences (R2,9 million).

Smaller renovations and macro maintenance in 2010
Over and above the major capital projects undertaken, Physical Infrastructure and Planning oversaw a number of smaller projects and the general 10-year macro maintenance plan of the university. A total amount of R30,7 million was spent.

Occupational health and safety
With the support of the health and safety coordinators on all campuses, good progress was made in 2010 in creating a culture of understanding of occupational health and safety. Audits and

INFORMATION TECHNOLOGY

While taking care of the many day-to-day IT requirements of the university, Information Technology worked on a number of strategic and international initiatives.

Internationally, a major initiative was the NWU's participation in the Association of Commonwealth Universities' Benchmark in Edmonton, Canada.

In another important international project, the NWU expanded its relationship with the Kuali community. This is a community source consortium, consisting mainly of United States universities, which is developing an administrative software suite for its members.

Locally, there were three major IT projects with strategic value:
 An external audit was conducted by Holistic Human Resources to determine user satisfaction with IT services on all campuses.

- ❑ The IT team met the internet and communication needs of the Spanish national soccer team and accompanying media groups at the NWU PUK Sports Village in Potchefstroom.
- ❑ The NWU hosted a three-day conference of IT managers in the tertiary sector, with a number of guests from Australia.

Meanwhile, the Information Technology team handled an unprecedented number of development projects in 2010. This was in response to the ever-growing demand from the university community for new applications, new functionalities and extensions to existing applications.

Enhancing business efficiency

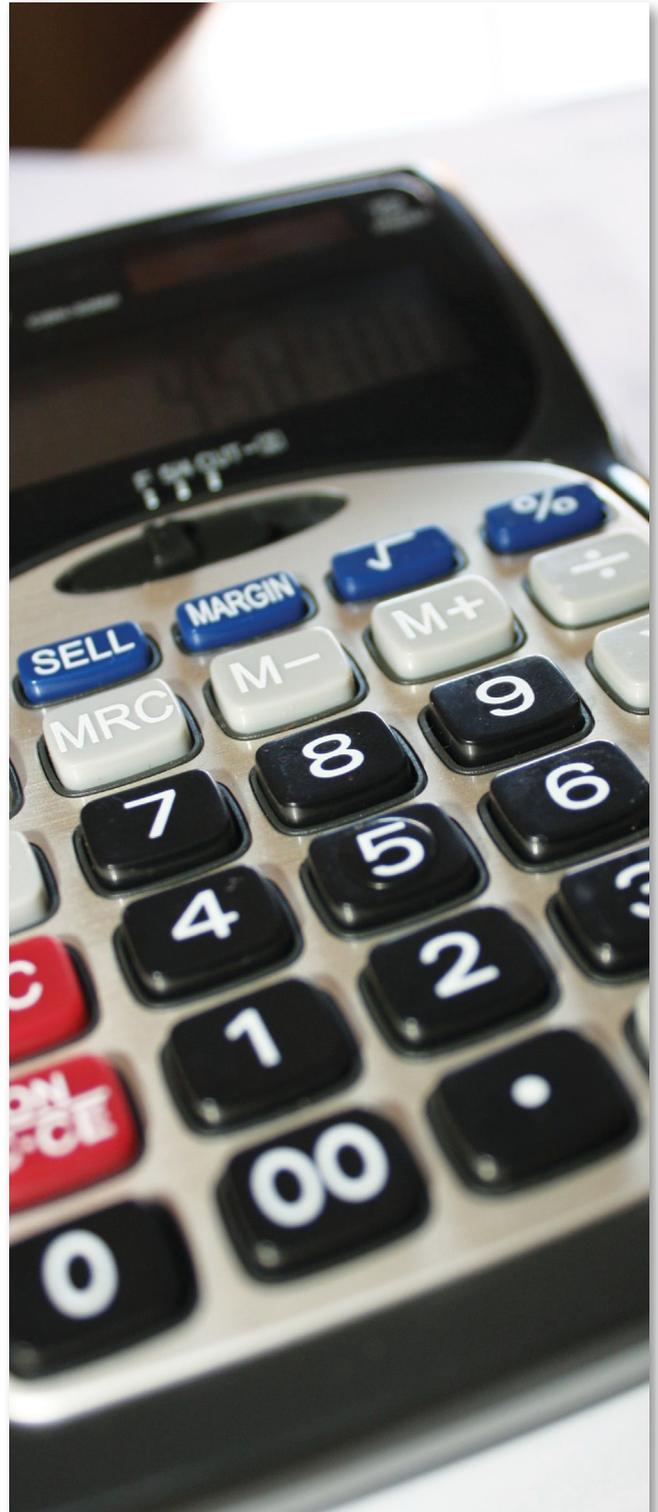
Wherever possible, Information Technology focuses on delivering IT solutions that enable the NWU to operate more efficiently and cost-effectively. The efficiency-related projects conducted in 2010 included the following:

- ❑ In November 2010, to enable extending budgeting and reporting capabilities, the NWU started implementing the IDU Budgeting Software, developed by IDU Software (Pty) Ltd. Designed and developed for non-financial managers, it provides for online budgeting, forecasting and reporting, replacing the current spreadsheet-based process.
- ❑ By implementing forefront technologies such as Drooms and Ajax, the Varsite Student System's web registration process was improved to such an extent that academic rules for registration can be applied in real time. This will enable students to register online and will prevent long queues and bottlenecks during registration time.
- ❑ The architecture of Share, the NWU's unique implementation of the Alfresco Enterprise Content Management (ECM) system, was simplified. This resulted in the cost of data storage being up to 30 times cheaper than it is currently.
- ❑ A new system has been introduced to manage the study guide production process. It is expected to save time and effort in distributing study guides to students.

Academic and student support

There has been strong growth in the number of students using the eFundi e-learning platform to access their study guides, find resources, write tests, read announcements, submit homework, etc. Trend analysis has shown that the platform is being used increasingly by students not on NWU premises.

There was also a significant growth in simultaneous logins for every month from 2009 to 2010. In the busy months of May



and October, approximately 2 300 students used the system at a specific time during the day. The maximum number of students using the system is approximately 20 500.

South African and international research grids

During November 2010, the NWU hosted a week-long training session to enable more higher education institutions to become part of the international research grid. The South African grid has existed as functional national infrastructure since July 2009 and the NWU was one of four universities initially to join the grid.

During the training session, the NWU was given the opportunity to present some of the bigger projects running at the FNB High Performance Institute of Sport, ranging from language research to engineering.

Service management improvements

A considerable amount of work was done in 2010 to improve the management of student computer rooms and to streamline overall IT incident reporting.

The NWU implemented a new management information system for computer laboratories. Called Veralab, it is able to supply real-time information about laboratory usage, computer availability, application usage and student bookings of computers.

To improve IT incident reporting, Information Technology began implementing the Remedy reporting and tracking system, which uses the internationally recognised IT Information Library (ITIL) framework.

Another project run in 2010 was the implementation of a new content development system for staff training material, resulting in a wide variety of training opportunities where users can pace themselves and receive some sort of accreditation for modules passed.

Enterprise architecture improvements

The following improvements were introduced during 2010:

- ❑ Implementation of a modern and standardised Intel/Linux system, leading to improved service levels and performance of the student system database that is hosted on the new platform.
- ❑ The addition of the first phase of the IT Profile Management System to the Services Oriented Architecture strategy. This

is seen as a milestone on the road to improved services, increased business agility, and infrastructure reliability.

- ❑ The completion of research and development work for the new NWU Wifi or Radio Network, the first part of which was implemented during December 2010.

New storage architecture

To address the recent growth in storage demand in the NWU's multi-campus environment, a Tier 2 storage option was implemented in 2010. This will reduce the cost of commodity storage by more than 99%.

The Vaal Triangle Campus's data centres were upgraded, the aim being to meet increased demand for data centre services and to comply with new regulatory requirements. A similar project is under way at one of the data centres in Potchefstroom.

During 2010, a large number of residence rooms were added to the network. On the Potchefstroom Campus, all student residence rooms are now cabled, while on the Mafikeng Campus, the number of networked rooms in on-campus residences has increased from 256 to 692. On the Vaal Triangle Campus, there are 168 network points at the Thutuka residence and 863 at the Faranani residence.

Future developments

The sound ICT infrastructure, product portfolio and services that are currently in production will enable the NWU to extend and build additional functionality, while at the same time increase usability of what is available. Key strategies and projects in this regard are:

- ❑ The gradual extension of the Wifi network, based on the different priorities on campuses. The existing network will not be replaced but extended to mobile users.
- ❑ Ongoing participation in the Quali development. The NWU has entered into a three-year Quali development collaboration project with partners in the United States. This international exposure will help secure the long-term sustainability and international competitiveness of the university's business systems.
- ❑ Development of a new Space Management System, which is nearing completion and is due for implementation in 2011.
- ❑ More effective authorisation and provisioning of IT services through the Identity Management System renewal project.
- ❑ Better end-user productivity through software upgrade projects for 2011.



CONCLUSION

The Finance and Facilities portfolio is proud of its contribution to ensure that the NWU is an accountable, effective and financially viable university. For the past seven years, the portfolio has managed the institution's investments in new or improved physical infrastructure and information technology systems, enabling the NWU to conduct its core business in well-established facilities.

Similarly, through judicious financial planning, management and reporting, the portfolio has helped to ensure that clean au-

dit reports are the norm, that financial practices are ethical and accountable, and that the university continues to safeguard its reputation as a financially sustainable institution.

PROF IJ ROST
EXECUTIVE DIRECTOR: FINANCE AND FACILITIES



CAMPUS OVERVIEW

- 92** MAFIKENG CAMPUS OVERVIEW
- 100** POTCHEFSTROOM CAMPUS OVERVIEW
- 112** VAAL TRIANGLE CAMPUS OVERVIEW

“REMEMBER, YOU ARE ONLY AS STRONG AS THE
WEAKEST LINK IN YOUR CHAIN AND ONLY AS
GOOD AS OTHER PEOPLE SAY YOU ARE.”

□ PROF HERMAN VAN SCHALKWYK, Campus Rector: Potchefstroom



MAFIKENG CAMPUS OVERVIEW



PROF DAN KGWADI

“ WITH VARIOUS AREAS OF EXPERTISE IN TEACHING-LEARNING AND RESEARCH, BACKED BY A STRONG TRACK RECORD IN COMMUNITY ENGAGEMENT AND COMMERCIAL IMPLEMENTATION OF EXPERTISE, THE CAMPUS WILL CONTINUE TO BE A KEY SKILLS DEVELOPMENT PARTNER FOR THE REGION AND FURTHER AFIELD. ”

2010 was a year of progress for the Mafikeng Campus, with exciting academic activities and a vibrant student life. The successful recruitment of senior academics and an improvement in staff qualifications contributed towards a remarkable quality assurance process of the campus programmes. Staff with master’s qualifications reached 50% and those with PhDs increased to 34% in 2010, and there was a significant increase in NRF-rated researchers.

The campus values equity and diversity as displayed by the composition of its staff and students, which includes a conspicuous international student presence.

The dynamic student life was embodied by the successes achieved at University Sports South Africa (USSA) tournaments and the campus’s leadership in various sporting codes.



PROF MOGEGE MOSIMEGE
Vice-Rector: Academic,
Teaching-Learning and Research



PROF SEVID MASHEGO
Vice-Rector:
Quality and Planning



MR ROBERT KETTLES
Campus Registrar



MR KOOS DEGENAAR
Director: Marketing
and Communication



MR ETIENNE MOSTERT
Director: Finance



MR LESTER MPOLOKENG
Executive Manager:
Office of the Rector



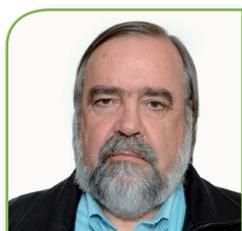
MR JOSEPH SATHEKGE
Manager: Student Affairs



PROF PETRUS BOTHA
Dean: Faculty of Human
and Social Sciences



PROF MELVIN MBAO
Dean: Faculty of Law



PROF DAWID GERICKE
Dean: Faculty of Education



PROF SONIA SWANEPOEL
Dean: Faculty of Commerce
and Administration



PROF MASHUDU MASELESELE
Dean: Faculty of Agriculture,
Science and Technology

CAMPUS HIGHLIGHTS

- ❑ The Faculty of Agriculture, Science and Technology (FAST) hosted two visiting academics from Johns Hopkins University in the United States. They are experts in community and women's health and gender-based violence.
- ❑ Law students continue to excel in various Moot Court and Trial Advocacy Competitions. The team of Ms Tharisai Mugunyani and Mr Daniel Masvosvere which was led by Advocate Kesolofetse Lefenya, came 10th out of over 70 law faculties participating in the All Africa Human Rights Moot Court Competition held in Cotonou, Benin, October 2010. Mr Masvosvere was ranked seventh on the list of best oralists/advocates from all English-speaking oralists. The overall percentage for the campus was 73,78%.
- ❑ Research output for the campus doubled in 2010 and all five faculties appointed a research professor.
- ❑ The establishment of the Food Safety and Security Niche Area is intended to alleviate poverty and hunger, with special emphasis on indigenous foods and farming activities. It is the second research niche area for the campus.
- ❑ The Centre for Applied Radiation, Science and Technology (CARST) hosted a visiting professor of Nuclear Physics from the University of Ghana.
- ❑ The Department of Nursing hosted a scholar from North Carolina, United States. The visit by an expert in Indigenous Knowledge Systems in Nursing was funded by the Medical Research Council (MRC).
- ❑ Three staff members from the campus's Nursing Department, namely Ms Annah Mahlasela Rakhudu, Ms Kathleen Khomotso Dirreko and Ms Margaret Masilo, visited Johns Hopkins University from the end of July to December 2010 on a sandwich programme as part of their doctoral studies. The project was funded by Atlantic Philanthropies, a United States-based foundation committed to the improvement of the lives of people.
- ❑ Seven staff members from the Nursing Department and three from the Provincial Department of Health attended the Summer Institute on Problem-Based Learning at McMaster University in Canada. This is part of the campus's cooperation agreement with the McMaster University.



STUDENT ENROLMENT 2010

Undergraduate	7 260
Occasional students	10
Honours	481
Postgraduate diplomas and certificates	158
Master's	533
PhDs	112
Total	8 554



DIPLOMAS AND DEGREES CONFERRED IN 2010

Certificates and diplomas	868
Bachelor degrees	1 017
Honours degrees	256
Master's degrees (including MBA)	104
PhDs	10
Total	2 255

TEACHING-LEARNING ACTIVITIES

Evidence of the strides being taken towards teaching excellence can be seen in the strong increase in the number of Mafikeng Campus academics winning Institutional Teaching Excellence Awards (ITEA). In the previous year, only three academics were ITEA winners.

In 2010, eight academics received awards – a decisive improvement. The campus extends congratulations to the eight winners, namely Prof Jacobus Nicolaas Cronje, Ms Kelebogile Revelation Felicity Mokgele, Dr Tebogo Edith Mabille, Mr David Kawadza, Dr Eva Manyedi, Prof Pieter Malan, Advocate Koboro Jeffrey Selala and Mr Ramokgadi Walter Nkhumise.

More good news for the quality of teaching-learning on the campus was the announcement that five lecturers had won Inspirational Teaching Awards of R50 000 each, sponsored by Rapport. They were Dr Nomomde Phetlho-Thekiso, Dr Ozinzel



COMPOSITION OF UNDERGRADUATE STUDENTS IN 2010

First years	Contact	2 006
	Distance	125
Seniors	Contact	5 036
	Distance	1 387

Graduation ceremonies were held on 22 to 24 April and on 8 and 9 October 2010. A total of 2 255 certificates, diplomas and degrees were conferred in 2010.



GRADUATES PER FACULTY IN 2010

Faculty of Agriculture, Science and Technology	379
Faculty of Commerce and Administration	514
Faculty of Education Sciences	874
Faculty of Human and Social Sciences	385
Faculty of Law	103
Total	2 255

Ruzvidzo, Ms Myrtle Erasmus, Ms Janet Hanna and Dr Freddy Khunou.

Furthermore, five runners up won R10 000 each and a certificate from the rector's office, namely Dr Johannah Seduku, Dr Ashmore Mawire, Ms Myrtle Erasmus, Ms Janet Hanna and Advocate Koboro Selala.

Paving the way for continued improvements in teaching-learning capacity, the Academic Development Centre (ADC) and external service providers conducted workshops for academic staff. Internal workshops were conducted on study guide writing, ITEA, Institutional Course for New Lecturers (ICNL), alternative university teaching methods, and research and publication. The external workshops focused on assessment, moderation and design assessment.

Other teaching-learning highlights of the year included:

- 274 Supplemental Instruction (SI) facilitators were trained.
- 326 modules were included in the eFundi database.

- The School of Agriculture geared up to start new programmes in 2011 after the Institutional Committee for Academic Standards (ICAS) processes were approved.

RESEARCH ACTIVITIES

NRF ratings are a key indicator of research progress. The Mafikeng Campus is pleased to report that the number of NRF ratings increased from three in the previous year to five in 2010. Prof Chaudy Masood Khaliq of the Mathematics Department in the Faculty of Agriculture, Science and Technology (FAST) received a C2 rating and Prof Eno Effiong Ebenso of Chemistry in the same faculty was rated C1.

The researchers with existing NRF ratings are Prof Simeon Materechera of FAST, Prof Haripersad Sewlall of the Faculty of Human and Social Sciences and Prof Oladejo Justus Olowu of the Faculty of Law.

As in the previous academic year, a concerted effort was made to enhance the campus's research capacity through research days and workshops. Here are some of the highlights of these activities in 2010:

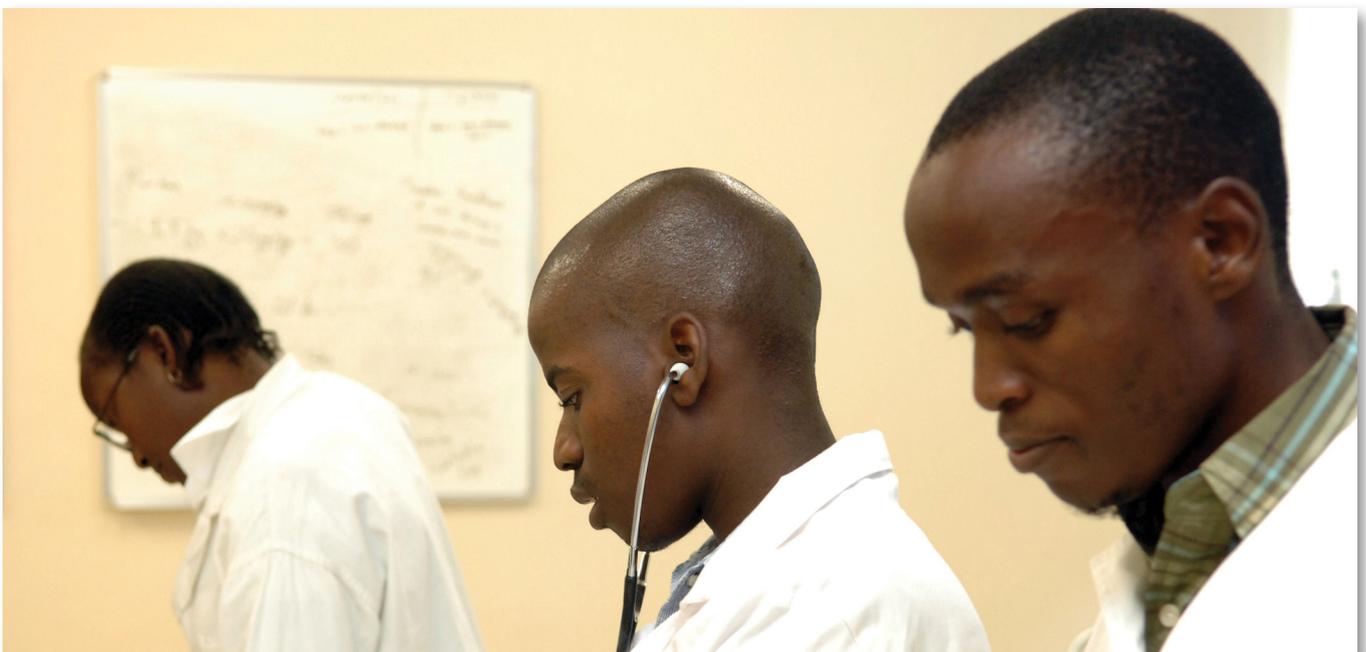
- A research day was held at FAST, where 48 papers were presented and 21 accepted for publication. The four best student presenters received prizes.

- The School of Environmental and Health Sciences held research methodology workshops for postgraduate students and a research day for third-year Biology students. Representatives of the Black Lawyers Association conducted a series of workshops on trial advocacy for the Faculty of Law. These workshops exposed the participants to the techniques of litigation, including the art of cross-examination in the superior courts.
- The Academic Development Centre book publication was launched on 30 September 2010 during a research and publication workshop. The title is *Fundamentals of Scientific Research and Publishing*, co-edited by Dr Mamolahluwa Amelia Mokoena and Dr Livingstone Makondo.

IMPLEMENTATION OF EXPERTISE

At the Mafikeng Campus, as on the other NWU campuses, implementation of expertise has two elements, one being community service and the other being the commercialisation of expertise. In 2010, this campus achieved success for both components.

In the case of community engagement, primary themes were food security, legal services for indigent people, animal health, and training in African languages. The following is a brief summary of the main community engagement activities per faculty in 2010:



School of Agricultural Sciences in the Faculty of Agriculture, Science and Technology:

- ❑ The Dale Beighle Centre for Animal Health Studies received an award for community outreach from the NWU Institutional Office for its work in assisting communities with production and companion animal health.
- ❑ Family gardens were established in Molelwane to grow spinach and other green leafy vegetable seedlings.
- ❑ An outreach programme was started to supply one-month-old African chickens to poor communities around Mafikeng. The first batch was made available to some families in Lonely Park. The families were monitored and advised about breeding techniques.
- ❑ Dr Mbhuti Hlophe of Chemistry received an award for providing the community of Madibogo with clean water.

Faculty of Human and Social Sciences:

- ❑ The Social Work sub-school was involved in different community projects, such as Letsha la Eleroi HIV/Aids Support Group, DEAF South Africa and the North West Welfare Forum. Third-year and fourth-year students also participated in community projects for their experiential training.
- ❑ Dr Mercutio Motshedi was appointed by the National Minister of Social Development to serve on the South African Council for Social Service Professions. He also serves on the North West Provincial Health Council.
- ❑ Ms Mokgadi Molohe is the Chairperson of the North West Network against Women Abuse and also participates in the A re Ageng Committee.
- ❑ The Development sub-school held a symposium on the New Sexual Offences Act of 2007 in partnership with the North West Network against Women Abuse and the North West Prosecuting Authority.
- ❑ Setswana classes were taught to various groups, including doctors of the Mafikeng Provincial Hospital and grade 12 learners at various high schools. Ms Eileen Elizabeth Poe, Mr Mogami Philemon Rakgokong and Ms Theriso Tsambo were appointed as members of the Setswana National Language Body of PanSALB. Ms Tsambo was also appointed as commissioner for Setswana as a Vehicular Cross-border language in the Academy of African Languages (ACALAN), an initiative by the Union of African States.
- ❑ Prof Recias Malope drew up a memorandum of understanding with the Department of African Languages at the University of Botswana, making provision for the sharing of expertise.
- ❑ The Communication sub-school advised a local radio station on its corporate identity and management structure



and negotiated internships with organisations such as the National Electronic Media Institute of South Africa.

Community Law Centre, Faculty of Law:

- A total of 29 community law workshops were conducted.
- Mr Tumelo Phetoe co-presented a policing and human rights capacity-building workshop for 700 South African Police Service members, a domestic violence capacity-building workshop for 18 members of the Aganang community and a domestic violence community awareness workshop for 56 teachers.
- Simon Rasikhalela conducted workshops and training in conjunction with the Potchefstroom Campus at all the Paralegal Advice Offices (PAOs) serviced by Potchefstroom and this campus during November 2010.

Two other important community engagement projects were run in collaboration with a South Korean university.

In the first, the Mafikeng Campus and Hanseo University provided a mentorship programme for the learners at Lokaleng schools, and 22 learners were given financial support for their schooling. In the second project, Hanseo University and the campus planted 200 orange trees for Lokaleng households and constructed a greenhouse for vegetable gardens.

Apart from non-profit community engagement projects, the campus was awarded commercially based contracts, often by competitive bid. Specifically, the Directorate of Research of the North West Provincial Government awarded competitive research projects to Prof Melvin Mbaob, Prof Philip Francis Iya and Mr Phazha Jimmy Ngandwe of the Faculty of Law.

STUDENT AFFAIRS

□ Sport activities and achievements

The Soccer Institute won the 2010 University Sports South Africa (USSA) Football Championship for the second year running. This is the first time that an institution has won the tournament consecutively.

Seven players were selected for the USSA National Team. Five players represented USSA at the SAB u-21 SAFA National Tournament and eight players represented USSA at the Confederation of University and College Sport Associations Games in Botswana. Other USSA achievements were the three gold and two silver medals the campus won for

aerobics, along with one gold and two silver medals for boxing, a bronze medal for bodybuilding and two silver and five bronze medals for karate.

At national level, 11 students were selected for USSA or South African squads in basketball, badminton, boxing, table tennis, softball and wheelchair tennis.

□ Cultural activities and achievements

Being a diverse university, art and culture plays a vital role in the life of the campus. During 2010, the campus again presented annual festivals and fairs such as the Campus Outdoor Art Exhibition and Craft Fair, the Fresh Talent Show for first-year students and the Fresh Cultural Show.

□ Student Representative Council activities

The Campus Student Representative Council (CSRC) through the coordinating office organised an inter-faculty public student debate between Human and Social Sciences (HSS) and Law students.

With the permission of the CSRC, the South African Students Congress (SASCO), held a "graduate alive" event at the student centre. The aim was to encourage students to finish their degrees timeously and free from HIV/Aids infection.

The 2010/11 CSRC was inaugurated on 10 September 2010, and an induction workshop was held for the members and all the academic and non-academic substructures.

□ Student wellness and counselling

The campus has put in place a comprehensive array of support systems and structures to cater for students' well-being and to assist them in making wise study and career choices. The Career Centre assisted students with various issues such as compiling a CV, being interviewed and job hunting.

In 2010, this support included a workshop to help first-year students to adjust to campus life and the training of peer helpers to assist their fellow students. Two peer helpers were based at each residence and were debriefed every month by student counsellors. The Disability Unit registered 21 students with various disabilities. Faculties and units worked closely with the disability coordinator, who gave presentations to fourth-year Social Work students on the issue of disability. At the campus clinic, both professional nurses acquired dispensing licences and the medicines supply was

reinstated by the Mafikeng Provincial Hospital after more than two years. The clinic had a busy programme of health care awareness campaigns, immunisation and psychosocial support. In August an outbreak of boomerang flu was treated with a 100% success rate. Approximately 70 people were immunised against H1N1 (swine flu).

The clinic nurses carried out voluntary HIV/Aids counselling and testing and various events were held to raise awareness and empower students to protect themselves from infection.

ACHIEVEMENTS IN TERMS OF CAMPUS PLAN OBJECTIVES

International collaboration was an important strategic objective for the campus, which signed a memorandum of understanding with Delaware State University of the United States and had an exchange programme with Hanseo University in South Korea.

The Dean of FAST visited institutions in Ghana, the United States and Italy with a view to establishing collaborative arrangements.

The campus also pursued opportunities for national collaboration. In particular, FAST collaborated with the Medical Research Council and the CSIR on the use of nano-filtration in producing clean water for rural communities.

At provincial level, collaborative initiatives included:

- ❑ The Mpumalanga Department of Agriculture, Rural Development and Land Administration fully funding 22 first-time students enrolling for BSc Animal Health degrees.
- ❑ A further 10 students being fully funded by the Department of Agriculture in Limpopo for BSc Animal Health degrees.
- ❑ The North West Provincial Department of Agriculture sending 40 extension officers for training in BSc Agriculture (Animal Science, Crop Science and Agricultural Economics).

OTHER ACHIEVEMENTS

- ❑ The campus made 25 applications for short courses to ICAS in 2010.
- ❑ Two external programme evaluations (EPEs) were conducted for Chemistry and Mathematics.
- ❑ Five post EPE mid-cycle visits were conducted for Transport Economics, Nursing Science, Tourism, Animal Science and Development Studies.

- ❑ A peer review was conducted for the Admissions Office.
- ❑ Programmes in Agricultural Sciences underwent re-curriculum.
- ❑ A total of 446 international students from 19 countries were registered at the Mafikeng Campus in 2010.
- ❑ During the summer and spring graduation ceremonies in April and October, 2 008 students graduated. These included 13 PhDs, eight of which were awarded in April, which was a campus record. An honorary doctoral degree was also awarded to Prof Recias Malope, from the Faculty of Human and Social Sciences.
- ❑ The Campus Golf Day was revived and 80 players entered. The money raised went to the rector's Meal a Day project to assist needy students.
- ❑ During May and July 2010, two gala dinners for alumni were hosted in Pretoria and Nelspruit; a total of 300 people attended.
- ❑ The highlight of the year was the campus's 30th anniversary. This was celebrated through activities such as a fun run, a float procession through town, sport and cultural activities. The two main activities were the prestige lecture by Dr Kgosi Lucas Mangope and the alumni homecoming dinner. Approximately 800 people attended these events.

DEVELOPMENTS ON CAMPUS

- ❑ Three academic staff members were promoted: Prof Mashudu Maselesele to full professor, Dr Eva Manyedi to senior lecturer and Mr Fritz Kgotle to senior lecturer.
- ❑ Four staff members graduated in 2010 with PhDs: Dr Ramokoni Eunice Gopane (Biology), Dr Rene Phetlhu (Nursing), Dr Cornelia Kedidimotse Lebopa (Animal Science) and Dr Ben Muatjetjeja (Mathematics).
- ❑ The campus rector, Prof Dan Kgwadi, was awarded an honorary doctorate in Management by the Hanseo University President, Dr Ham Kee-Sun in South Korea.
- ❑ The following infrastructural projects/developments were completed:
 - The conversion of the old cafeteria into a Science Centre, which was officially opened by the Minister of Science and Technology, Ms Naledi Pandor.
 - Emergency power supply house with three large generators and the campus-wide network.
 - Offices and relocation of the rest of the School of Agriculture staff from Molelwane Farm to the Animal Health Centre on the campus.



- The parking area at the Animal Health Centre and the road linking the centre and the science building.
- Upgrading of the science building (paid for from merger funds).
- Upgrading of the Modiri Molema student residence.
- A new undergraduate residence (220 beds).
- Audiovisual equipment installed in the large central lecture halls.
- The conversion of laundries into bedrooms in residences, creating 88 additional rooms in total, and the building of new, fully-equipped laundries.

CONCLUSION

The campus has an excellent record in helping to fulfil aspirations and reaching out to students from disadvantaged backgrounds. Through the expertise of its staff at centres such as the Ipelegeng Family Centre, Community Law Centre, Science Centre, Soccer Institute and the Indigenous Knowledge Centre, the campus has built sound collaborative relations with local, national and international communities.

The current focus is on moderate growth of undergraduate programmes and broadening access in science and technology. Amongst its programmes, the campus offers the following unique programmes:

- Animal Health
- Applied Radiation, Science and Technology
- Indigenous Knowledge Systems
- Transport Economics
- Sports Science

The approved research niche areas for the campus are:

- Population and Health
- Food Security

With these areas of expertise in teaching-learning and research, backed by a strong track record in community engagement and commercial implementation of expertise, the campus will continue to be a key skills development partner for the region and further afield.

PROF DAN KGWADI
CAMPUS RECTOR: MAFIKENG

POTCHEFSTROOM CAMPUS OVERVIEW



PROF HERMAN VAN SCHALKWYK



IN MANY RESPECTS, 2010 WAS A YEAR OF NEW BEGINNINGS. THE CATALYST WAS THE DECISION OF THE CAMPUS, AS SUPPORTED AND UNDERSCORED BY THE CAMPUS SENATE, TO REPOSITION ITSELF AS A RESEARCH-DIRECTED ENTITY.



The year 2010 will go down in history as the year that South Africa successfully hosted the Soccer World Cup. What made this even more exciting for the NWU was that the Potchefstroom Campus hosted the World Cup-winning Spanish team. They partly attributed their success to the fact that their base camp was in Potchefstroom, and this generated renewed interest, locally and internationally, in the sports facilities of the campus.

In 2010 a new campus rector was appointed, namely Prof Herman van Schalkwyk, formerly dean of Natural and Agricultural Sciences of the University of the Free State. This led to an evaluation of the activities and role of the Campus within the NWU, the province and the country.

The decision was made to reposition the campus more overtly as a research-directed campus where teaching-learning and research are mutually reinforcing. This positioning reflects the campus's readiness to address national needs in its research and to contribute to the country's development.

Consequently, the campus began planning and operationalising the re-engineering of its objectives, operations and activities and specific targets were set for 2011 to 2013.



STUDENT ENROLMENTS 2010

Undergraduate	29 771
Occasional students	123
Honours	8 317
Postgraduate diplomas and certificates	1 253
Master's	1 845
PhDs	656
Total	41 965



COMPOSITION OF UNDERGRADUATE STUDENTS IN 2010

First years	Contact	3 565
	Distance	321
Seniors	Contact	14 302
	Distance	23 777



PROF MARIËTTE LOWES
Vice-Rector:
Teaching-Learning



PROF AMANDA LOURENS
Vice-Rector:
Research and Planning



PROF JAN SWANEPOEL
Dean: Faculty of Arts



PROF KOBUS PIENAAR
Dean: Faculty of Natural Sciences



**PROF FIKA JANSE
VAN RENSBURG**
Dean: Faculty of Theology



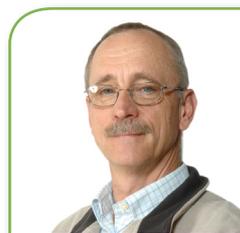
PROF BARRY RICHTER
Acting Dean: Faculty of
Education Sciences



PROF ELSABÉ LOOTS
Dean: Faculty of Economic
and Management Sciences



PROF FRANCOIS VENTER
Dean: Faculty of Law



PROF JOHAN FICK
Dean: Faculty of Engineering



PROF MARLENE VILJOEN
Dean: Faculty of Health Sciences



MR THEO CLOETE
Director: Marketing and
Communication



**MR BOBO VAN
DER WESTHUIZEN**
Chief Director:
Finance and Facilities



PROF HENDRÉ REYNEKE
Dean of Students



MS DOROTHY AUGUST
Campus Registrar





DIPLOMAS AND DEGREES CONFERRED IN 2010

Certificates and diplomas	6 389
Bachelor degrees	2 674
Honours degrees	1 932
Master's degrees (including MBA)	482
PhDs	107
Total	11 584



GRADUATES PER FACULTY IN 2010

Faculty of Arts	266
Faculty of Natural Sciences	469
Faculty of Theology	154
Faculty of Education Sciences	7 453
Faculty of Law	263
Faculty of Economic and Management Sciences	1 431
Faculty of Engineering	271
Faculty of Health Sciences	1 277
Total	11 584

More than 11 000 certificates, diplomas and degrees were conferred at 45 graduation ceremonies, which took place at the following venues and dates:



CITY/TOWN	DATE
Potchefstroom	1-17 March
	12-14 May
	23 July
	16, 22 and 23 September
	29-30 November
	3 December

EXTERNAL CEREMONIES

Upington	25 February
Cedar College	27 March
Polokwane	26 July and 6 December
Durban	28 July and 8 December
East London	30 July and 10 December
London, United Kingdom	2 October
Ongwediwa, Namibia	16 November
Windhoek, Namibia	18 November
George	1 December
Witrivier	7 December



CAMPUS HIGHLIGHTS

- ❑ During the autumn graduation ceremony in May, an honorary doctorate was awarded to Prof Koos van Rooy for his work as a Bible translator in South Africa, his innovative way of thinking as a theologian and his contribution to Missiology.
- ❑ The national Department of Science and Technology (DST) chose Prof Alta Schutte as the winner of the Women in Science Award (WISA) in the category for young women who distinguish themselves in life sciences.
- ❑ The Conservatory, home of the School of Music, commemorated half a century. Exactly 50 years ago, the former PU for CHE became the first university in the country to have its own conservatory.
- ❑ The only successful application for European Union funding for a new research study on sustainable nutrition in Africa was from the Africa Unit for Transdisciplinary Health Research (AUTHeR) and the Centre of Excellence for Nutrition (CEN).
- ❑ The Academy for Science and Arts honoured three academics on the Potchefstroom Campus for their research. They were Prof Bennie van der Walt (School of Philosophy), Prof Paul Styger (School of Economics) and Prof Jaap Helberg (Theology).
- ❑ The campus opened the dti Centre of Excellence in Advanced Manufacturing laboratory, which will support manufacturers in improving their competitiveness locally and internationally. The Centre specialises in extrusion, a processing technique that can be used in the food, feed, plastic and spray paint industries.
- ❑ The doctoral thesis of Dr Pieter Fick, a postgraduate student of the Faculty of Engineering, was announced as one of the three best in the world during an international engineering competition of the American Society of Engineering Managers (ASEM).
- ❑ The Centre for Text Technology (CTeX[™]), in collaboration with several linguistic partners, completed spelling checkers for nine South African languages, to be used in Microsoft® Office programmes such as Microsoft Word®.
- ❑ The NWU appointed two actuaries, Mr Robert Maxwell and Ms Janette Larney, to the academic staff of the Centre for Business Mathematics and Informatics (BMI). This is the first time that actuaries are part of the academic staff.
- ❑ The Jonker brothers, Attie and Uys, lecturers in Engineering, took six models of their world-class glider, the JS1 Revelation, to the World Glider Championships in Hungary. Competing against a fleet of 47 other gliders, four of the JS1 gliders finished among the top 10.
- ❑ Dr Jonathan Taylor, curator of the South African National Diatom Collection housed by the School of Environmental Sciences and Development, had a species of diatoms named after him.
- ❑ The Erikssonia edgei butterfly species has been named after Dr David Edge, an extraordinary senior lecturer of the School of Environmental Sciences and Development in the postgraduate programme on Biodiversity and Conservation Ecology.
- ❑ One of the university's A1 researchers and Director of the School of Physics, Prof Marius Potgieter, was invited to serve on the steering committee of the International Space Weather Initiative (ISWI). The NRF also nominated him to represent the South African space science community at the general assembly of COSPAR in Bremen, Germany.
- ❑ A lecturer at the School of Chemical and Mineral Engineering, Prof Sanette Marx, was the only African scientist to be invited to serve as a consultant at the Food and Agriculture Organisation (FAO) in Rome, Italy.
- ❑ The campus hosted the annual conference of the National Association of Distance Education Organisations of South Africa (NADEOSA).

TEACHING-LEARNING ACTIVITIES

In most of the faculties, structures remained unchanged. An additional school was established in the Faculty of Theology, namely the School of Continued Theological Studies. An agreement was also entered into to cater for the involvement of the Faculty in Mafikeng by establishing Theology as an independent management unit. Preparations were made for the establishment of a new centre in the Faculty of Health Sciences to train postgraduate students in the social, theological and education sciences.

□ Admission planning

Based on capacity in the different faculties, more accurate planning has been done for admitting first-year students. In the Faculty of Arts, the intake of first-year students was limited to 400. Similarly, in view of space and staff constraints, the Faculty of Economic and Management Sciences accepted 950 first-year students, 44 more than the 2009 intake.

Certain programmes are in greater demand than the current capacity of the Faculty of Arts can allow, for instance, 160 students are registered for Graphic Design, while only 40 can be accepted. Specific strategies were deployed to address this.

The Faculty of Health Sciences accepted 260 first-year students, compared to 198 in the previous year. This growth is ascribed to the demand for entry-level studies in Social Work, Human Movement Science and Psychology, as well as for the Diploma in Sports Science.

In the Faculty of Education Sciences, a priority is to ensure that the Postgraduate Certificate in Education (PGCE) is a viable programme. After only 114 students registered for the PGCE in 2010, the recruitment target for 2011 was set at 150 students. By the end of the year under review, more than 200 students had applied for the PGCE in 2011, of whom approximately 50 wish to follow the school-based programme.

Steady growth was recorded in the Bachelor's Training and Development (BTD) programme. For 2010, a total of 61 students registered for the qualification, compared to 12 in 2006 when the programme was established. In the BEdHons programme, the number of full-time students increased by 40% in 2010. Registered students in the National Professional Diploma in Education (NPDE), Advanced Certificate in Education (ACE), BEdHons and BEd upgrading (distance learning)

programmes stabilised at around 22 000 in 2010. Active students per examination opportunity are estimated at around 12 000.

□ Programme management

In the Faculty of Arts, a number of new programmes were established, including the B degree in Social Sciences and the BA degree in Heritage and Cultural Tourism.

The Faculty of Engineering revised its programmes. The reason for this was that the Engineering Council of South Africa (ECSA) found that the programmes were overloaded credit-wise. The implementation of the new programmes took place in 2010. A new honours curriculum in Environmental Geology was established.

□ Programme alignment

The campus monitored the impact of the programme alignment process that the NWU undertook in 2009. One of the effects of the programme alignment process is that it has considerably reduced the number of credit points and thus also the contact teaching time of the first-year mathematics modules in particular. At the same time, the school system again delivered poor results in matric-level mathematics.

This means that the subject group Mathematics and Applied Mathematics is confronting an ever-increasing gap between school and university.

The campus took action to address this problem in 2010. Firstly, all first years who received less than 70% for matric mathematics in 2009 had to follow a compulsory refresher course during the beginning of the first semester of 2010. Secondly, with the assistance of Engineering and BMI, better quality facilitators were appointed to assist students.

□ Quality assurance

Seeing as the aligned programmes were being phased in during 2010, a decision was taken not to evaluate programmes internally or externally for the next three years. However, the campus continues to use the three levels of quality assurance mechanisms that are in place to assure the quality of learning programme delivery.

These levels consist of the main faculty level where the faculty board assures quality, the teaching committees that act as faculty committees, and the school level where the school di-



rectors collaborate with the subject chairpersons, programme leaders and lecturers to assure quality.

The examination papers and answer sheets of all exit-level modules were moderated externally according to the university's prescriptions.

□ Investigation of training in Law

A survey on perceptions about the state of teaching in the Faculty of Law was conducted. The final findings were announced and several aspects were identified for further attention, including the need to present legal training in a more practical manner.

Active cooperation was provided to the Council on Higher Education with its investigation into the quality of legal training in the country.

□ Staff and student achievements in teaching-learning

Faculty of Arts:

- The subject group Graphic Design in the School of Communication Studies was named the second best design school in the country. Staff and students in this subject group won various awards, among others: Loeries Awards, Pendorring, SA API Ideas that matter, the IP SA Gold Pack Awards, SA Design Council, Think Ahead Graphic Design Awards, International Society of Typo-

graphic Designer and the South African Banknote competition.

- Staff from CText™ completed and launched the 'automatic machine translation system', Autshumato, and received a R5 million contract from the Department of Arts and Culture.

Faculty of Engineering:

- For the CyberJunkyard Competition presented by Siemens, FESTO South Africa and LappKabel, students designed and built a soccer game machine reflecting the soccer theme chosen for the 2010 competition.
- An engineering student won overall first place in the 2010 annual student project competition of the South African Institute of Electrical Engineers (SAIEE). His entry was a temperature-controlled oven used for the mounting of electronic components.

Faculty of Health Sciences:

- Dr Adrie Roux from the subject group Social Work was named one of the 15 most inspirational lecturers of the NWU and Prof Dries Marais from the School of Pharmacy won a merit award.

Faculty of Natural Sciences:

- A contract was signed with Absa to extend the BMI bur-sary scheme for another five years, increasing the annual

amount from R1 475 000 to R3 900 000 (of which R500 000 is for an administrator's remuneration).

- Absa approved a further R1 million a year for five years to fund the NWU Actuarial Programme. The first bursary was awarded to an actuarial student who was the best student in the Free State in 2009.

Faculty of Economic and Management Sciences:

- The Chartered Accountancy (CA) results of the NWU were once again exceptional, with an 81% pass rate against the country's average of 73%. One of the campus's students passed the qualifying exam cum laude and the subject group Taxation came second in the country.
- Four NWU students were among the top 20 in the post-graduate division of the annual Nedbank-Old Mutual budget competition.
- Four of the Honours Chartered Accountancy students were amongst the 30 students invited from across the country to attend the 2010 SAICA Student Leadership Summit networking event.
- A team from the programme for Management Accountancy beat 23 other South African teams in the Global Business Challenge. At the international leg in Malaysia, the team finished fourth out of 14 teams.
- The School of Accounting Sciences was instrumental in establishing the Institute of Commercial Forensic Practitioners in Johannesburg to regulate and coordinate the commercial forensic profession. The school's Prof Jan van Romburgh was elected to the board of directors. At this point, the NWU is the only university in South Africa that offers BCom and honours degrees in Forensics.
- Two master's students from the School of Economics were chosen for the SAVUSA Skills programme at the Free University in Amsterdam. Both students have also been chosen to attend the Reserve Bank's Cadet Programme in 2011, for which only 20 candidates were accepted.

Faculty of Education Sciences:

- After submitting proposals on a new policy planned for the Foundation Phase in South Africa, two lecturers, Dr Charmaine Uys and Prof Hennie Steyn, were invited to appear before the national portfolio committee for Basic Education in Cape Town to outline their proposals.
- The School of Continuing Teacher Education (SCTE) received an excellent report after an international audit by four experts in open distance learning. This is the third positive report they have received since 2007.

- Delegates from 11 countries attended the international National Association of Distance Education Organisations of South Africa (NADEOSA) Conference, held on the Potchefstroom Campus in September 2010.
- The South African Academy of Science and Arts appointed Prof Philip van der Westhuizen as the convenor of the selection committee for the Stals Prize in Education, Movement Studies and Recreation for 2010 to 2013.

RESEARCH ACTIVITIES

The campus increased its complement of NRF-rated scientists from 108 to 116. This means that approximately 11% of lecturing staff are rated researchers. Forty-two postdoctoral fellows were active within the different research entities in 2010.

No fewer than four research chairs were filled in the Faculty of Engineering, including the South African Research Chair in Nuclear Engineering, which is part of the South African Research Chairs Initiative (SARChI). Prof Pieter Rousseau was appointed in this chair and will act as programme leader.

The other research chairs filled were the Hydrogen Engineering DST Chair (Prof Manie Vosloo), the Renewal Energy DST Chair (Prof Sanette Marx) and the Coal Technology DST Chair (Prof Ray Everson).

The research unit Reformed Theology and the Development of the South African Society received the NWU award for the most productive research entity at the university. Several other researchers received awards from the NWU for international patents, innovation, creative outputs, community involvement and exceptional leadership in international organisations.

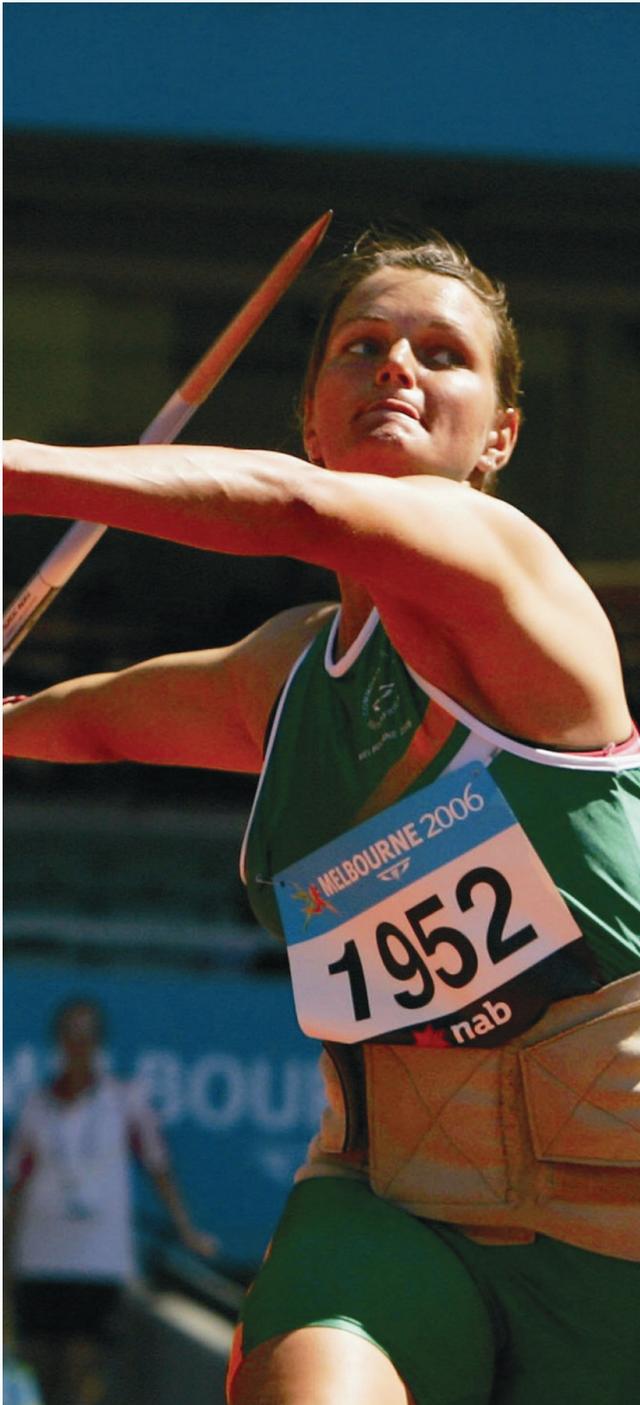
In 2010, all faculties and research units were invited to request additional databases essential for effective research. An amount of just under R3 million was available for databases such as SciFinder, CABI, RILM, PsycArticles and Scopus.

IMPLEMENTATION OF EXPERTISE

The campus continues to transfer expert knowledge to individuals and groups outside the university through community engagement and commercialised activities.

□ Community engagement

While all faculties on the campus were involved in non-profit



Potchefstroom athlete, Ms Sunette Viljoen, set a new South African and African record for javelin at the Josef Odlozil Memorial Meeting in Prague in the Czech Republic.

community engagement projects in 2010, those involving the delivery of health services were especially active:

- A Hypertension Clinic was established on the campus, using sophisticated measuring techniques to help look after the blood pressure and cardiovascular health of members of surrounding communities.
- Assistance with quality assurance in managing asthma and diabetes was provided to primary health care clinics in the Dr Kenneth Kaunda District Municipality.
- Researchers from several disciplines participated in the largest community development project in the Faculty of Health Sciences, the FLAGH programme, using their knowledge to help alleviate poverty. Advances during 2010 led to the registration of the LIFEPLAN® programme, which uses human development and life skills training to improve the health and well-being of vulnerable people.
- The African Unit for Transdisciplinary Health Research (AUTHeR) reached a milestone with its Prospective Urban and Rural Epidemiology (PURE) project that was started in 2005. Participants are monitored for the development of diseases such as high blood pressure, diabetes and coronary heart vessel diseases for a period of 12 years. By 2010, the project team had successfully gathered data for more than 70% of the original 2 000 participants.

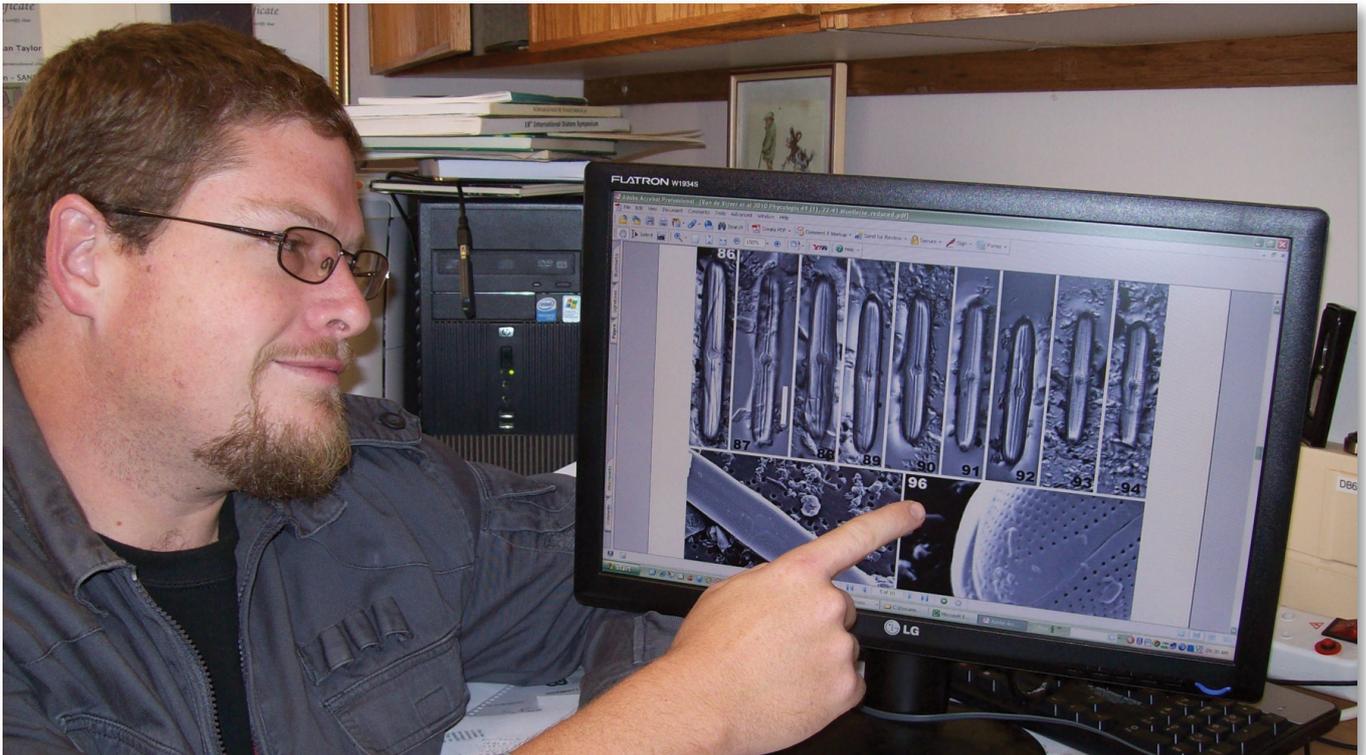
In addition, a donation of music instruments to the value of approximately R350 000 from the USA will be used by the School of Music for music training in communities in the Potchefstroom area.

□ Commercially based activities

Commercially driven projects include contract research, consultations and other third-income stream activities that generate third-stream income for the university.

In 2010, the Potchefstroom Campus received R26,8 million from the Technology and Human Resources for Industry Programme (THRIP) within the NRF. Industry contributed another R39,6 million.

The World Health Organisation (WHO) renewed the pre-qualification status of the Research Institute for Industrial Pharmacy/Centre of Quality Assurance of Medicines (RIIP®/CENQAM®) in 2009. The laboratory remains pre-qualified and licensed to act as a third party test laboratory for the WHO and the South African Medicines Control Council. It is also the preferred laboratory service provider to the American



Dr Jonathan Taylor, curator of the South African National Diatom Collection housed by the School of Environmental Sciences and Development, had a species of diatoms named after him.

government's President's Emergency Plan for Aids Relief (PEPFAR) and is responsible for the quality screening of all procured antiretroviral medicines to be distributed as part of the PEPFAR initiative. RIIP®/CENQAM® is a laboratory unit managed within the Pharmaceuticals and Biomedical Service structure of the School of Pharmacy and provides laboratory training and consultation services to the pharmaceutical industry, medicines regulatory authorities and procurement organisations globally.

Various schools and academic departments collaborated with academic institutions, funders, governments, government departments and private enterprises:

- The Faculty of Health Sciences became part of the bilateral agreement between Hungary and South Africa. The scientists involved are from the Biological Research Academy of Hungary and, in South Africa, from the NWU, the University of Stellenbosch, the CSIR and iThemba Laboratories.
- The joint Swiss/South African bilateral agreement for research which was reached in 2009 was further expanded.

The agreement includes the development of anti-malaria medicines based on Pheroid™ technology.

Patent transfer is an important part of the NWU innovation strategy. During 2010, the campus actively pursued the commercialisation of the following patents:

- MOSFET-based ignition system: This is an intelligent spark-plug ignition system that provides significantly more efficient engine combustion, emission management and timing. Ambixtra Technologies and the NWU are collaborating with European partners to develop a new system aimed at high-pressure petrol engines. An advanced prototype has been developed and is being tested by an independent international agency.
- Anti-halitosis tablets: These were well received by clients of a dentist during random tests and a marketing strategy is now being developed with a private institution.
- Preliminary tests on electric fencing, based on the MOSFET technology indicated the technical viability of a unique characteristic which could improve the use of

electric fencing. A full-scale pilot system is being built to demonstrate it to potential licensees.

STUDENT AFFAIRS ON CAMPUS

The Dean of Students and his staff, in cooperation with the different sections, the CSRC and the management of the residences, are responsible for planning and executing the non-academic part of student life, including sports and culture, residential life, financial assistance and Rag.

□ Sport activities and achievements

The Potchefstroom Campus is well known for its strong performance in the sports arena and for the quality of its sports facilities.

These include the FNB High Performance Institute of Sport (HPI), which hosted an estimated 1 500 international athletes in 2010, and the NWU PUK Sports Village that housed Spain's winning World Cup team. In 2010, the campus also hosted the World Weight-lifting Championships, which attracted more than 230 participants from 36 countries.

Owing to the campus's superb sport facilities, Swimming South Africa has identified it as a strategic partner to help promote swimming as a professional sport in the North West province, as well as nationally.

In another major event, 50 of South Africa's top soccer referees attended the South African Football Association's (SAFA) annual referee seminar at the campus. This is the fourth time that SAFA has chosen the NWU as the venue for this seminar.

In a first for the campus, it hosted the NWU PUK and Riaan Venter's Junior International Tennis Federation Tournament. This tournament is part of the International Junior Calendar and has a grading of two, which is just below the Grand Slam rating.

The International Cricket Council's (ICC) first women's cricket challenge tournament was also held on the campus.

Day to day, students had ample opportunities to participate and excel in the main sports codes of athletics, hockey, netball, rugby, soccer and tennis, and in smaller codes such as karate.

Netball: The netball team, under the very capable hands of Shelley Norris, a New Zealand coach, won the USSA tour-

nament and became the USSA national champions. Their members included 42 provincial players, 12 national netball "squad" players, five USSA national players and one national Protea player. A student in Sports Sciences was elected for the team that participated in the Commonwealth Games in Delhi in India.

Rugby: The first rugby team beat the University of the Free State for the sixth consecutive time, winning 21-18 in Bloemfontein. The team's scrumhalf was nominated Player of the Year.

Soccer: Eight students were chosen for the USSA national soccer team.

Karate: The campus team, whose coach is part of the USSA national coaching team, won the USSA tournament for the 11th time.

Athletics: The athletics team were the USSA champions for the eighth time in 17 years. Another achievement was the selection of two athletes for the javelin event in the Commonwealth Games in India, where they won a gold and bronze medal respectively. One of them also set a new South African and African record for the javelin at the Josef Odlozil Memorial Meeting in Prague in the Czech Republic. A triple jump athlete was crowned Senior Sportsman of the Year, a javelin thrower Junior Sportsman of the Year, and a decathlon athlete Junior Sportsman of the Year.

□ Cultural activities and achievements

The stage was set for some outstanding events and performances in the arts, music and culture during the year:

- PUK Arts, formerly known as the Department of Culture, presented four concerts to celebrate their 30th anniversary.
- Artéma, the institute for Arts Management and Development, offered further learnerships, including a learnership in partnership with the KKNK in Oudtshoorn. They also presented a workshop for choir leaders, choir organisers and choirmasters in collaboration with the Arts Centre of the University of Johannesburg.
- For the fourth consecutive year, the campus won the ATKV National Debating Competition for universities.
- A third-year student of Prof Werner Nel at the School of Music was chosen for the World Youth Choir.
- The Serenaders, a traditional African choir, won the North West Region Competition and also participated in

the National Choir Festival in Pretoria. It was the second consecutive year that Serenaders reached the final of the Old Mutual National Choir Festival.

- Students of Vergeet-My-Nie women's residence were the ATKV's national universities serenade winners.
- The Alabama Production House staged the very successful "Persreën" concerts, which paid tribute to the music of alumnus Johannes Kerckorrel (Ralph Rabie).
- Student projects included the first-year students' concert, the annual Campus Talent Festival and various serenade ("Sêr") competitions.
- After extended negotiations, the Choir Academy of South Africa is now part of the NWU, under the wing of the School of Music on the Potchefstroom Campus.

□ Campus Student Representative Council activities

During 2010, the CSRC on the campus played an increasingly meaningful role in improving the quality of student life and activities, interacting effectively with other campus CSRCs and developing sound working relationships with residence managements, student associations and campus management.

Extensive training in human rights was provided to the entire student leadership complement.

Mr Jaycee van Rooyen was elected the new chairperson of the CSRC for the 2010/2011 term.

□ Student Counselling Service

The Student Counselling Service again helped students make sound study and career choices, and assisted with admission requirements and special admissions.

It also provided psychological counselling and assisted students with disabilities, while the peer help programme, known as SOS, helped support students with a wide variety of problems.

□ Health Care Centre

The campus Health Care Centre, which provides a one-stop service to students and some staff, is managed by a medical doctor and has qualified medical personnel, a social worker and a full-time psychologist. A 24-hour emergency number was established. The Higher Education Aids Project (HEAIDS), which was integrated into normal campus activities, was concluded at the end of 2010. The new SANS 16001 programme on HIV/Aids in the workplace was launched.

□ Financial Support Services

Thanks to a generous contribution from the National Student Financial Aid Scheme (NSFAS) in 2010, a sponsorship of R1,2 million from the Rio Casino Group and other bursaries from sponsors such as Hexagon Trust and HCI, the unit was able to assist all qualifying students who applied for financial assistance under the NSFAS scheme. Financial Support Services was also able to assist needy students with funds for food.

ACHIEVEMENTS IN TERMS OF THE CAMPUS PLAN

Most of the goals of the Potchefstroom Campus as outlined in the Campus Plan were achieved in 2010. One of the major achievements was the identification of the specific niche and growth areas.

This process resulted in the rewording of the mission of the Potchefstroom Campus to become a research-directed campus where teaching-learning and research are mutually reinforcing. In this regard, the following areas were identified as niche or possible growth areas for research:

- Africa Unit for Transdisciplinary Health Research (AUTHeR)
- Ancient Text Studies
- Business Mathematics and Informatics
- Chemical Resource Beneficiation
- Chemistry, Mathematics and Physics Education
- Data Communications and Networks
- Development in the South African Constitutional State
- Drug Research and Development
- Educational Technology for Effective Teaching, Learning and Facilitation
- Energy Systems
- Environmental Sciences and Management
- Human Metabonomics
- Hypertension in Africa Research Team (HART)
- Language and Literature in the South African Context
- Materials and Manufacturing
- Medicine Usage in South Africa (MUSA)
- Musical Arts in South Africa
- Nursing
- Nutrition (CEN)
- Physical Activity, Sport and Recreation (PhASRec)
- Reading Literacy
- Reformed Theology and the Development of the South African Society

- ❑ Social Transformation
- ❑ Socio-economic Impact of Tourism
- ❑ Space Physics
- ❑ Teaching-learning Organisations
- ❑ Visual Culture
- ❑ WorkWell (research and postgraduate education on the economic and management challenges facing South Africa in particular and Africa in general)

DEVELOPMENTS ON CAMPUS

- ❑ Two new campus management appointments were made. Prof Herman van Schalkwyk was appointed as campus rector and Prof Amanda Lourens as Vice-Rector Academic: Research and Planning.
- ❑ A new dean for the Faculty of Education Sciences, Prof Robert Balfour, will commence duties from 1 January 2011.
- ❑ Prof Cornelia Roux was appointed research director of the research focus area Teaching-learning Organisations in the Faculty of Education Sciences.

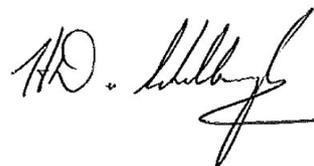
CONCLUSION

In many respects, 2010 was a year of new beginnings. The catalyst was the decision of the campus, as supported and un-

derscored by the Campus Senate, to reposition itself as a research-directed entity. The mission statement for the campus is to be a relevant, internationally renowned institution that not only renders research of quality but also improves the quality of the lives of the community and the environment.

It is an honour to be part of this great university at this point in time. I believe that the Potchefstroom Campus has the foundation in terms of its students and staff to achieve its goals.

In order to excel, more international networks will have to be created, staff development in specific areas will be necessary and infrastructure will have to be further developed. The function of management is to be visionary and to provide support where necessary. I am looking forward to applying my skills in this regard to the benefit of the campus and the North-West University.



PROF HD VAN SCHALKWYK
CAMPUS RECTOR: POTCHEFSTROOM



VAAL TRIANGLE CAMPUS OVERVIEW



PROF THANYANI MARIBA



THE VAAL TRIANGLE CAMPUS HAS A UNIQUE MIX OF STUDENTS AND RESEARCH PROJECTS THAT CONTRIBUTE TOWARDS THE GOALS OF BECOMING A BALANCED TEACHING-LEARNING AND RESEARCH INSTITUTION THAT IS RELEVANT IN THE REGION.



Over the past six years since the merger, the Vaal Triangle Campus has evolved into a dynamic, diverse community where functional multilingualism is practised and multiculturalism celebrated. The appointment of Prof Thanyani Mariba as the new campus rector heralds a new era for the campus and the focus is now even more firmly on sustainable change management.

Indeed, the campus has been enjoying unprecedented growth in student numbers. Thanks to intensive capital investments made in physical infrastructure, as well as solid academic planning, this growth has been absorbed without unduly straining human or physical capacity. Given the ever-increasing demand for higher education, there is a need to strategically plan for the future. Physical infrastructure development and the retention and recruitment of staff members of a high calibre are essential for future success.

Working agreements are in place with several national and international institutions. These collaborations not only enhance the campus's research capacity but also contribute towards the implementation of expertise on a wider scale.



STUDENT ENROLMENTS 2010

Undergraduate	4 393
Occasional students	44
Honours	369
Postgraduate diplomas and certificates	84
Master's	219
PhDs	104
Total	5 213



COMPOSITION OF UNDERGRADUATE STUDENTS IN 2010

First years	1 216
Seniors	3 997

In 2010, a total of 1 244 diplomas and degrees were conferred, compared to 842 in 2009. The first group of Advanced Certificate in Education (ACE) students who attended further education and training, in collaboration with the Gauteng Department of Education, received their certificates at a graduation ceremony in October.



DIPLOMAS AND DEGREES CONFERRED IN 2010

Certificates and diplomas	477
Bachelor degrees	471
Honours degrees	237
Master's degrees	47
PhDs	12

Graduation ceremonies were held from 4 to 7 May 2010 and on 7 and 8 October 2010.



MR BERTIE VISSER
Chief Director:
Finance and Facilities



PROF LINDA DU PLESSIS
Vice-Rector: Academic, Quality
and Planning



MS ELBIE STEYN
Campus Registrar



PROF TINIE THERON
Dean: Faculty
of Humanities



**PROF HERMAN
VAN DER MERWE**
Dean: Faculty of Economic Sciences
and Information Technology

CAMPUS HIGHLIGHTS

- ❑ The campus welcomed Prof Thanyani Mariba as the new campus rector.
- ❑ The overall pass rate among students rose by 0,5% to 80% as a result of concerted interventions such as the improvement in the academic qualifications of lecturing staff, training of new academic staff, improved academic support services and the establishment of a culture of learning in the student residences.
- ❑ R31 million was spent on capital improvement and expansion projects. The latest additions to the physical infrastructure include a new academic building for Educational Sciences, consisting of a large lecture hall, a computer room, office space, chemistry and physics laboratories, lecture amenities for the training of technical teachers, a student centre and a radio station.
- ❑ The campus's two business acquisitions, the Sasol filling station and the Quest Conference Estate, started proving their value as sources of additional income, in line with the income diversification strategy.
- ❑ The campus received a Diamond Arrow Award from Professional Management Review as the best managed higher education institution in the Vaal Triangle area.
- ❑ More than 10 000 names have been included in the campus alumni database. In 2010, the Alumni Office focused on the BCom subject group, which is the oldest academic grouping on the campus, dating back to 1963.
- ❑ The long-awaited benchmark of 5 000 registered students was exceeded in 2010, when the campus had 5 213 registered students.



TEACHING-LEARNING ACTIVITIES

Owing to the Soccer World Cup in 2010, the academic year had to be condensed. However, this did not have a negative impact on academic achievement and the academic year was completed without interruption.

A total of 1 216 first-year students were welcomed to the campus and, overall, the number of registered students increased from 4 506 in 2009 to 5 213 in 2010. These students were not only from the region directly around the campus, but were drawn from nine countries in Africa and six European countries.

As a result of the increase in student numbers, the demand for student accommodation by far exceeded the supply. In an effort to alleviate some of the pressure, building work on additional residence units started.

The overall pass rate increased to 80%. This confirms the success of the drive to improve the throughput and reduce the drop-out rate through a range of interventions. The academic literacy modules AGLA and AGLE were implemented for all first-year students to improve their reading, writing, and study skills. The pass rate for these two modules was 68% and 70% respectively, which is a vast improvement on the performance of students in the modules AFNL 116 and ENGL 116 previously offered. The appointment of Dr Gustav Butler, an expert in the field of academic literacy, contributed to this success.

The focus on literacy skills intensified during the second semester when a new reading programme, READ ON, was implemented. Afrikaans-speaking students continued to use Academix. A writing laboratory was established to assist students with argumentation, paragraphing, referencing and conceptual structuring of any academic writing assignment.

Supplemental instruction (SI) remains one of the most powerful ways of providing support to students and so the process of identifying at-risk modules continued. The number of at-risk modules using SI increased from 54% in the first semester to 73% in the second semester. SI was offered in 116 modules and 100 leaders were trained.

Significant progress was made with the plan to grow strategically in Science, Engineering and Technology (SET). Student enrolments in the Faculty of Economic Sciences and

Information Technology increased from 8% of the total enrolments in 2008 to 12% in 2010.

This faculty is strategically positioned to become a business and IT hub. To this end, a successful funding application was made to NUFFIC, a Dutch funding organisation that supports capacity-building in higher education, to set up an incubator and re-engineer two postgraduate qualifications in this faculty. An amount of 1,8 million euro (R17 712 000) was earmarked for this project over a period of four years, with effect from 1 February 2011.

Another feather in the campus's cap was its selection by Hewlett-Packard (HP) as one of 30 educational organisations across 11 countries to receive an HP Catalyst grant in 2010. As a member of the new HP Catalyst "Measuring Learning" Consortium, the campus is part of an elite cohort that will be exploring the future of Sciences, Technology, Engineering and Mathematics (STEM) learning and teaching. This award is valued at more than US\$150 000 (R1 000 000).

The extended programmes in BSc Data Mining and BSc Information Technology were introduced, along with those in BCom Chartered Accounting and BCom Economics and Risk Management. These programmes are specifically for matriculants who would otherwise not have had access to tertiary education. In 2010, the average pass rate in the extended BSc programmes was 73,61% and that for the extended BCom programmes 75,75%.

The Programme and Qualifications Mix (PQM) was further expanded with the introduction of three BCom programmes, namely Financial Accountancy, Risk and Investment Management, and Marketing Management. Three BSc programmes, namely Quantitative Risk Management, Information Technology and Statistics, and Information Technology and Economics, were also introduced. The first group of 47 students registered for a Diploma in Sports Science.

Nine lecturers participated in the Institutional Teaching Excellence Award (ITEA) process, of whom three received a Category A award, two Category B and one Category C. Ms Magda Klopers received an Absa bronze medal for the research she did towards her master's degree in Education. As part of the Rapport competition, the student community voted for the most inspirational lecturer in each of the faculties. In the Faculty of Humanities, Dr Hanneltjie Meintjies from the School of Education



Sciences was the winner and Ms Madelein Groenewald from the School of Information Technology was the winner in the Faculty of Economic Sciences and Information Technology.

The number of eFundi sites that were created grew significantly to 542. The campus also equipped some of the venues with personal response systems, enabling students to be actively involved in the classroom.

An external programme evaluation was also conducted in History and Sesotho undergraduate.

Apart from its normal budget, the library received an additional R1,3 million. From this allocation, an additional 2 214 books could be bought, which brought the total book collection of the campus library to 55 758 titles.

RESEARCH ACTIVITIES

Provision was made in the 2010 budget and the strategic fund for research support. The research development and support strategy for the campus was fully implemented and progress is monitored quarterly. In both faculties, research ethics committees were established to ensure that all research and research proposals comply with the ethics requirements.

Within the faculties, steps were taken to strengthen research capacity:

- In the Faculty of Economic Sciences and Information Technology, a Director: Research Development and two research professors were appointed. Two postdoctoral fellows were also appointed.
- In the Faculty of Humanities, a research professor was appointed.
- The School of Information Technology received a Google research grant in the amount of US\$67 900 (R500 000) to support their research on text-to-speech and voice recognition in under-resourced languages.

The campus made good progress in establishing research entities.

The Faculty of Economic Sciences and Information Technology is well on the way towards establishing a niche in Information Technology and Economics. In the Faculty of Humanities, under the leadership of Prof Tinie Theron and Prof Bertus van Rooy, the first formal request for the establishment of a focus area on the Vaal Triangle Campus was submitted and approved. This focus area is entitled Understanding and Processing Language in Complex Settings (UPSET). Its vision is to become the leading national centre for the study of language practice,



The Vaal Triangle Campus cricket team participated in the A League of the USSA games and retained their position in the League.

multilingualism and the usage-based theoretical frameworks informing its research.

Research is also being conducted within various fields in collaboration with research centres on the other campuses, namely Ancient Texts and Cultural Dynamics of Water.

In addition, Prof Linda Theron is a research associate of the Resilience Research Centre, which brings together leaders in the field of resilience research from six continents.

The campus is proud of the staff members who have received national and international recognition:

- Dr Lenie Holtzhausen of the School for Educational Sciences was selected to participate in the Council for Economic Education (CEE) Training of Trainers South Africa programme.
- Prof Mary Grösser from the same school received a NRF award for the period 2010 to 2012 for research on 'improving critical thinking'.
- Prof Bertus van Rooy, from the School of Languages was appointed as convener of the NRF assessment panel for

Literary Studies, Languages and Linguistics. He was also appointed to the NRF's Executive Evaluation Committee as the national representative for Social Sciences. Prof van Rooy was also awarded a B3 rating from the NRF.

Prof Linda Theron from the School of Education Sciences was elected as the incoming chairperson of the Education Association of South Africa (EASA) for a three-year period. The campus also hosted the annual EASA Conference.

The academic profile of the lecturing staff improved when six academic staff members completed doctorates and four completed master's degrees.

The research output for 2010 improved to 61 articles in accredited journals and academic staff delivered 65 conference papers. The research outputs of the top researchers on the campus were acknowledged when Prof Linda Theron received the award for the top senior researcher of 2009 and Dr Jako Gericke from the School of Basic Sciences received the award for the top junior researcher.

IMPLEMENTATION OF EXPERTISE

The School of Languages entered into a memorandum of cooperation with the University of Buea in Cameroon. The main purpose of this agreement is to create a framework for student and staff exchange and to cooperate in teaching and research on topics including subtitling and dubbing, training of trainers, film studies and film editing.

The School of Basic Sciences has concluded a cooperation agreement with Orbelin College in the USA to share expertise, do collaborative research and to exchange staff and students, towards both institutions' responsibility to contribute to social development.

The Faculty of Economic Sciences and Information Technology has exchange programmes between the School of Economic Sciences and Molde University in Norway, as well as the University of Bergen in Norway. The school is also involved with the University of Malawi to do joint research on poverty alleviation. An agreement was reached with the city of Blantyre in Malawi with the intent to perform local economic development studies.

The campus's Skills Development Unit (SDU) continued presenting short courses in project management, numerous aspects of management and management skills, computer skills, labour relations and the training of Early Childhood Development teachers as part of the Siyakhulisa Early Childhood Development Project.

Schools in the Faculty of Humanities, especially Education Sciences, were involved in numerous community projects. These included the Ikateleng project for grade 12 learners, the Siyakhulisa Early Childhood Development Project and the Resilient Educators (Reds), a support programme for educators affected by HIV/Aids.

STUDENT AFFAIRS

The campus radio station, funded from a Lotto grant, also neared completion and the only outstanding operational requirements are to comply with the administrative requirements. Students in the BEd programmes did voluntary work at old age homes, children's homes, shelters for the homeless, the SPCA and other welfare organisations in the immediate area of the campus.

□ Sport activities and achievements

The 2010 objective of expanding the sporting codes for women and improving their participation in competitive sport delivered dividends.

Hockey: A hockey club was established and affiliated with the Southern Gauteng Hockey Association. Two women's teams participated in the Johannesburg League. The first team won their league category and will participate in a higher category in 2011.

Netball: The first netball team competed in the Gauteng Vaal League and ended as the overall club champion in the Vaal region. Three students were selected for the Vaal u-21 team and seven for the Vaal u-19 team. During the July recess, the first team participated in the Sun City Invitational Challenge where 18 university teams entered.

Soccer: Women: The women's soccer team, the Thunderbirds, won their last University Sports South Africa (USSA) match with 25 goals, but were excluded from the playoffs on a technical ruling. The team merged with a strong club from Evaton, enabling them to participate in the SASOL League. Men: The men's soccer team participated in the USSA League. The club merged with the Sailor Football Club, which allows them to compete in the strong SAB Regional League.

Cricket: A women's cricket club was established and is affiliated to USSA. Men: The cricket team participated in the A League of the USSA games and retained their position in the League. Three club members were selected for the Gauteng Rural Team.

Rugby: The NWU Vaal Rugby Club had five teams, which participated in the North West Leopards league and the u-19 Lions league. The u-19 team was the club's team of the year and finished second in the Pirates Grand Challenge.

Bodybuilding: The bodybuilding team participated in the IFBB 2010 Classic Competition and the Sedibeng Novice Championship and provincial championship. At the IFBB Sedibeng Championship, three of the bodybuilders and the coach were selected for the IFBB National Championship. At the National Championship, one of the students won the SA title in the lightweight category. During December 2010 the team participated in the USSA games and finished in fourth position overall.



Dancing: The NWU Vaal Dance Club participated in several dance championships and was represented at the USSA Championships.

Chess: During the year, a chess club was established and the club competed in local competitions.

□ Cultural activities and achievements

The campus hosted the second Cultural/Heritage Festival to sensitise students to cultural diversity and improve cross-cultural knowledge and understanding. The honours students in Labour Relations presented the annual event focusing on diversity in the workplace. It was inspired by the 2010 World Cup and six different cultural groups were represented.

□ Campus Student Representative Council activities

The CSRC participated in all the management structures on the

campus. They hosted a “reach out and give” function, for the benefit of the victims of the Haiti earthquake and a local children’s home, Matwala Home. The CSRC, in conjunction with the campus clinic, hosted the first Vaal Triangle Cansa Shavathon.

Students participated in the Mandela Day celebrations and volunteered their time to visit two local children’s homes.

The 2010/11 CSRC was elected in August 2010. The election was completed without incident and the results were accepted by the student community. The new CSRC is an extremely diverse group, racially and by gender, and comprises five women and nine men.

During October 2010, the student leadership attended training and orientation designed to unlock their leadership potential and make them aware of the psycho-social dynamics of leadership in a tertiary environment.

□ Student wellness and counselling

During May 2010, the Vaal Campus Committee on Student Support Services (VCCoSSS) was established to support core teaching-learning and research activities by creating a conducive climate. The committee ensures that all student support services on the campus are coordinated and that provision is made for students with disabilities.

A wellness day for students was organised jointly between the campus peer help group CH@s (Connecting Helpers and Students) and the campus’s primary health clinic.

□ Campus clinic

The clinic moved into its newly upgraded premises during 2010 and treated 1 487 patients for ailments such as blood pressure problems, diabetes, colds and flu, stomach ailments, minor injuries, consultations on family planning and reproductive health, and HIV/Aids pre- and post-counselling and testing.

□ Career Centre

A Career Fair was hosted and 14 employers were represented. The Career Centre sponsored a visit to the State Workplace Career Expo at the Coca-Cola Dome and 120 final-year students visited the expo. Three hundred and seventeen students were assisted with career-related enquiries, and a total of 102 students were assisted with their CVs, which was over and above a CV and interview workshop attended by 72 students. The centre also assisted in the Magnet Students and Professionals Survey.

□ Student Counselling Service

The Student Counselling Service assisted students and potential students with career planning, admission testing and special admissions. The department also rendered psychological counselling services, assisted with the training of new student leaders and presented academic development workshops and motivational talks. The peer helper group Ch@s, under the supervision of student counselling services, assisted students with a wide variety of problems.

ACHIEVEMENTS IN TERMS OF CAMPUS PLAN OBJECTIVES

During 2010, the campus harnessed its resources and expertise to achieve most of the objectives set out in its Campus Plan.

One of the major achievements was the growth in student numbers. When the campus registered 5 213 students in 2010, the long-awaited benchmark of 5 000 students was exceeded.

The campus also made good progress in establishing research entities, for instance the focus area entitled Understanding and Processing Language in Complex Settings (UPSET) that was established in the Faculty of Humanities.

DEVELOPMENTS ON CAMPUS

Two important senior appointments were made in 2010:

- The new campus rector, Prof Thanyani Mariba, took up his appointment on 1 January.
- Prof Herman van der Merwe, former Director of Telematic Education at Tshwane University of Technology, joined the campus on 4 January as the new dean of the Faculty of Economic Sciences and Information Technology.

Sound staff relationships were maintained throughout the year. Monthly meetings of the workplace forum were held and the matters raised received the immediate attention of management. The campus rector hosted regular staff meetings and visited the faculties and all the support departments. The student administration division responsible for the maintenance of student files received a clear internal audit report.

To cater for the increasing demand from students for accommodation, the campus entered into a long-term lease for off-campus accommodation. This residence will house 336 students and will be managed as a university residence

with a housemaster, a house committee and a residence supervisor. Accommodation for an additional 72 students is being constructed on the campus and will primarily be used for postdoctoral fellows and postgraduate students.

The Chase incident and management report system was implemented and the staff were trained in the use of the system. The Starfleet business system for point-of-sale stock control, was implemented in the cafeteria and will in due course be extended to all the cafeterias and the student centre.

CONCLUSION

The Vaal Triangle Campus has a unique mix of students and research projects that contribute towards the goals of becoming a balanced teaching-learning and research institution that is relevant in the region, contributes to national needs and is internationally recognised. In the process, the campus is moving away from traditional learning to innovative learning approaches, especially in the field of multilingualism.

Looking back at the overall results of 2010, it is evident that the Vaal Triangle Campus is emerging as a university campus of choice, committed to academic excellence and innovation and delivering graduates who enter the world of work as ambassadors of change and regeneration. Through the commitment of the staff, the campus enables students to live more abundantly, with a sense of purpose and hope and in the spirit of Ubuntu.



PROF TJ MARIBA
CAMPUS RECTOR: VAAL TRIANGLE



FINANCIAL OVERVIEW

- 122** REPORT OF THE CHAIRPERSON OF THE FINANCE COMMITTEE
AND EXECUTIVE DIRECTOR: FINANCE AND FACILITIES
- 130** NORTH-WEST UNIVERSITY CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2010
- 131** NORTH-WEST UNIVERSITY CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2010

“THOSE OF US WHO SHARE THE CONCERN TO PROVIDE
BETTER EDUCATION TO ALL CHILDREN MUST COMBINE
FORCES AND SPEAK WITH ONE VOICE ON THIS.”

□ KGOSI LERUO MOLOTLEGI, Chancellor



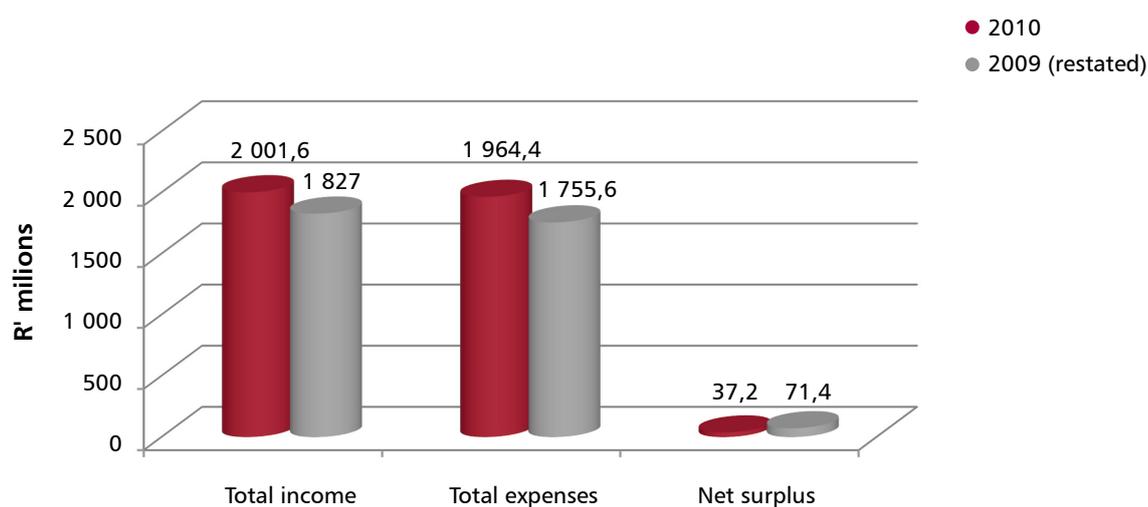
REPORT OF THE CHAIRPERSON OF THE FINANCE COMMITTEE AND EXECUTIVE DIRECTOR: FINANCE AND FACILITIES

The financial review for the year ended 31 December 2010 is presented under the following headings:

Profitability and growth

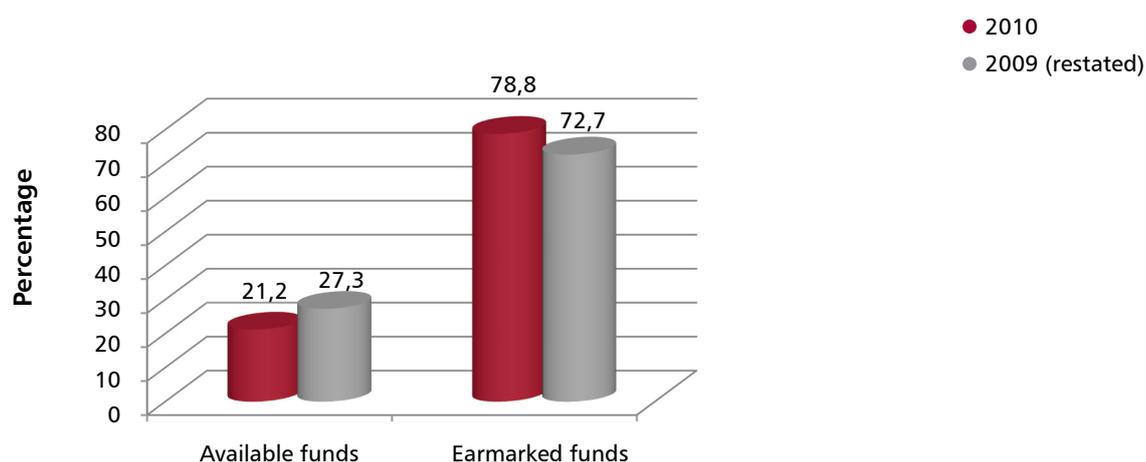
The university's accumulated reserves improved in the 2010 financial year due to a net surplus of R37,2 million (2009-restated: R71,4 million), which represents 1,9% (2009-restated: 3,9%) of the total income. The total income of the university increased by 9,6% to R2 001,6 million, while the total expenses increased by 11,9% to a total expenditure of R1 964,4 million for the 2010 financial year.

TOTAL (INCLUDING OTHER COMPREHENSIVE INCOME)



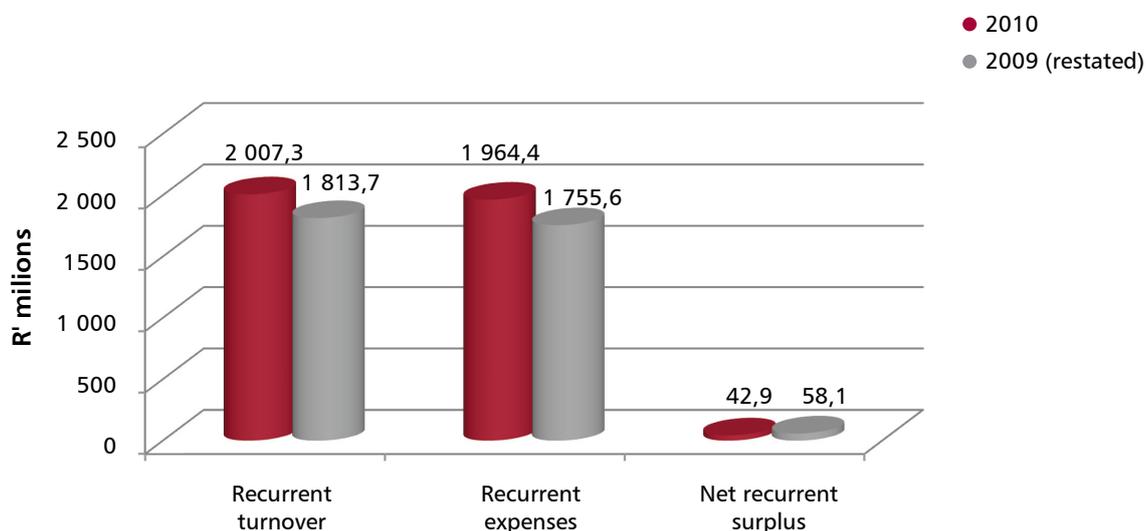
Although the university's accumulated reserves improved in the 2010 financial year, the available funds decreased to 21,2% (2009-restated: 27,3%) of total equity. This is mainly due to transfers from available funds to finance investments in property, plant and equipment.

AVAILABLE FUNDS: EARMARKED FUNDS



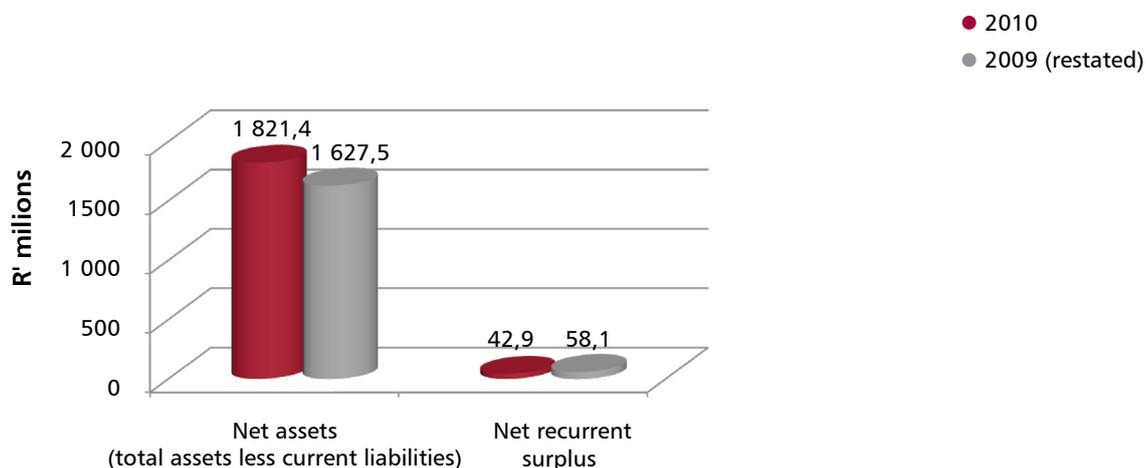
The total income of the university from recurrent activities (excluding disposal of property, plant and equipment (PPE), disposal of investments and other comprehensive income) increased by 10,7% to a total income of R2 007,3 million, while the total expenses from recurrent activities increased by 11,9% to a total expenditure of R1 964,4 million for the 2010 financial year. The surplus of the 2010 financial year from recurrent activities represents 2,1% (2009-restated: 3,2%) of the total recurrent income.

RECURRENT ACTIVITIES



The university's return (from recurrent activities) on capital employed (total assets less current liabilities) decreased to 2,4% (2009-restated: 3,6%). This is mainly due to a large investment in PPE, while a large portion of the grant received from Department of Higher Education and Training for this purpose is included in liabilities as deferred income.

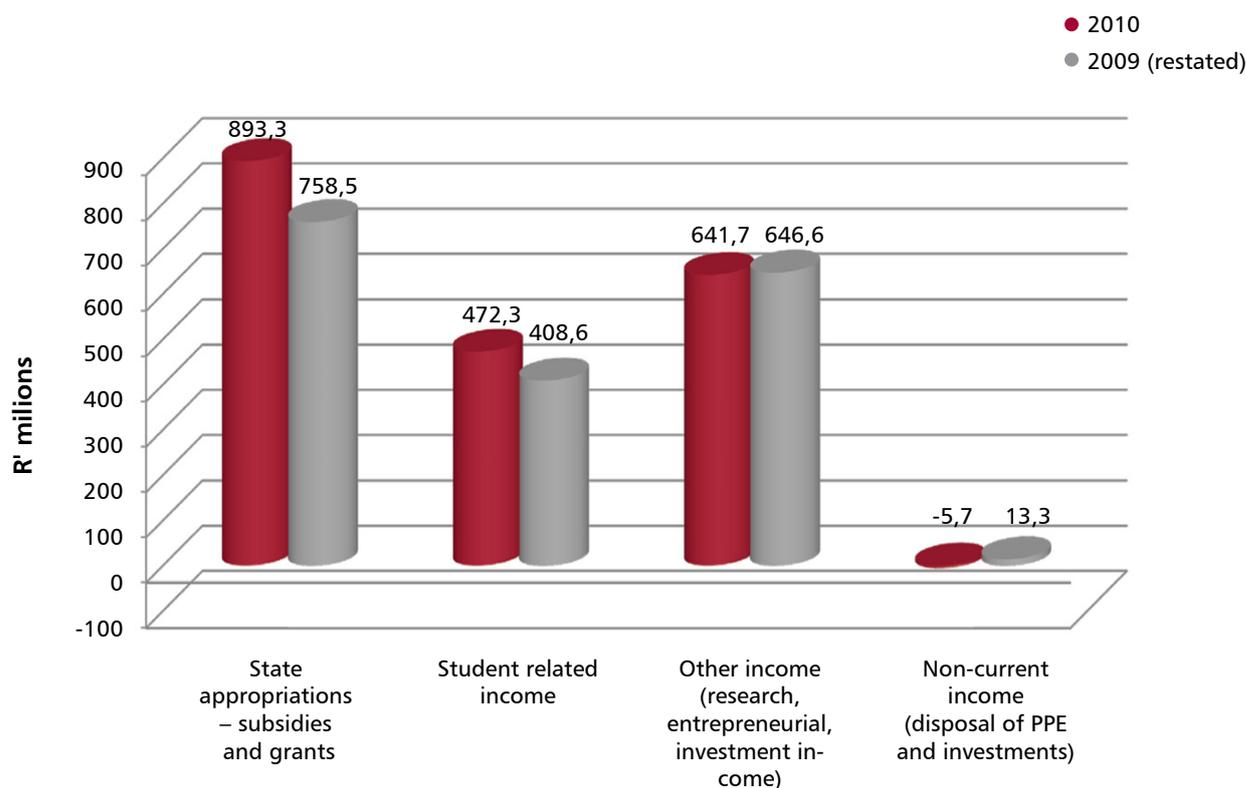
RETURN ON CAPITAL EMPLOYED



The university's income from state subsidy represents 44,6% (2009-restated: 41,5%) of the total income. The reason for the increase in this percentage is mainly due to a decrease of 10,3% in income stream 3 turnover (research and other contracts, entrepreneurial activities and private gifts and grants). This represents 2,3% of the 2009 recurrent turnover and an increase in previously deferred subsidy income now recognised of R15,8 million, which represents 0,9% of the 2009 recurrent turnover.

The student-related income increased by 15,6% for the 2010 year. This can be attributed to the annual increase in tuition fees, as well as the increase in student numbers of 10,5% (2009: 7,6%). The total student-related income represents 23,6% (2009-restated: 22,4%) of the total income. For the 2010 year there was a 7,5% average increase in tuition fees for the Potchefstroom and Vaal Triangle Campuses and a 9,5% average increase for the Mafikeng Campus, in order to harmonise fees over a seven-year period without compromising affordability.

TOTAL INCOME PER CATEGORY



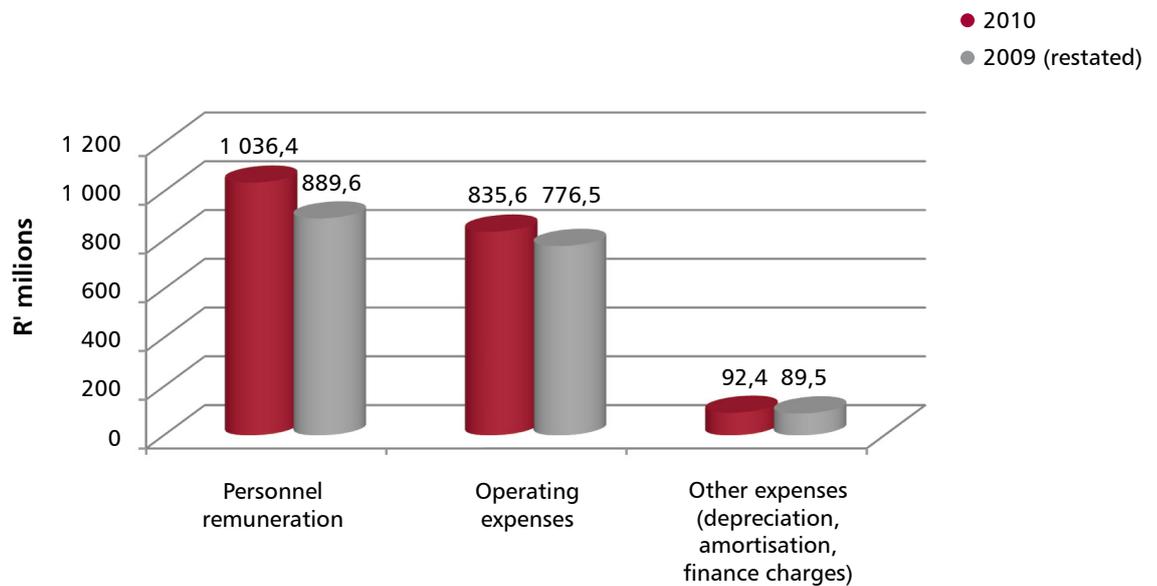
Total expenditure increased by 11,9%.

Personnel remuneration increased by 16,5% (2009-restated: 14%). The total cost of personnel expenditure was 51,8% (2009-restated: 48,7%) of total income. This is mainly due to an increase in the amount of R36,8 million, which constitutes an increase of 4,1% on the 2009 personnel remuneration.

Operating expenses increased by 7,6% (2009-restated: 7,8%) and represents 41,7% (2009-restated: 42,5%) of total income.

Other expenditure relating to depreciation, amortisation and finance charges increased by 3,3%.

TOTAL EXPENSES PER CATEGORY



□ Added value

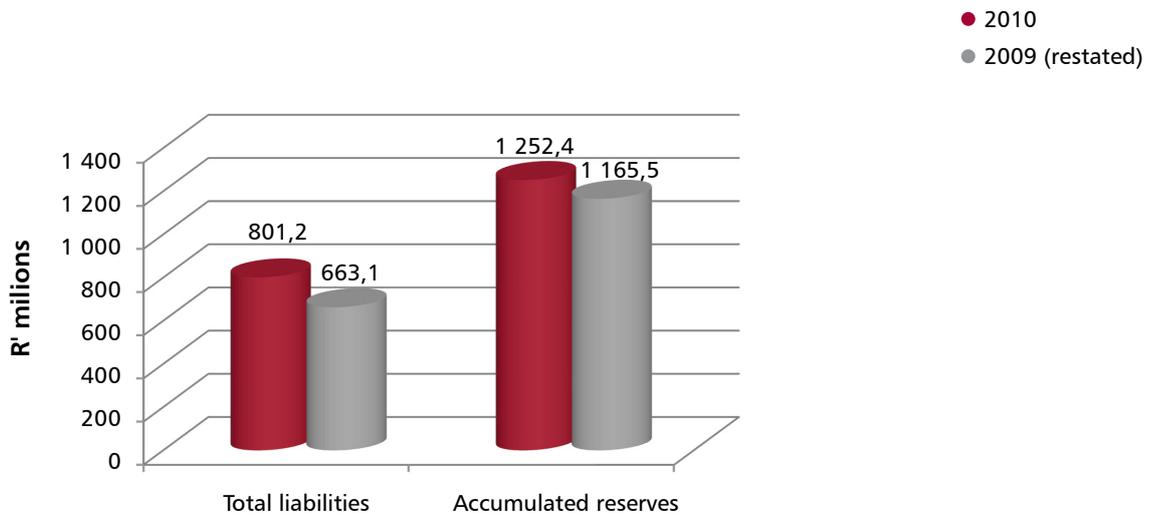
As in the past, the university again added material value to the economy. With regard to the university as a tertiary institution with the core business of teaching-learning, research and implementation of expertise (including community service), the following can be highlighted:

- 15 084 (2009: 13 445) students received degrees and diplomas during 2010, which represents an increase of 12,2%.
- R64,1 million (2009: R57,2 million) was awarded as bursaries to students from own funds, which represents an increase of 12,2%.
- Funds allocated from income stream 1 to transformation as a strategic imperative amounts to R228,7 million (2009: R138,4 million). The increase is mainly due to an increase in building priorities.

□ Solvability

The total liabilities (R801,2 million) expressed over accumulated reserves (R1 252,4 million) indicate that the university's ratio of debt to funds available increased to 0,64 (2009-restated: 0,57). This is mainly due to an increase of 53,5% (R76,9 million) in comparison with the previous year's increase in deferred income.

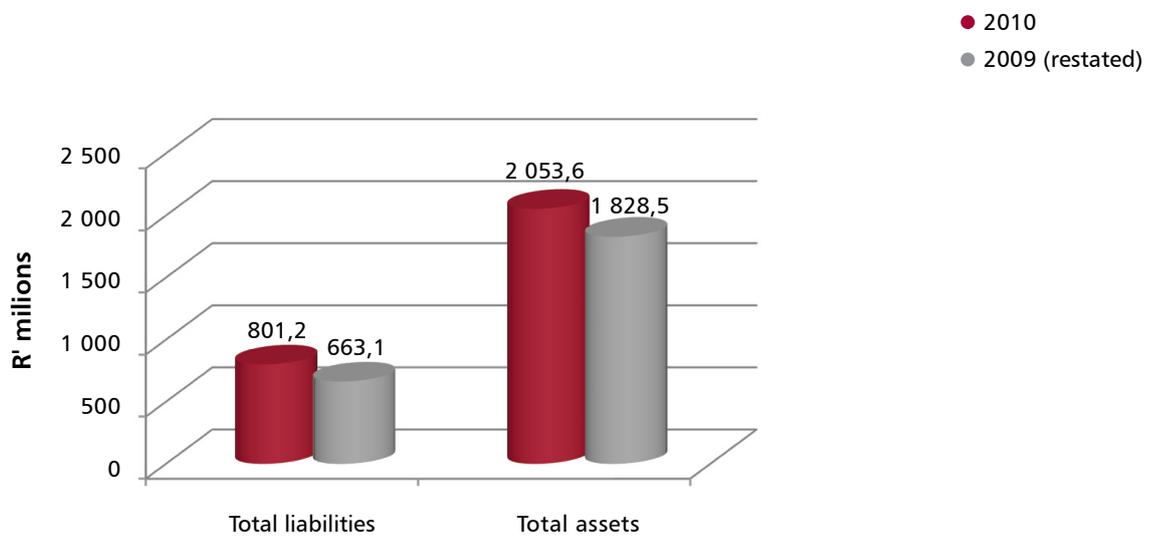
TOTAL LIABILITIES: ACCUMULATED RESERVES



The total liabilities expressed over total assets increased for the 2010 financial year to 0,39 (2009-restated: 0,36). The total liabilities are covered 2,56 times (2009-restated: 2,76) by total assets.

Solvency ratios still clearly indicate that the university is solvent and able to meet its longterm and shortterm obligations.

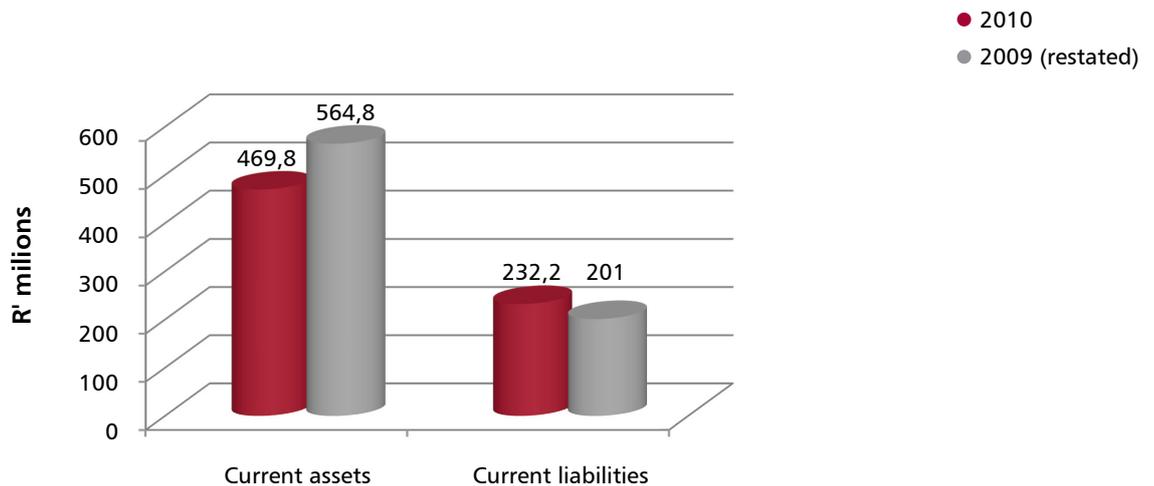
TOTAL LIABILITIES: TOTAL ASSETS



□ Liquidity

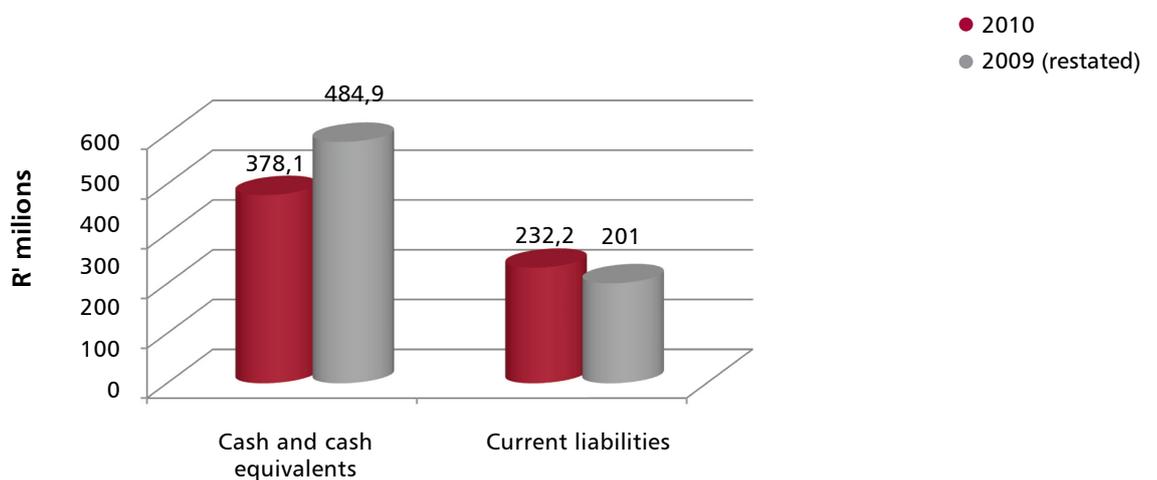
The working capital ratio indicates that the current liabilities are covered 2,02 times (2009-restated: 2,81 times) by the current assets. If the analysis is expressed in rand value, the current assets decreased by R95 million for the 2010 financial year, whilst current liabilities for the same period increased by R31,1 million. The main reason for the decrease in the current assets is due to a decrease in cash and cash equivalents, which was transferred to longterm investments.

CURRENT ASSETS: CURRENT LIABILITIES



The university's ratio of cash and cash equivalents to current liabilities decreased from 2,41 in 2009 to 1,63 during the 2010 financial year, which was mainly due to the transfer of cash and cash equivalents to longterm investments.

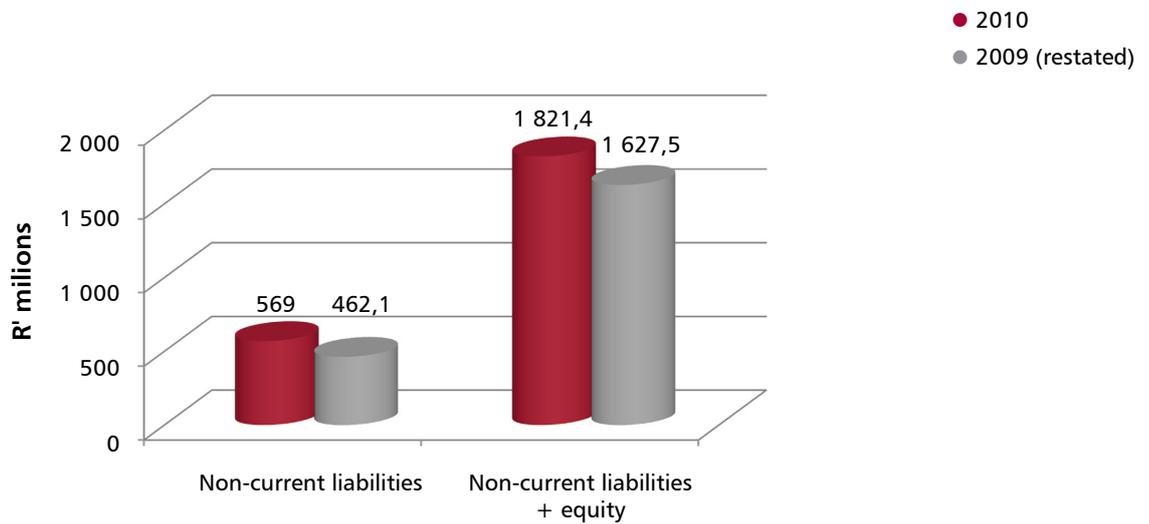
CASH AND CASH EQUIVALENTS: CURRENT LIABILITIES



□ Gearing ratios

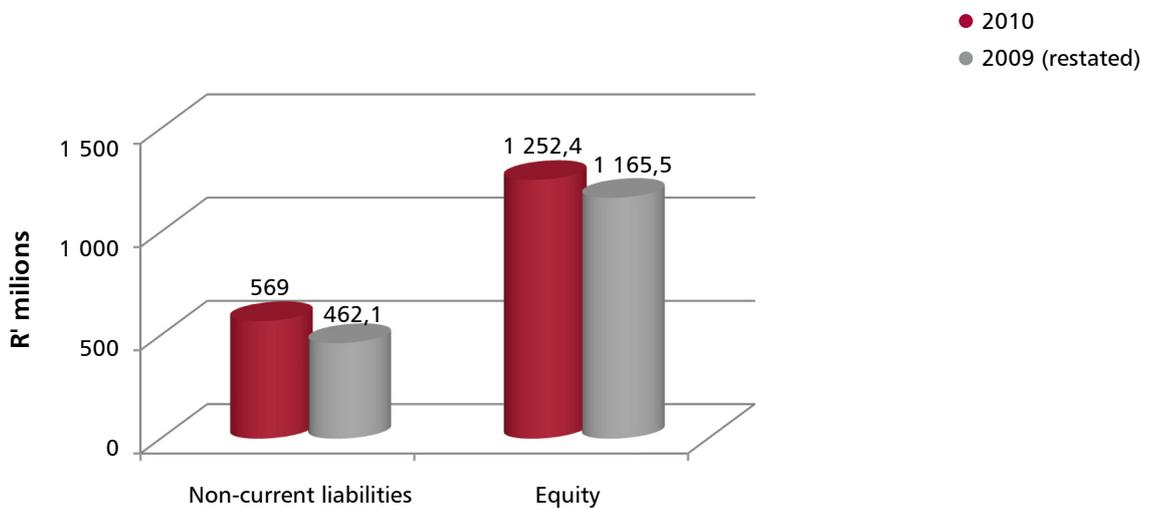
Gearing ratios analyse the extent to which longterm finance is used as a source of financing. It is a longer term indication of liquidity. Non-current liabilities represent 31,2% (2009-restated: 28,4%) of total funds employed.

NON-CURRENT LIABILITIES: NON-CURRENT LIABILITIES + EQUITY



The total non-current liabilities expressed over equity for the 2010 financial year increased to 45,4% (2009-restated: 39,6%).

NON-CURRENT LIABILITIES: EQUITY



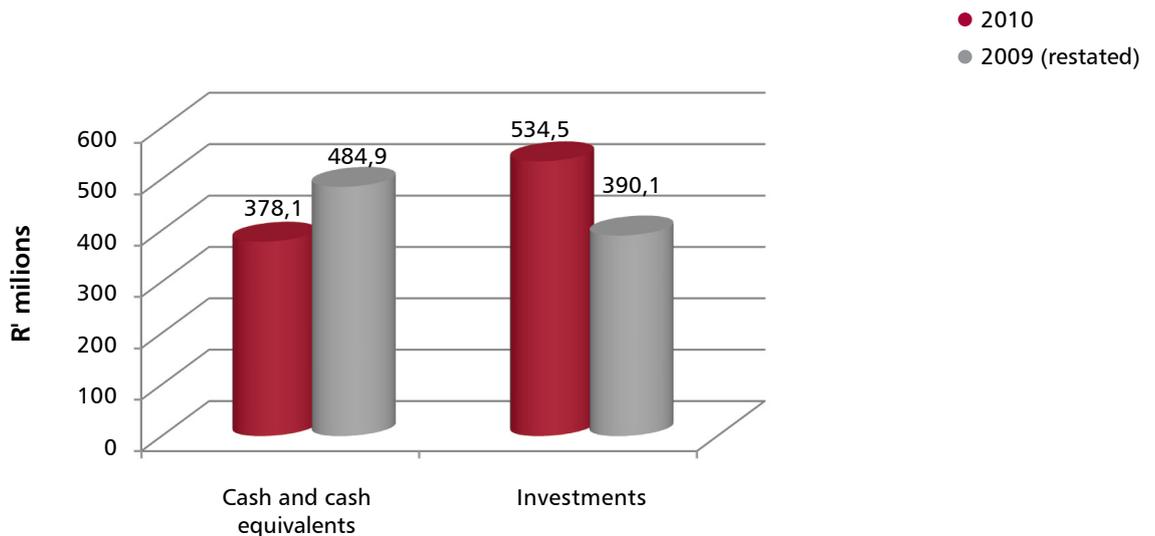
The increase of 5,8% is mainly due to the increase in the longterm portion of deferred income in the amount of R71,8 million.

❑ Cash flow

Surplus generated relating to cash flow

The university generated a surplus of R37,2 million for the 2010 financial year, and the net cash flow from operating activities amounts to R155,2 million. The total net cash flow decreased by R106,9 million for the same financial year due to a transfer of cash and cash equivalents to longer term investments. For the 2009 financial year the net cash flow increased by R45,1 million. The NWU is still in a very viable cash flow situation.

CASH AND CASH EQUIVALENTS & INVESTMENTS



CONCLUSION

The university was able to achieve the following financial goals during the 2010 financial year:

- ❑ To increase total assets by 12% by investing the grant received from Department of Higher Education and Training for infrastructure as well as own funds in PPE.
- ❑ Although the net surplus from recurrent activities decreased to 2,1% (goal: between 3% and 6%) as a result of the worldwide economic downturn and therefore a decrease in income stream 3 revenue, the NWU was able to maintain a sound solvency position and liquidity levels during the 2010 financial year to ensure that the NWU remains a going concern.
- ❑ To increase bursaries awarded to students (bursaries were increased by 12%).

Council and management are jointly committed to managing the NWU in such a way that the sound financial position will be maintained in 2011.

DR JJ VAN ZYL
CHAIRPERSON: FINANCE COMMITTEE

PROF IJ ROST
EXECUTIVE DIRECTOR: FINANCE AND FACILITIES



NORTH-WEST UNIVERSITY CONSOLIDATED STATEMENT OF FINANCIAL POSITION

as at 31 December 2010

	2010 R'000	%	(Restated) 2009 R'000	%
ASSETS				
Non-current assets	1 583 816	77,1	1 263 796	69,1
Property, Plant and Equipment	852 063	41,5	709 064	38,8
Investment properties	22 809	1,1	24 085	1,3
Intangible assets	10 931	0,5	17 559	1,0
Long-term investments	534 538	26,0	390 128	21,3
Defined benefit pension fund surplus	163 475	8,0	122 960	6,7
Current assets	469 774	22,9	564 754	30,9
Inventories	16 196	0,8	14 397	0,8
Trade and other receivables	75 521	3,7	65 414	3,6
Cash and cash equivalents	378 057	18,4	484 943	26,5
Total assets	2 053 590	100,0	1 828 550	100,0
FUNDS AND LIABILITIES				
Funds available				
Accumulated funds	1 252 412	60,9	1 165 466	63,7
Total liabilities	801 178	39,1	663 084	36,3
Non-current liabilities	569 016	27,7	462 067	25,3
Long-term loans	59 856	2,9	63 853	3,5
Post-employment benefits	307 901	15,0	268 750	14,7
Deferred income	201 259	9,8	129 464	7,1
Current liabilities	232 162	11,4	201 017	11,0
Trade and other creditors	170 762	8,3	134 837	7,4
Current income tax liability	0	0,0	190	0,0
Current portion: Long-term loans	5 983	0,3	6 515	0,4
Current portion: Post-employment benefits	13 765	0,7	13 279	0,7
Current portion: Deferred income	19 533	1,0	14 389	0,8
Student deposits and prepaid income	22 119	1,1	31 807	1,7
Total funds and liabilities	2 053 590	100,0	1 828 550	100,0

NORTH-WEST UNIVERSITY CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2010

	2010 R'000	% of total income	(Restated) 2009 R'000	% of total income
RECURRENT ITEMS	42 910	2,2	58 118	3,2
Income	2 007 290	100,3	1 813 684	99,3
State appropriations - subsidies and grants	893 280	44,6	758 540	41,5
Tuition and other fees	472 338	23,6	408 581	22,4
Income from contracts (research and other)	115 513	5,8	131 140	7,2
Residence and catering services	168 935	8,4	143 886	7,9
Services - entrepreneurial activities	218 902	10,9	236 494	12,9
Private gifts and grants	28 746	1,5	37 033	2,0
Investment income	109 576	5,5	98 010	5,4
Expenditure	1 964 381	98,1	1 755 566	96,1
Personnel remuneration	1 036 377	51,8	889 576	48,7
Operating expenses	835 554	41,7	776 491	42,5
Depreciation and amortisation	77 826	3,9	74 834	4,1
Finance charges	14 623	0,7	14 665	0,8
NON-RECURRENT ITEMS	(5 669)	(0,3)	13 316	0,7
Income	(5 669)	(0,3)	13 316	0,7
Profit/(Loss) on disposal of PPE	(18 322)	(0,9)	(765)	(0,0)
Profit/(Loss) on investments	10 624	0,5	1 287	0,0
Other non-recurrent income	2 029	0,1	12 794	0,7
Expenditure	0	0,0	0	0,0
Net surplus before income tax	37 241	1,9	71 434	3,9
Income tax expense	0	0,0	30	0,0
Surplus for the year	37 241	1,9	71 404	3,9
OTHER COMPREHENSIVE INCOME	49 705		44 981	
Pension and disability reserve funds – surplus	40 515		17 377	
Net value gain/(loss) on available-for-sale financial assets (net of tax)	9 190		27 604	
Total comprehensive income for the year	86 946		116 385	

LIST OF ABBREVIATIONS



@NWU	The daily notice for NWU staff
ACALAN	Academy of African Languages
ACU	Association of Commonwealth Universities
ADC	Academic Development Centre
AGLA	Academic literacy module (Afrikaans)
AGLE	Academic literacy module (English)
AIDS	Acquired Immune Deficiency Syndrome
ANC	African National Congress
AUTHeR	Africa Unit for Transdisciplinary Health Research
B-BBEE	Broad-based Black Economic Empowerment
CARST	Centre for Applied Radiation Science and Technology
CCMA	Commission for Conciliation, Mediation and Arbitration
CEE	Council for Economic Education
CEN	Centre of Excellence for Nutrition
CH@S	Connecting Helpers and Students
CoE	Centres of Excellence
CoETT	Code of Ethics Task Team
CSIR	Council for Scientific and Industrial Research
CSRC	Campus Student Representative Council
CV	Curriculum Vitae
DHET	Department of Higher Education and Training
DST	Department of Science and Technology
EASA	Education Association of South Africa
ECM	Enterprise Content Management
EDTP SETA	Education, Training and Development Practices – Sector Education and Training Authority
eFundi	The NWU's e-learning system
Eish!	The NWU's internal staff newsletter
EPE	External Programme Evaluation
FAST	Faculty of Agriculture, Science and Technology
FCCD	Forum for Continuous Collaboration in Development
FIFA	Fédération Internationale de Football Association
FLAGH	Farm Labour and General Health
FOTIM	Foundation of Tertiary Institutions in the Northern Metropolis
HART	Hypertension in Africa Research Team
HCEE	Human Capital and Employment Equity Committee
HEAIDS	Higher Education HIV/Aids Programme
HEQC	Higher Education Quality Committee
HESA	Higher Education South Africa



HIV	Human Immunodeficiency Virus
HP	Hewlett-Packard
HSS	Human and Social Sciences
ICT	Information and Communications Technology
IEASA	International Education Association of South Africa
IEESDF	Institutional Employment Equity and Skills Development Forum
IFBB	International Federation of BodyBuilders
IFRS	International Financial Reporting Standards
IREA	Institutional Research Excellence Awards
ISI	Institute for Scientific Information
ISIS	A world-leading centre for research which provides consulting expertise and advice in technology transfer and innovation management around the world.
ISRC	Institutional Student Representative Council
IT	Information Technology
ITEA	Institutional Teaching Excellence Award
ITIL	IT Information Library
MACE	Marketing, Advancement and Communication in Education
MRC	Medical Research Council
MUSA	Medicine Usage in South Africa
NADEOSA	National Association of Distance Education Organisations of South Africa
NLDTF	National Lottery Distribution Trust Fund
NQF	National Qualifications Framework
NRF	National Research Foundation
NUFFIC	Netherlands organisation for international cooperation in higher education
NWSP	North-West Science Park
NWU	North-West University
NWU & U	The NWU's alumni publication
NWU SDT	NWU Social Development Trust
Oracle-ERP	Oracle Enterprise Resource Planning
PanSALB	Pan South African Language Board
PAO	Paralegal Advice Office
PBMR	Pebble Bed Modular Reactor
PC	Personal computer
POUT	Group of gay students – name of organisation
PQM	Programme and Qualifications Mix
REds	Resilient Educators
SAFA	South African Football Association
SAHECEF	South African Higher Education Community Engagement Forum



SARS	South African Revenue Service
SASCO	South African Students Congress
SASOL	South African Coal and Oil
SDU	Skills Development Unit
SET	Science, Engineering and Technology
SHARE	Electronic Records Management System
SI	Supplemental Instruction
SIFE	Students in Free Enterprise
SPCA	Society for the Prevention of Cruelty to Animals
THRIP	Technology and Human Resources for Industry Programme
TOC	Transformation Oversight Committee
UK	United Kingdom
UPSET	Understanding and Processing Language in Complex Settings
USSA	University Sports South Africa
VAT	Value Added Tax
VC	Vice-Chancellor
VCCoSSS	Vaal Campus Committee on Student Support Services
VCT	Voluntary Counselling and Testing

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