



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 realise the vision, we will:

- Position the North-West University as a value-driven university, striving to make a difference, through the pursuit of knowledge and innovation, and by being locally engaged, nationally relevant and internationally recognised.
- Develop, educate and empower through quality teaching-learning well-rounded graduates able to think laterally and critically and to serve the country and its entire people.
- Produce high-quality, relevant and focussed research, basic as well as applied, supplying innovative solutions to challenges faced by the scholarly community, the country, the continent and the world.
- Implement research results and expertise, both commercially and community-directed, for the benefit of the country, the continent and the world.
- Aspire to be recognised internationally as a well-managed and innovative university, with a client focus and a quality focus, by creating an enabling environment that will enhance and improve its core business.
- Create a financially viable institution able to transform continually to meet the country's social and economic needs.
- Be sensitive to our environment and the country's social needs, and to promote sustainable development.

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*“Building on the successful merger-integration phase, the North-West University (NWU) entered 2006 on a sound footing and with a clear strategy for the future. This strategy, captured in the Institutional Plan for 2006 to 2008 and **beyond**, is to move towards becoming an effective, transformed and balanced tuition-research institution.”*

Dr T Eloff, Vice-Chancellor



Institutional Governance Overview

2006 - 2008 AND BEYOND

- 7** Executive Summaries (English, Afrikaans, SeTswana, SeSotho)
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Executive Summary



Building on the stability achieved in the first two years after the merger, the NWU entered 2006 on a solid footing. Having established itself in the marketplace as a vibrant, innovative and entrepreneurial university, the NWU attracted record student enrolments and, to avoid overtaxing its existing capacity, had to set limits for first-year intakes. The total student headcount for the year came to 38 736, an increase of 0,4 percent compared to the previous year.

Healthy increases were recorded for research output and student throughput rates, as well as in the NWU's ability to generate 'third-stream income', meaning income from sources other than subsidy funding and student fees. More than a quarter of the university's R1,2 billion budget for 2006 came from other sources, including patents and inventions developed by the NWU.

With the basics for a sustainable future in place, the NWU turned its attention towards implementing its strategy for 2006 to 2008 and beyond, as captured by the Institutional Plan (IP). The IP was prepared after extensive consultation with university stakeholders and submitted to the Department of Education in May 2006. It contains clear strategic objectives and action plans, complete with targets, for achieving the NWU's chosen strategy. Essentially, this strategy aims to move the university from being tuition-based with focused research towards becoming an effective, transformed and balanced tuition and research university.

While taking the first steps in this strategic direction in 2006, the NWU reached another important milestone: the implementation of the NWU Statute. Meeting the deadline set by the Minister of Education for complying with the Statute, 8 August 2006, the NWU successfully established a new Senate, Convocation Roll and Board of Donors, as well as these structures' representatives on the NWU Council.

As the year progressed, the NWU accelerated efforts to achieve integration on all levels. This included implementing a single, centralised system for student administration, as well as integrated systems for financial management and human resources. Policies, rules and procedures were aligned across the university, ensuring a level playing field for all staff and students.

In the last quarter of the year, the entire university community was given the opportunity to contribute to the development of a new branding strategy for the NWU. This consultation process took the form of a brand and perception audit, which was conducted to assess the symbolic value of the NWU logo and corporate identity. The findings of this audit will inform the new branding strategy that will make the NWU an instantly recognisable brand as a vibrant, innovative and entrepreneurial institution.

Bestuursopsomming

Die NWU het voortgebou op die stabiliteit wat in die eerste twee jaar na die samesmelting bereik is en het 2006 op 'n stewige grondslag betree. Met dié dat die NWU hom op die mark as 'n lewenskragtige en innoverende universiteit met 'n entrepreneursoriëntasie gevestig het, is daar 'n rekordtal studente-inskrywings gelok en, ten einde oorlading van bestaande kapasiteit te vermy, moes daar perke aan die eerstejaarinnames gestel word. Die totale studentegetalle het op 38 736 vir die jaar te staan gekom, 'n styging van 0,4 persent vergeleke met die vorige jaar.

Daar was gesonde toenames in navorsingsuitsette en studente-deurvloeyfers, sowel as in die NWU se vermoë om "derdegeldstroom-inkomste" te genereer, met ander woorde, ander inkomste as subsidiebefondsing en studentegelde. Meer as 'n kwart van die universiteit se begroting van R1,2 miljard vir 2006 was afkomstig uit ander bronne, insluitende patente en uitvindings wat deur die NWU ontwikkel is.

Met die basiese voorvereistes vir 'n volhoubare toekoms in plek, het die NWU sy aandag gerig op die implementering van sy strategie vir 2006 tot 2008 en verder, soos in die Institusionele Plan (IP). Die IP is ná omvattende oorlegpleging met universiteitsbelanghebbendes opgestel en in Mei 2006 aan die Onderwysdepartement voorgelê. Dit bevat duidelike strategiese doelstellings en aksieplanne, volledig met teikens vir die verwesenliking van die NWU se gekose strategie. In wese streef hierdie strategie daarna om die universiteit, wat tans 'n onderriggebaseerde universiteit met gefokusde navorsing is, in 'n doeltreffende, getransformeerde en gebalanseerde onderrig-en-navorsing-universiteit te verander.

Terwyl die eerste stappe in hierdie strategiese rigting in 2006 gedoen is, het die NWU nog 'n belangrike mylpaal bereik: die implementering van die NWU se Statuut. Die NWU het by die Minister van Onderwys se sperdatum van 8 Augustus 2006 vir voldoening aan die Statuut gehou en 'n nuwe Senaat, Konvokasierol en Raad van Donateurs tot stand gebring en die aangewesenes van hierdie strukture in die NWU-raad is ook aangestel.

Na gelang die jaar gevorder het, het die NWU pogings versnel om integrasie op alle vlakke te bewerkstellig. Dit het die implementering van 'n enkele gesentraliseerde stelsel vir studente-administrasie ingesluit, asook geïntegreerde stelsels vir finansiële bestuur en mensehulpbronne. Beleid, reëls en prosedures is regdeur die universiteit in ooreenstemming gebring, en dit het gelyke speelveld vir alle personeel en studente verseker.

Gedurende die laaste kwartaal van die jaar is die hele universiteitsgemeenskap die geleentheid gegee om tot die ontwikkeling van 'n nuwe handelsmerkvestiging-strategie vir die NWU deel te neem. Hierdie oorlegplegingsproses het die vorm aangeneem van 'n handelsmerk- en persepsie-oudit, wat gedoen is om die simboliese waarde van die NWU-logo en korporatiewe identiteit te evalueer. Die bevindinge van hierdie oudit sal benut word in die nuwe handelsmerkvestiging-strategie wat van die NWU 'n oombliklik herkenbare handelsmerk as 'n lewenskragtige, goed bestuurde en entrepreneuriese instelling sal maak.

Kakaretso ya bolaodi

Ho ahellwa hodima botsitso bo fihleletsweng dilemong tse pedi tse fetileng ka mora momahano, NWU e kene selemong sa 2006 e setletse. Boitotobatsong ba yona mmarakeng jwalo ka yunivesithi ya sehlaho, ya ntjhafatso le ya kgwebisano, NWU e hohetse palo e etsang rekoto ya boingodiso ba baithuti mme ho qoba tshubuhlellano, yunivesithi e ile ya beha meedi boingodisong ba selemo sa pele. Palo ya baithuti selemong sena ke 38 736, e leng keketseho ya 0,4 ho diphesente papisong le selemo se fetileng.

Dikeketsoho tse ntlafetseng di iponahaditse sekgahleng sa diphuputso le ho atleha ha baithuti ekasitana le bokgoni ba NWU ho fumaneng tjhelete ka “moyjha wa boraro”; ho boelang ditjhelete tse sa tsweng tshhehetsong le ditjhelete tsa baithuti. Tjhelete e fetang kotara ya bajete ya yunivesithi ya dibilione tse R1,2 e tswile mehloding e meng e kenyeletsang tlhahiso le ditshibollo tse ntsheditsweng pele ke NWU.

Ka baka la meralo ya moshwella bakeng sa bokamoso, NWU e ile ya tsepamisa maikutlo a yona ho kenyeng leano lena bakeng sa 2006 ho isa ho 2007 le ho feta, ho ya ka Moralo wa Institushene (MI). MI e ile ya hlophiswa ka mora ditherisano tse batsi le baamehi ba yunivesithi mme wa romelwa Lefapheng la Thuto ka Motsheanong 2006. MI e kenyeleditse meralo ya sepheo le ya ho e kenya tshhehetsong ha mmoho le diphihlelo tse feletseng bakeng sa leano le kgethilweng ke NWU. Hantlente sepheo sa leano lena ke ho suthisa yunivesithi maemong a ho fana ka thupelo le diphuputso feela ho ba yunivesithi e fetohileng, e lekalekanang maemong a thupelo le phuputso.

Ha ho ne ho nkuwa mehato ya pele leaning lena ka 2006 NWU e ile ya ba le phihlelo ya bohlokwa: Ho kenngwa tshhehetsong ha ha Setatjhute sa NWU. Ho fihlella nako e neng e beilwe ke Letona la Thuto bakeng sa ho ikamahanya le Setatjhute ka la 8 Phato 2006, NWU e ile ya atleha ho hlomamisa Senate, Lenane la Khonvokeshine le Boto ya Banyehedi ha mmoho le boemedi ba mekgahlelo ena Khanseleeng ya NWU.

Ha selemo se ntse se tsamaya, NWU e ile ya akofisa momahano maemong ohle. Sena se ile sa kenyeletsa tshhebetso e le nngwe ya ngodiso ya tsamaiso ya baithuti ha mmoho le taolo ya ditjhelete le mehlodi ya basebeletsi. Maano, melao le tshhebetso di ile tsa amahangwa yunivesithing yohle ho batalatsa tekano bakeng sa basebeletsi le baithuti.

Kotareng ya ho qetela ya selemo baamehi bohle ba yunivesithi ba ile ba kopuwa ho phehisa ntshetsopeleng ya leano la papatso la NWU. Ditherisano tsena di ile tsa nka sebopeho sa oditi ya boitsebiso le tjhebahalo e ileng ya etswa ho hlahloba moelelo wa lepetjo la NWU le boitsebahatso. Ditholwana tsa oditi ena di tla ba le tshusumetso leaning la boitsebahatso le tlang ho etsa hore kapele NWU e tsejwe e le institushene e sehlaho, e laolwang ka makgethe le ya kgwebisano.

Tshobokanyo ya Mokaedi wa Tsamaiso

Ka YBB e itlhomile mo marakeng e le e e tshikhinyang, e e naganelang kwa pele ya bopakakgwebo e gogile baithuti ba palo e e kwa godimo go ikwadisa mo go yone. Go iphemela gore e seka ya ipheta tekano ya yone e ile ya tsaya baithuti ba palo e e rileng ba ngwaga wa ntlha. Palo ya ba ba ikwadisitseng mo ngwageng wa 2006 e eme mo go 38 736. Ke kgolo ya diphesente di le 0,4 fela mo ngwageng o o fetileng.

Go bonwe le kgolo ya palo mo go wetseng ga dipatlisiso le mo go faloleng ga baithuti. Yunibesiti e simolotse le go ka bopa "letseno la moela wa boraro", go tewa letseno go tswa mo metsweding e mengwe e e seng ya diketleetsa tsa mmuso le dituelo tsa baithuti. Letseno le le fetang kwarata ya tekanyetso yotlhe ya R1,2 bileone le tlile go tswa mo metsweding e mengwe eo e leng dipatente le ditlhamo tse dingwe tse di menolotsweng ke yunibesiti.

Ka metheo ya yunibesiti ya dinako tse di tlang e tlhomilwe jaanong, e ka gatela pele go dirisa le go wetsa Leano la Setheo (LS / IP). Ke leano le yunibesiti e itlhametseng lone la tsamaiso. Le simolotse ka 2006 mme le beile leitlho mo go 2008 le go feta foo. Leano la Setheo le kwadilwe morago ga dipuisano tse di ntsi le batsayakarolo mme la begwa mo Lefapheng la Thuto ka kgwedi ya Motsheganong ka 2006. Mo go lone go na le mesola-tomagano ya maikaelelo, le maano a tiriso mo go tlhaotsweng le dinako tsa tiragatso ya one. Tsotlhe di theilwe sentle go wetsa se yunibesiti e itlhaoletseng sone. Ke go iphetola go nna yunibesiti ya tekano mo gare ga go ruta / fatlhosa ga baithuti le patlisiso. Pele e ne e le yunibesiti e e neng e beile leitlho thata mo thutong fela le patlisiso mole le mole.

Fa e ntse e gatela pele ka dikgato tsa ntlha tsa yone mo 2006 yunibesiti e ile ya fitlha mo e neng e ipeetse maemo gone ebong go simolola le go dirisa Molao wa yone. Ke Molao o o neng o beilwe ke Tonakgolo go tswa mo Lefapheng la Thuto. O ne o tshwanetse wa tsenelwa ke yunibesiti fa go ne go tlhola letsatsi la borobedi la kgwedi ya Phatwe 2006.

Morago ga moo Yunibesiti ya Bokone-Bophirima e ile ya tlhoma Senate, Lenaneina la Phuthego le Boto ya Banei Fa ngwaga o ntse o ya YBB e tiisitse maiteko a yone go bopa tekano mo yunibesiting mo mathakoreng otlhe. Go akaretsa dilo tse di latelang jaaka: tsela e nngwe ya go ikwadisa ga baithuti le tsamaiso ya teng, tsela e nngwe ya go tsamaisa ditšhelete ka teng le tsela e nngwe ya metswedithuso ya setho. Maikemisetso, melao le tsamaiso ya teng di ile tsa bopiwa go netefatsa mokgwa o le mongwe wa go tshwara baithuti le batlhatlheledi ka teng.

Mo kgweditharong ya bofelo ba ngwaga setshaba sotlhe sa yunibesiti ka bophara se ile se fiwa tetlo go tsaya karolo mo go bopeng ga letshwaokgwebo la yunibesiti. Dipuisano tse di ile tsa tsamaya tsela ya thuno ya letshwao le kamogelo ya lone. Ka tsela e go ile ga netefatswa bokao ba logo ya YBB le tlhaolo ya yone. Dipheetso tsa thuno e di tla tlhagisa letshwaokgwebo le lentšha le tiriso ya lone. Se se tla dira gore ka bonako go lemogwe e le yunibesiti e e tshikhinyang e e tsamaisiwang ka tolamo e e naganelang kwa pele ya bopakakgwebo.

Institutional highlights 2006



Two years into the merger, the NWU's core business and support processes are fully operational and the university is growing into one of the most vibrant, innovative, entrepreneurial and respected learning communities in Africa. Striking progress has been made, particularly in 2006, towards the NWU's strategic objectives for transformation, teaching-learning, research and implementation of expertise.

Transformation

From the strides taken during the year, it is clear that the NWU is fast taking shape as an integrated, united university that shares a common vision and a shared sense of destiny.

- In moving forward as a unitary institution, the NWU has an excellent compass in the form of the Institutional Plan, entitled "2006 – 2008 and beyond". The Institutional Plan, submitted to the Department of Education on 10 May 2006, will be the NWU's roadmap for the next three years in positioning itself as a stable, vibrant and entrepreneurial university. Council has subsequently approved the revised version for 2007 to 2009.
- Hand in hand with the Institutional Plan, the NWU Statute has been a crucial building block in the university's post-merger evolution. To ensure full compliance with the Statute by 8 August 2006, Council approved rules for the constitution of the NWU's core governance structures. As a result, the Senate, Convocation and Board of Donors successfully elected their new Council representatives.
- To give impetus to the NWU's transformation, Council restructured its committees on 23 June 2006. A Transformation Oversight Committee was established to oversee the implementation of the Institutional Plan and the mandate of the Human Resources Committee was extended to include equity matters.
- The process of developing the NWU's new brand strategy gained momentum when a survey was conducted among staff, students and alumni. They were asked for input on the development of a brand strategy that will make the NWU an instantly recognisable brand, setting it apart in the marketplace as a vibrant, innovative, entrepreneurial and stable university.

- In two other brand-related developments, the NWU implemented its new web domain address, nwu.ac.za, and finalised the e-mail standardisation process. In addition, the NWU Corporate Identity manual was published to promote the consistent, coherent application of the university's corporate identity.
- The university's high standards of corporate governance and disclosure were acknowledged when the first strategic NWU annual report was voted among the top five in the annual report category of the SA Publication Forum's 2006 competition.
- Operational integration took an important step forward during 2006 when the NWU implemented fully integrated human resources, financial and student systems:
 - o In June 2006, after months of preparation and training, the new Oracle ERP system for Financial and Human Resource Management went live.
 - o Shortly afterwards, in July, the Varsity Student System was successfully implemented at the Mafikeng Campus. This means that, for the first time, the NWU has one uniform, centralised student administrative system.
 - o In the next step, to be taken early in 2007, all new staff and students will receive a standardised access card, which was developed through a participative process.
 - o An electronically supported workflow and records management system is being installed and training is under way to empower staff to use it efficiently. Those who successfully complete the training programme will receive an NWU-approved certificate confirming their competency.
- In terms of policies, rules and procedures, excellent progress has been made in identifying those requiring rationalisation or realignment.
- The NWU recorded moderate growth in the number of first-year students, owing mainly to the "cap" of 5 100 placed on the 2006 intake. Although first-year registrations were slightly lower than expected on all campuses, the quality of students was higher, which will have a positive impact on student throughput.
- Indications are that the undergraduate success rate has improved, and that research outputs for 2006 will be in line with targeted growth of five percent.
- Senate approved a number of policies to guide the programme alignment process. These include the establishment of "academic programme alignment clusters" that focus on the coordination, alignment and rationalisation of academic programmes.
- On 8 August 2006, Senate established an Institutional Admissions Committee whose mandate is to ensure that admissions comply with legislative requirements, are aligned and support the NWU's vision, values, mission and Institutional Plan.
- A quality management system was established with a specific emphasis on the HEQC institutional audit in 2008. Preparations for the audit are being overseen by the Institutional Quality Directorate in the office of the Vice-Principal.
- As part of a strategy to enhance the NWU's international standing, the university explored collaborative partnerships with leading universities. During 2006, a Memorandum of Understanding was signed with London South Bank University (LSBU), paving the way for academic, curriculum and administrative cooperation, along with joint events and conferences and cultural exchange. The NWU expects to finalise a comprehensive cooperation agreement with LSBU early in 2007.
- The NWU believes strongly in producing well-rounded graduates who excel in all areas of life, not just academically. This was the thinking behind the launch of the High Performance Institute on the Potchefstroom Campus and preparations for the opening of the Soccer Institute at the Mafikeng Campus. National and international sporting achievements included the selection of seven NWU athletes in the South African Commonwealth team. They won two of five gold medals awarded to South Africa and one silver medal.

Teaching-learning

The NWU's enrolment and registration processes for 2006 were generally successful and effective, with student numbers growing according to plan and policies in place to promote alignment in academic programmes and quality management.

Research and innovation

During 2006, the NWU entrenched its reputation as a leader in research and innovation while laying the foundation for ongoing enhancements in the next three years.

- The Strategic Plan for Research and Innovation was updated with the aim of improving research management and support.
- Research output increased significantly on all three NWU Campuses. Overall, article equivalents grew from 318 units in 2005 to 371 article equivalents in 2006 (including books and conference papers).
- A total of 18 NWU researchers were evaluated by the NRF, with the number of rated researchers now standing at 85. One of these researchers, Dr S Ferreira of the Unit for Space Physics, received the prestigious P-rating (for "President's Award"), which is given only to young researchers with exceptional achievement and potential.
- THRIP funding more than doubled, with the NRF allocating R15.9 million in 2006. NRF core and Thuthuka funding also increased substantially and funding approval was obtained for two new NRF niche areas. These are Learner Support Strategies for Barriers to Learning in Inclusive Education and the Socio-Economic Impact of Events and Conservation Tourism in South Africa.
- The external evaluation of NRF Focus Areas was successfully conducted and two new Focus Areas received unit status, namely AUTHeR and Drug Research and Development.
- The NWU was awarded three major research-related contracts during the year:
 - o ABSA Bank signed a five-year bursary contract to the value of R1.475 million per year with the NWU's Centre for Business Mathematics, highlighting the depth of expertise developed in this discipline.
 - o In a five-year programme worth R7.5 million, the NWU has been selected to assist new and emerging Nguni cattle farmers in the North-West Province in purchasing cattle and developing basic infrastructure. This follows the signing of a Memorandum of Understanding with the Industrial Development Corporation and the provincial Department of Agriculture, Conservation and Environment.

Implementation of expertise

The NWU continued to share its knowledge base with business, government and communities in the interests of contributing to the socio-economic development of the North-West Province, South Africa and Africa as a whole.

- Preparations for the commercialisation of the auto-ignition system, invented by the Unit of Space Physics, are well underway. This project stems directly from the NWU's participation in the Department of Science and Technology's Innovation Fund competition of 2004.
- The NWU entered into the final stages of an Innovation Fund grant for the development of delivery systems for anti-malaria, TB and paediatric HIV drugs.
- The system for the on-line remote sensing of Electro Cardio-Grams of sportspeople, patented by the NWU, was demonstrated at the launch of the NWU's new FNB High Performance Institute in November 2006.
- After being commissioned by the Southern District Municipality, the NWU conducted a preliminary feasibility study on the establishment of a North-West Science Park on the NWU's Potchefstroom Campus at a cost of approximately R30 million which resulted in a very positive outcome. The establishment of a unique Science Park will be part of a Memorandum of Understanding to be drawn up between the NWU and the Southern District Municipality. It is envisaged that the Science Park could become the innovation hub of the Province, transferring knowledge-intensive and innovative technologies to new small businesses, as well as established industry, to stimulate growth and job creation.
- The Pebble Bed Modular Reactor (PBMR) company awarded a contract to a private company for the erection of two facilities to test and evaluate PBMR technology.

Composition of Council

Composition of Council as at 31 December 2006

The Council of the North-West University governs the institution, sets the strategic vision and direction and approves all strategic plans, budgets, policies and statutory rules. Council operates under the Higher Education Act of 1997 and the NWU Statute, which was formally gazetted on 8 August 2005.

In terms of the NWU Statute, Council comprises 30 members, of whom 18 are designated by external stakeholders and 12 are designated from internal constituencies.

The external stakeholders in Council in terms of the Statute are the Minister of Education, private sector and community stakeholders and the Convocation. Internal constituencies are management, Senate, other academic staff, non-academic employees and the Institutional Student Representative Council (ISRC).

Dr Lydia Sebege was elected as the new Chairperson of Council at the Council meeting held on 24 November 2006. Her election resulted in the position of Deputy Chairperson of Council becoming vacant. Mr Peet van der Walt was subsequently elected as the new Deputy Chairperson of Council.

Appointees from the Minister of Education

Ms NML Letlape: BA in Public and Private Management and Hons BA in Public Governance (Potchefstroom University for Christian Higher Education); three-year term of office, from 2004 to 2007.



Mr G Mayet: MA in Public Policy (Bristol University, UK); MA in Education (Open University, UK); four-year term, from 2004 to 2008.



Mr OJJ Tabane: BA (University of the North); BProc (University of the Western Cape); MPhil (Nelson Mandela Metropolitan University); four-year term, from 2004 to 2008.



Dr LK Sebege: BSc (University of the North West); MSc and MEd (University of the Witwatersrand); DEd (University of the North West); four-year term, from 2004 to 2008.



Dr L Wessels: B Jur et Com and LLB (Potchefstroom University for Christian Higher Education); LLM and LLD (Rand Afrikaans University); three-year term, from 2004 to 2007.



Private sector members

Mr PJ van der Walt: CA(SA) and MCom (Potchefstroom University for Christian Higher Education); MA in Social Science (HEC School of Management, Paris); three-year term of office, from 2006 to 2009.



Dr C Reinecke: DSc in Chemistry (Potchefstroom University for Christian Higher Education); MBL (UNISA); three-year term, from 2006 to 2009.



Dr JJ van Zyl: DCom (Potchefstroom University for Christian Higher Education); four-year term, from 2004 to 2008.



Mr T Makubire: MSc and DSc (University of Berlin); three-year term, from 2006 to 2009.



Members designated by the Convocation

Mr PJW Buys: Hons BA (Rand Afrikaans University); three-year term of office, from 2004 to 2007.



Dr FJ Kok: MA (Potchefstroom University for Christian Higher Education); DPhil (University of Stellenbosch); three-year term, from 2006 to 2009.



Adv JSM Henning, SC: BJuris and LLB (Potchefstroom University for Christian Higher Education); three-year term, from 2006 to 2009.



Ms LA van Dyk: MBA (Stellenbosch Management School), MA in Psychology (University of Pretoria); MA in Consulting and Coaching (Hautes Etudes Commerciales, France); three-year term, from 2006 to 2009.



Community designates

Dr CJ Smit: ThB and ThD (Potchefstroom University for Christian Higher Education); four-year term, from 2004 to 2008.



Dr HG Stoker: ThD (Potchefstroom University for Christian Higher Education); three-year term, from 2004 to 2007.



Mr NT Molusi: Hons BA (University of the North); MTech BA (UNISA); three-year term, from 2004 to 2007.



Mr S Ngwenya: Hons B Ag Ec (University of New England, Australia); Hons BSc in Agricultural Economics (University of Pretoria); four-year term, from 2004 to 2008.



Member with special expertise

Adv MNS Sithole, SC: BJuris (University of the North); LLB (University of the North); LLM (University of Pretoria); BA (UNISA); four-year term, from 2004 to 2008.



Internal members: Management Members

Dr T Eloff (Vice-Chancellor): BJuris (Econ); ThB; ThM and ThD (Potchefstroom University for Christian Higher Education); ex officio member of Council.



Dr MN Takalo (Vice-Principal): BA and BEd (University of the North); MA (Boston University); EdM and EdD (Columbia University); ex officio member.



Members from other academic staff

Mr M Ndandani: BA and UEd (University of Fort Hare), MEd (University of Texas); three-year term, from 2004 to 2007.



Prof PP Krüger: BA, Hons BA, ThB, MA and ThD (Potchefstroom University for Christian Higher Education); two-year term, from 2004 to 2006.



Internal members: Senate members

Prof A le R du Plooy: BA; ThB; ThM and ThD (Potchefstroom University for Christian Higher Education); two-year term, from 2004 to 2006.



Prof F Venter: BJur et Comm; LLB and LLD (Potchefstroom University for Christian Higher Education); two-year term, from 2004 to 2006.



Dr NL Mahao: BA (Law) and LLB (National University of Lesotho); LLM (University of Edinburgh) and LLD (University of Western Cape); three-year term, from 2006 to 2009.



Prof TC Rabali: BA (UNISA); ThB and ThM (Potchefstroom University for Christian Higher Education); DTh (UNISA); three-year term, from 2006 to 2009.



Members from non-academic employees

Mr T Matshego: B Admin, Hons B Admin and MBA, (University of North West); three-year term, from 2004 to 2007.



Ms EJ Britz: BJuris and LLB (Potchefstroom University for Christian Higher Education); three-year term, from 2004 to 2007.



Representatives of the Institutional Student Representative Council (ISRC)

Members serve on the Council for a period determined by the ISRC. The following SRC members held office until October 2006:

Mr A Atau-Rahman: BA (currently) (NWU, Mafikeng Campus)



Mr DW Coetsee: ThB; HonsThB and MTh (currently) (NWU, Potchefstroom Campus)



Mr M Tsotetsi: BEd (currently) (NWU, Vaal Triangle Campus)



From November 2006, the following ISRC members were appointed to the Council:

Mr S Masango: BSc Agric (currently) (NWU, Mafikeng Campus)



Mr DW Coetsee: ThB, HonsThB and MTh (currently) (NWU, Potchefstroom Campus)



Mr W Runeli: BA Development and Management (currently) (NWU, Vaal Triangle Campus)



Outgoing Council members

- The term of Dr MSM Molefe and Mr PG Mpolokeng ended on 1 August 2006.
- The term of Mr L Nyhonyha, Ms PC Modiko, Ms R Jager, Mr K Rabanye and Ms ZM Sicwebu ended on 8 August 2006.
- The term of Adv EJ Britz ended when she suffered a severe stroke in September 2006 and a curator was appointed to act on her behalf. A member of Council's membership is terminated if he/she becomes incapable of performing the duties of a member of Council.
- The term of Mr T Matshego ended when he was suspended as a staff member in November 2006.

Composition of 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 the Council. Following the merger-incorporation, 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 separate business units.

After more than two years of operating with this system, Dr T Eloff, Vice-Chancellor, identified the need to evaluate the current structure and recommended changes, where appropriate, to ensure the optimal functioning of the Institutional Management. On 24 November 2006, the Council accepted the Vice-Chancellor's recommendation to restructure the Institutional Management with effect from 1 January 2007.

Vice-Chancellor Dr T Eloff: BJuris (Econ); ThB; ThM and ThD (Potchefstroom University for Christian Higher Education).



Vice-Principal Dr MN Takalo: BA and BEd (University of the North); MA (Boston University); EdM and EdD (Columbia University Teachers' College).



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).



Campus Rector: Potchefstroom Prof AL Combrink: BA; MA and DLitt (Potchefstroom University for Christian Higher Education); HED (UNISA).



Campus Rector: Vaal Triangle Prof PJJ Prinsloo: BA; MA and DLitt (Potchefstroom University for Christian Higher Education); THED (Potchefstroom Teachers' College).



Institutional Registrar Prof CFC van der Walt: BJur et Art (Potchefstroom University for Christian Higher Education); LLB (Rand Afrikaans University); LLD (UNISA).



Institutional Director: Finance and Facilities Prof IJ Rost: BCom; Hons BCom; MCom and CTA (Potchefstroom University for Christian Higher Education); Higher Diploma in Tax Law (University of the Witwatersrand); CA(SA).



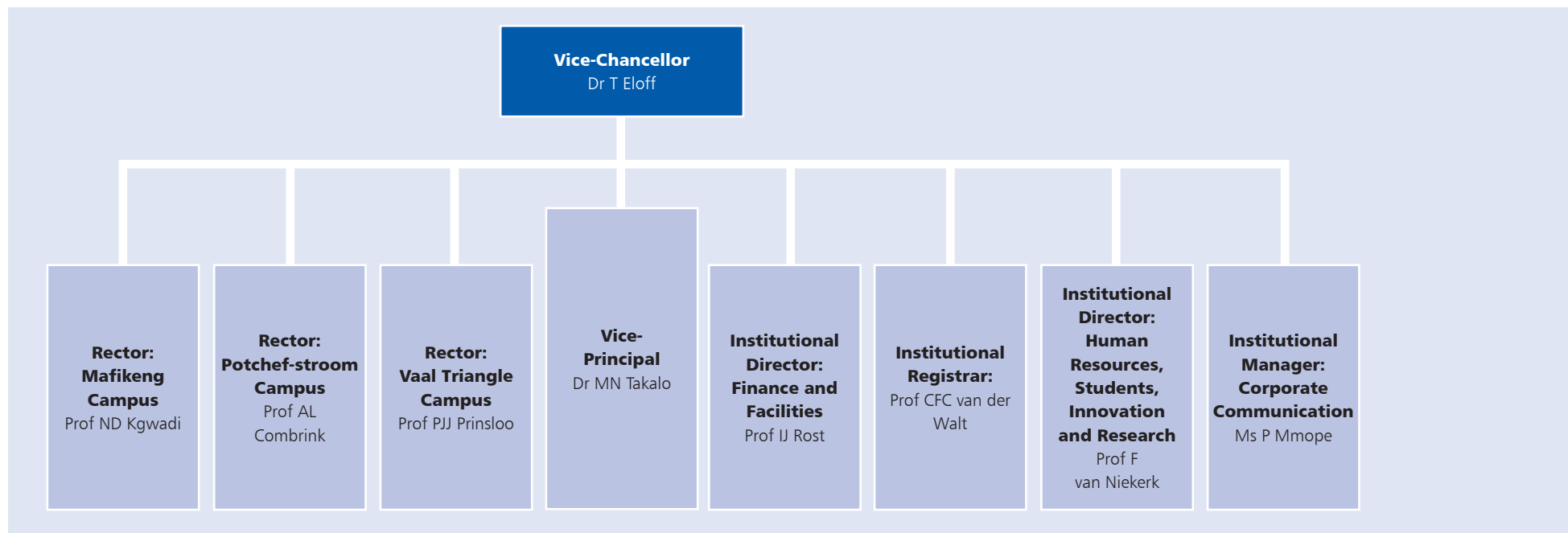
Institutional Director: Human Resources, Students, Innovation and Research Prof F van Niekerk: BSc; MSc and DSc (Potchefstroom University for Christian Higher Education).



Institutional Manager: Corporate Communication Ms PP Mmope: National Diploma and BTech Degree in Journalism (Technikon Pretoria); BA Hons (Communication Science) (UNISA); PRP (PRISA).



North-West University - Institutional Management organisational structure



Message from the Chancellor

Dr PS Molefe, Chancellor of North-West University



When I reflect upon the last two years in my capacity as Chancellor, I do so with a great measure of satisfaction and pride derived from the many milestones that the North-West University (NWU) has achieved.

As the NWU we have come a long way in pursuit of the challenge of transformation. In 2004 we embraced the government and the country's strategic perspective of merging the institutions of higher learning and integrating education amongst different communities with a view to ensuring that the wealth of knowledge resorting in the three campuses could be brought together in order to ensure not only education enrichment but that the skills are shared and transferred to all those with a quest for knowledge.

This was a huge challenge that the University took upon itself. In doing so, the NWU harboured no illusions. In fact, we had a profound understanding that, in order to realize this enormous task, we needed to rally all the key stakeholders of the NWU behind the merger.

At the time of the merger, one of the key threats was that stability would be compromised. However, since the merger, the academic environment has stabilized considerably and we have moved from emotive debates to focus on critical academic issues facing the University and the country. One can only conclude that the merger and the subsequent establishment of the NWU have been a resounding success. However, we dare not sit on our laurels, basking in the success of the past. There is still a lot of work ahead. We need to consolidate on these achievements and sustain the momentum of growth and transformation, keeping in mind that the merger itself is an ongoing process and not a once-off event that has already been fully achieved.

Key to the merger itself is the assurance that academic excellence is enhanced. Integral to this, is the challenge of making the university truly non-racial. We have to reach a point where students from the areas surrounding our campuses will find it comfortable to study at any of the NWU's campuses and not outside the borders of the North-West province.

To attract the students in our province, we should be able to demonstrate to their parents that the quality of learning at the NWU is of such a high standard that they will feel comfortable to send their children to the NWU. Looking at what we have achieved so far, I am satisfied that we can hold our own



amongst the top universities in South Africa. However, it still requires hard work and constant appraisal of our activities as well as aligning our plans to the direction the country is taking.

I am convinced that the NWU is critical in assisting South Africa and the continent in realising its millennium development goals. The NWU has to collaborate with other universities on the continent to share skills and to exchange students and perspectives, including issues of dealing with community development. I believe that, after so many years of training, universities should provide leadership to society.

I feel confident that the NWU has all the ingredients to realize the dream to become a pre-eminent university in Africa. The University has world class academics, students who are focused, and the kind of faculties which can make a major contribution to South Africa and the continent, defining the role and place of the university.

When looking at the future, I envisage the NWU in 2009 as a University not only reflecting the kind of excellence that makes it a model institution of higher learning in the country, but also the prototype of how communities could live together. I see the NWU in 2009 as being an example of an institution that has embraced not only excellence, but also the strategic priorities of the country. Through hard work, excellence, discipline, commitment to the culture of learning and the production of progressive ideas that seek to change society for the better, this university should earn its place amongst the top universities in the country.

I am confident that we have the necessary determination, tenacity, dedication, and commitment to realize the pinnacle of the dream of this great university. My sincere appreciation goes to the Vice-Chancellor, Vice-Principal, Campus Rectors, Institutional Management, Campus Managements, students, parents, alumni and all other stakeholders without whose support and dedication this university would not have been where it is today. In order for us to remain on course, your ongoing dedication is invaluable.

DR PS MOLEFE
CHANCELLOR

Report of the Chairperson of Council

Dr LK Sebego, Chairperson of Council



For any organisation emerging from a merger, the greatest challenge is to move forward as one institution, not only in word but also in deed. For this reason, it is encouraging to review the small but important steps that the North-West University (NWU) took in 2006 towards true integration.

From the point of view of Council, the two most important achievements in promoting a sense of shared destiny were the implementation of the NWU Statute and the completion of the Institutional Plan.

With its own Statute in place to determine the composition of critical governance structures such as the Senate, Board of Donors, Convocation, Institutional Forum and Council itself, the university formally cut the umbilical cord to the past as separate institutions. Similarly, the completion of the Institutional Plan, with its forward-looking performance targets and measures, is focusing our attention on working towards the future as an integrated whole.

Aside from these two most conspicuous landmarks on the NWU's journey towards integration, I believe that the way the university is addressing the "softer" issues is no less significant. What springs to mind is the NWU's embracing of three languages, namely English, Setswana and Afrikaans, as our official media of communication. By supporting this level of multilingualism, the NWU is setting an example in South African higher education that, as far as I know, is unprecedented.

Language cannot be overestimated as an instrument of transformation. When people enter an environment in which their own language is recognised and respected, they experience a sense of belonging, of being welcome, of feeling at home. This was exactly the intention of Council in endorsing a multilingual policy and I am pleased at how positively it has been received. Where there have been difficulties, these have not been due to language prejudices and attitudes but rather to the practical realities of adapting to a different style of communication.

I also feel optimistic about the NWU's broader transformation, in the sense of seeing itself, and being seen, as one institution. Slowly but steadily, NWU staff are starting to sit together and engage each other as one, as part of the same unitary organisation. This unfolding climate of engagement was strongly evident when Council and management task teams and working groups were formed to develop different aspects of the Institutional Plan in 2006.



Going forward, my wish is that the culture of integration taking shape will extend to staff at all levels within the university and at all campuses, as well as to students.

It is important for the NWU to approach all issues, from research and tuition to student fees and programme accreditation, from a unitary perspective. Yes, the NWU stands on three legs – its three campuses – but these legs are equally strong. I look forward to the day when it will be impossible for a neutral observer to be able to associate any one campus with an institution that existed before the merger. People must be comfortable no matter where at the NWU they are.

In working towards this ultimate goal, there are still a number of disparities that will have to be tackled. An obvious disparity is the different fee structures in place at our three campuses. Parity is necessary for the simple reason that one cannot pay more or less than others for the same degree.

A related matter is that of student debt. This is a challenge facing all higher education institutions in South Africa and hard decisions are going to have to be made to address it. Fortunately, given the bursaries and other forms of financial support available to previously disadvantaged individuals with merit, it appears that the past gap between the privileged and the disadvantaged is being narrowed. The playing field is being levelled. Now, to succeed in tertiary studies, all you need is yourself, hard work and merit.

Although the NWU still has a long way to travel on its journey of transformation, the path ahead is clear and well mapped. For this, I am grateful for the work done by the previous Council, under the able leadership of the former Chair. They carried a heavy load and, thanks to their efforts, the current Council and executive leadership is able to tread more easily on the road towards the NWU's vision of being a pre-eminent university in Africa, driven by the pursuit of knowledge and innovation.

DR LK SEBEGO
CHAIRPERSON OF COUNCIL

Council Report on Corporate Governance

The North-West University (NWU) is committed to the highest standards of transparency, integrity, accountability, and subscribes to the principles contained in the King II Report on Corporate Governance in South Africa. Protection of the integrity of decision-making and governance of the activities of the University is 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 King Reports (1994 and 2002) in respect of corporate governance.

The role and functions of Council

In terms of the Higher Education Act of 1997, Council must govern the University subject to the Act and the University Statute. The generic Standard Institutional Statute, (2002, as amended), was the operative Statute of the NWU in terms of the Act until the publication of the NWU Statute on 8 August 2005, when this Statute became operative.

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

- Governing the NWU through the adoption of purpose and value statements and strategic plans, as well as by making policy, the Statute, the Rules, processes and delegations of authority. Furthermore, Council monitors the operational performance of management and establishes committees and, together with the 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 and with the concurrence of the Senate.
- 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.
- Delegating the authority to appoint staff members, provided that no person is authorised to appoint someone reporting directly to him- or herself.

In performing its functions during 2006, the third functioning year of the NWU, Council was especially mindful of the reasons for the merger-incorporation, these being to:

- Overcome the apartheid-induced divide between a historically white and historically black institution
- Promote a more equitable staff and student body.
- Enable the development and provision of a comprehensive range of programmes, incorporating vocational (technikon-type) programmes and professional and general (university-type) programmes in line with regional and national needs.
- Build administrative, management, governance and academic capacity.
- Consolidate the deployment and use of academic personnel.
- Build research capacity.
- Enhance sustainability.

Composition of Council

With regard to the implementation of the NWU Statute, all structures had to comply with the Statute by 8 August 2006. This meant, among other things, that new Council designees from the Senate, Convocation and the Board of Donors had to be elected before that date.

1. The Senate was duly constituted on 10 May 2006 and on 1 August the following persons were elected to Council:
 - o Prof A le R du Plooy
 - o Dr NL Mahao
 - o Prof TC Rabali
 - o Prof F Venter

2. In accordance with the rules, Council recognised 62 companies/institutions as donors of the NWU (including the NWU Foundation, recognised as a "donor in kind"). A constituent meeting of the donors of the NWU was held on 24 July 2006, at which the NWU Board of Donors was constituted as follows:

- o ABSA: Mr W van Zyl
- o Dagbreek Trust: Prof CJ Reinecke
- o DM Kisch Incorporated: Mr A van der Merwe
- o Engen: Ms Z Mpati
- o Eskom: Dr S Tshabalala
- o First National Bank: Mr PJ van der Walt (Chairperson)
- o Mittal SA: Ms C Ferguson
- o PBMR: Mr T Makubire
- o SASOL: Dr C Reinecke
- o Telkom SA: Mr S Fourie
- o Toyota: Dr JJ van Zyl
- o Co-opted, the NWU Foundation (contribution in kind): Ms PC Modiko
- o NWU: Dr T Eloff, Vice-Chancellor (ex-officio)
- o NWU: Prof IJ Rost, Institutional Director: Finance and Facilities (ex-officio)
- o NWU: Mr M Gordon, Director: Institutional Advancement

The Board of Donors elected the following persons from the ranks of the donors to serve in Council:

- o Mr T Makubire, PBMR
- o Dr C Reinecke, SASOL
- o Mr PJ van der Walt, FNB
- o Dr JJ van Zyl, Albert Wessels Trust/Toyota

3. Following a process determined by the Interim Executive Committee of the Convocation, the Convocation elected the following persons to serve in Council:

- o Mr PJW Buys
- o Adv JSM Henning, SC
- o Prof LA van Dyk
- o Dr FJ Kok

During 2006, Council consisted of 30 members appointed in terms of the Higher Education Act and NWU Statute, as follows:

Total (30)	Category	Name	Term
External (18)	Ministerial appointees (5)	Ms NML Letlape	3 years (2004 – 2007)
		Mr G Mayet	4 years (2004 – 2008)
		Mr OJJ Tabane	4 years (2004 – 2008)
		Dr LK Sebegu	4 years (2004 – 2008)
		Dr L Wessels	3 years (2004 – 2007)
	Board of Donors (4)	Mr T Makubire	3 years (2006 – 2009)
		Dr C Reinecke	3 years (2006 – 2009)
		Mr PJ van der Walt	3 years (2006 – 2009)
		Dr JJ van Zyl	3 years (2006 – 2009)
	Community leaders/ Original founders (4)	Dr CJ Smit	4 years (2004 – 2008)
		Dr HG Stoker	3 years (2004 – 2007)
		Mr NT Molusi	3 years (2004 – 2007)
		Mr S Ngwenya	4 years (2004 – 2008)
	Convocation (4)	Mr PJW Buys	3 years (2006 – 2009)
		Adv JSM Henning, SC	3 years (2006 – 2009)
		Prof LA van Dyk	3 years (2006 – 2009)
		Dr FJ Kok	3 years (2006 – 2009)
	Special expertise (1)	Mr MNS Sithole, SC	4 years (2004 – 2008)

Internal (12)	Management (2)	Dr T Eloff (Vice-Chancellor) Dr MN Takalo (Vice-Principal)	Ex officio Ex officio
	Senate (4)	Prof A le R du Plooy Dr NL Mahao Prof TC Rabali Prof F Venter	3 years (2006 – 2009) 3 years (2006 – 2009) 3 years (2006 – 2009) 3 years (2006 – 2009)
	Other academic (2)	Mr M Ndandani Prof PP Krüger	3 years (2004 – 2007) 2 years (2004 – 2006)
	Non-academic (2)	Mr T Matshego* (Term ended early: discharged) Ms EJ Britz** (Term ended early: illness)	3 years (2004 – 2007) 3 years (2004 – 2007)
	Students (4)	<u>Until October:</u> Mr DW Coetsee Mr M Tsotetsi Mr A Atau-Rahman <u>From November:</u> Mr DW Coetsee Mr W Runeli Mr S Masango	Determined by ISRC
Secretary	Institutional Registrar	Prof CFC van der Walt	Ex officio

The following members attended Council meetings during 2006 as non-voting members:

- Campus Rector, Mafikeng: Prof ND Kgwadi
- Campus Rector, Potchefstroom: Prof AL Combrink
- Campus Rector, Vaal Triangle: Prof PJJ Prinsloo

The following members attended Council meetings during 2006 as non-voting members:

- Campus Rector, Mafikeng: Prof ND Kgwadi
- Campus Rector, Potchefstroom: Prof AL Combrink
- Campus Rector, Vaal Triangle: Prof PJJ Prinsloo

To ensure that all members of Institutional Management are informed of Council's deliberations, and are available to provide information as required, the following Institutional Management members were also invited to attend Council meetings during 2006:

- Prof IJ Rost (Institutional Director: Finance and Facilities)
- Prof F van Niekerk (Institutional Director: Human Resources, Students, Innovation and Research)
- Ms PP Mmope (Institutional Manager: Corporate Communication)

Committees of Council

All committees of Council function under a mandate of strategic or financial importance to the NWU. They are chaired by persons with the requisite knowledge, skills and experience, and operate under clear terms of reference.

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.

Until August 2006, the Executive Committee members were Mr L Nyhonyha and Drs LK Sebege, L Wessels and JJ van Zyl. Due to Mr Nyhonyha no longer being a Council member, Dr Wessels's term of

office ending in February 2007 and Dr Van Zyl no longer available to serve on the Executive Committee, an election was held on 24 November 2006.

The members of the Executive Committee as from 24 November 2006 were Dr LK Sebegu (Chairperson), Mr PJ van der Walt, Drs L Wessels, JJ van Zyl, T Eloff (Vice-Chancellor) and MN Takalo (Vice-Principal) and Prof CFC van der Walt (Institutional Registrar and Secretary to Council).

During 2006, six Executive Committee meetings were held. These meetings took place on 23 February, 23 March, 25 April, 8 June, 22 June, 23 August and 10 November.

Remuneration Committee

This Committee attends mainly to the employment contracts, remuneration and performance evaluation of the Vice-Chancellor and other members of the Institutional Management.

Owing to the nature of its duties, the Remuneration Committee consists of the external members of the Executive Committee of Council and the chairperson of the Human Resources Committee, also an external member of Council. The members are Dr LK Sebegu (Chairperson), L Wessels (Chairperson of the Human Resources Committee) and JJ van Zyl.

The Remuneration Committee met on 24 November 2006.

Human Resources and Employment Equity Committee

On 23 June 2006, Council approved the restructuring of its Human Resources Committee and its Transformation and Equity Committee into a Human Resources and Employment Equity Committee and a Transformation Oversight Committee.

The role of the restructured Human Resources and Employment Equity Committee is to ensure that adequate human resources and strategies are in place at the NWU and to monitor the implementation of human resources policies. Its mandate includes all relevant aspects of human resources and employment equity, including remuneration and service conditions not falling within the scope of the Remuneration Committee.

The members are Dr L Wessels (Chairperson), Mr NT Molusi, Ms NML Letlape, Drs HG Stoker, C Reinecke, T Eloff (Ex officio: Vice-Chancellor) and Profs PP Krüger, A le R du Plooy and CFC van der Walt (Institutional Registrar and Ex officio Secretary)

A meeting of the Human Resources Committee was held on 10 November 2006.

Joint meetings of the Human Resources (Human Resources and Employment Equity) Committee and the Transformation and Equity (Transformation Oversight) Committee were held on 22 June and 24 August 2006.

Transformation Oversight Committee

On 23 June 2006, Council approved the restructuring of the Human Resources Committee and the Transformation and Equity Committee into a Human Resources and Employment Equity Committee and a Transformation Oversight Committee of Council. The Transformation Oversight Committee oversees the implementation of the transformational aspects of the Institutional Plan and consists of six external members of Council, as well as the Vice-Chancellor and the Vice-Principal.

The members are Messrs T Makubire, OJJ Tabane, S Ngwenya and PJW Buys, Ms L van Dyk, Drs T Eloff (Vice-Chancellor), M Takalo and CJ Smit, and Prof CFC van der Walt (Institutional Registrar and Ex officio secretary).

The Transformation Oversight Committee met on 18 September and 6 November 2006.

Joint meetings of the Human Resources (now Human Resources and Employment Equity) Committee and the Transformation and Equity (now Transformation Oversight Committee) were held on 22 June and 24 August 2006.

Audit, Risk Management and Governance Committee

This Committee is accountable to Council for the performance of its duties, which are to safeguard the NWU's assets, maintain adequate accounting records, develop and maintain an effective system

of internal control, oversee management's role in creating and maintaining a proper risk management process, and authorise the annual audit fee of the external auditors.

The Committee provides a channel of communication between the Council, management, the internal audit function and the external auditor. It enjoys unrestricted communication with the Chair of Council (who is not a member of the Audit Committee), the Vice-Chancellor, Institutional Director: Finance and Facilities, and the internal and external auditors.

The members of the Committee are Mr G Mayet (Chairperson), Mr NT Molusi, Adv JSM Henning, SC, Prof F Venter and Ms EJ Britz. The Committee is advised by two independent financial experts, Ms H Möller and Mr MP Tjie.

The representatives of the external auditors are required to be in attendance at Committee meetings, as are Dr T Eloff (Vice-Chancellor), Profs IJ Rost (Institutional Director: Finance and Facilities) and CFC van der Walt (Institutional Registrar and Secretary to Council), and the NWU Director: Internal Audit.

This Committee met on 29 May and 23 October 2006.

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 five external members and one internal member. The members of the Finance Committee are Dr JJ van Zyl (Chairperson), Mr OJJ Tabane, Adv JSM Henning, SC, Drs CJ Smit, FJ Kok and T Eloff (Vice-Chancellor). The Committee's ex officio members are Profs IJ Rost (Institutional Director: Finance and Facilities) and CFC van der Walt (Institutional Registrar and Secretary to Council).

During 2006, the Finance Committee met on 5 June and 30 October 2006.

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 R2 million and R10 million. For contracts exceeding R10 million, the Committee evaluates the tenders received and makes a recommendation to the full Council.

The Tender Committee has three external members and three ex officio members. The external members are Dr K van der Walt (Chairperson and an independent auditor), Adv JSM Henning, SC and Dr CJ Smit. The ex officio members are Dr T Eloff (Vice-Chancellor) and Profs IJ Rost (Institutional Director: Finance and Facilities) and CFC van der Walt (Institutional Registrar and Secretary to Council).

During 2006, the Tender Committee met on 31 May and 8 December.

Investments Committee

The main task of this 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 six external members, including Ms PC Modiko, the former Chairperson who was replaced by Mr Jan van den Berg, an external expert, and two to three independent investment experts. The ex officio members are Dr T Eloff (Vice-Chancellor) and Profs IJ Rost (Institutional Director: Finance and Facilities) and CFC van der Walt (Institutional Registrar and Secretary to Council).

During 2006, the Investments Committee met on 23 February, 2 May, 15 August and 21 November.



Assets Committee

The main responsibility of this 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 are Ms R Jager (former Chairperson who was replaced by Dr FJ Kok) and Mr OJJ Tabane. The ex officio members are Dr T Eloff (Vice-Chancellor) and Profs IJ Rost (Institutional Director: Finance and Facilities) and CFC van der Walt (Institutional Registrar and Secretary to Council).

This Committee met on 2 May and 23 October 2006.

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 (Secretary to Council).

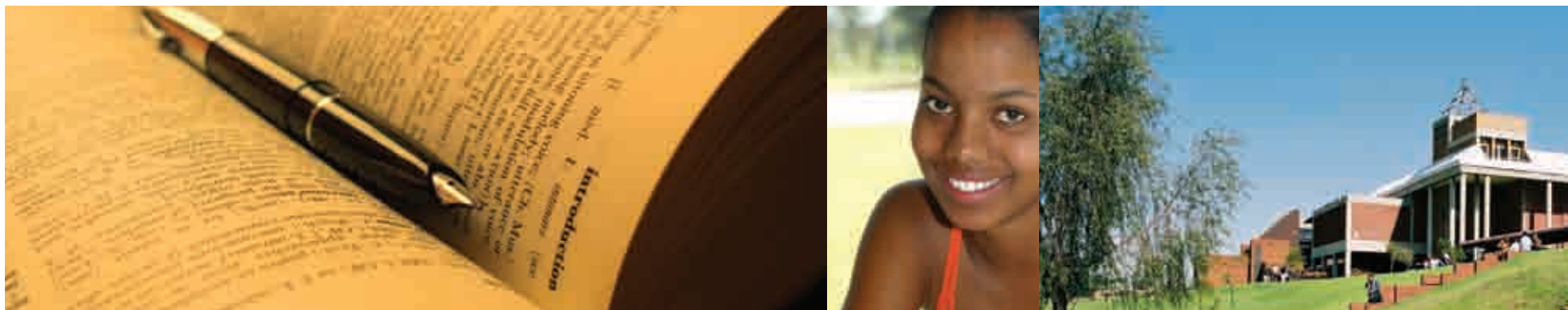
The Committee was not called upon to meet during 2006.

Council Task Teams

Council Transformation Task Team

Council resolved to constitute a Council Transformation Task Team to drive the development of the transformation framework that would finalise the Institutional Plan and to prepare the Institutional Plan for submission to the Department of Education. The Task Team, whose members consulted with relevant stakeholders, was composed as follows:

- Mr L Nyhonyha (Chairperson of Council)
- Dr LK Sebego (Deputy Chairperson of Council)
- Dr T Eloff (Vice-Chancellor)
- Dr M Takalo (Vice-Principal and convenor)
- Mr OJJ Tabane (Member of Council)
- Dr L Wessels (Member of Council)



Mankwe Campus

The Mankwe Campus Task Team was constituted by Council. It consists of the Campus Rector and Campus Registrar of the Mafikeng Campus, co-opted members of the Executive Committee of Council, the President of the Campus SRC Mafikeng Campus, and the Mayor of Moses Kotane Municipality. This task team continued to explore innovative ways to implement Council's decisions with regard to the Mankwe Campus.

Attendance of meetings

During the year, four ordinary Council Meetings were held on 24 March, 23 June, 22/23 September and 24 November 2006. Council workshops were held on 23 September and 25 November. Meetings of Council and its Committees were well attended, with an average attendance of 87.1 percent.

Important matters to which Council and its committees attended:

Transformation

- To enable the NWU to constitute all governance structures by 8 August 2006, in compliance with the Statute, Council approved rules for a number of related processes. Consequently, new Council designees from the Senate, Convocation and the Board of Donors were elected. The process for constituting the Institutional Forum should be finalised early in 2007.

- On 23 June 2006, Council restructured its committees to streamline the Human Resources Committee (now also dealing with employment equity) and to establish a Transformation Oversight Committee (dealing with the implementation of transformational aspects of the institutional plan).
- Council approved the establishment of schools at the Mafikeng Campus on 23 June 2006.
- The process of aligning existing policies, rules and procedures across the NWU began in 2005 and is scheduled to be completed by the end of 2007. Council approved the following policies in 2006:
 - o Policy and rules for the awarding of honorary doctorates (approved on 24 March 2006);
 - o Records Management policy (approved on 22 September);
 - o Employment Equity policy (approved on 22 September);
 - o Human Rights policy (approved on 22 September);
 - o HIV/AIDS policy (approved on 22 September);
 - o The Diversity Statement (approved on 22 September);
 - o Conflict of Interest policy (approved on 24 November);
 - o Division of income from the commercialisation of intellectual property policy (approved on 24 November);
 - o The constitution of the Institutional Student Representative Council (approved on 24 November);
 - o Language policy (approved on 24 November).
- New, fully aligned policies, rules and procedures are continually developed as part of the process of entrenching the NWU culture of management effectiveness. This will be an ongoing activity.

- The Institutional Plan 2007-2009 was approved by Council on 24 November 2006 and submitted to the Department of Education on 31 December 2006.
- Council approved the restructuring of the Institutional Management on 24 November 2006.

Teaching-learning

- Council adopted the new M-score dispensation in line with the new National Senior Certificate and DoE-gazetted minimum requirements for admission to diploma and general degree studies. This in turn implies institutional agreement on the number and achievement levels at which Grade 12 subjects will be counted, and is aligned to sectoral guidelines agreed by Higher Education South Africa.
- The NWU admission requirements for 2009 were approved and will be published in terms of Section 37 of the Higher Education Act.
- The Institutional almanac for 2007 was approved.

Financial matters

- Council approved the Institutional Management's decision to sell the Molopo Sun Student Residence by public auction.
- Council approved the 2006 budget, which corresponded with the elements of the funding formula and is aligned with the Institutional Plan.

Employee and student participation

A wide spectrum of existing participatory structures at the various campuses, coming from the merging universities in terms of transitional measures, remained in place during 2006. These structures were designed to enhance relationships through consultation, the effective exchange of relevant information and the identification and resolution of differences. Students and employees have full voting rights in all the structures in which they are represented.

Code of Ethics and Codes of Conduct

After the NWU Council adopted a Code of Conduct for members in 2004, a wide-ranging process of interpreting and obtaining institutional buy-in commenced in June 2005. The focus was on adopting the values incorporated into the NWU vision, values and mission statement of June 2005.

The process of developing a standardised Code of Ethics and Codes of Conduct for the entire NWU was driven by the Code of Ethics Core Task Team. This Task Team was led by Prof CFC van der Walt, Institutional Registrar, and consisted of representatives from all three campuses, as well as a representative panel of about 70 members from the campuses and Institutional Office. After achieving the conceptual goals previously set, an adapted implementation plan was formulated, based on the principle of developing a limited number of shared instrumental values flowing from the NWU end-state values. This plan was adopted by the Core Task Team, panel members, Institutional and Senior Managements, Senate and Council and will involve the students at various levels.

The buy-in process will be taken forward in 2007 by employing proven change management methodologies. The goals for the next phase of this critical transformation process are to incorporate the shared values into staff performance management processes and the guidelines for student life, and to continue creating an enabling environment for improved compliance.

Statement on conflict management

Various groups exist within the NWU where conflict could potentially arise. 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, committees, opportunities for consultation, and the airing and debating of views. In areas where new structures have not yet been established after the merger-incorporation, the existing structures are used. Experts in the field of conflict management have been appointed to assist where needed.

These structures proved effective in averting potential conflict situations during 2006. Examples occurred



at the Mafikeng and Mankwe Campuses, where tension arose over aspects of management and the finalisation of the merger-incorporation, and a difference of opinion between the Senate and Council. In all cases, the potential for conflict was satisfactorily reduced and stumbling blocks were overcome so that the university could move forward in a climate of collaboration.

Self-evaluation by Council

The effectiveness of Council, its committees and its relationships with Senate and management is a critical priority for Council. The matter has featured prominently on Council meeting and workshop agendas since mid-2005 and this focus continued throughout 2006. Furthermore, Council has obtained external facilitation to assist in improving the overall functioning of the NWU's governance structures and processes.

An important corporate governance benchmark is the annual PriceWaterhouseCoopers Higher Education Excellence Awards. In 2006, the NWU improved its ranking to fourth out of 12 participating institutions, confirming that progress had indeed been made in terms of corporate governance. At the same time, however, the assessment process used for the awards identified certain shortcomings such as Council's utilisation of its committees, in particular the Audit Committee and risk management processes.

The findings were considered by the Council Executive Committee and Audit and Compliance Committee, and discussed at a Council workshop. In June 2006, measures were put in place to improve the risk management processes and review the terms of reference of the Audit Committee and Compliance Committee so as to avoid overlap.

In November 2006, Council completed self-evaluation questionnaires to assess its effectiveness and accountability. The results will be considered early in 2007 with a view to identifying any remaining weaknesses and introducing improvements. Council has also resolved to enhance the questionnaires for the 2007 round of self-evaluation, in line with national and international best practice and to ensure that self-evaluation is linked to institutional goals and the NWU Institutional Plan. Similar improvements are envisaged for the self-evaluation processes used by Senate and its committees, as well as for the NWU's general risk abatement practices.



Institutional Management Overview

2006 - 2008 AND BEYOND

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Report of the Vice-Chancellor

Dr T Eloff , Vice-Chancellor



Building on the successful merger-integration phase, the North-West University (NWU) entered 2006 on a sound footing and with a clear strategy for the future. This strategy, captured in the Institutional Plan for 2006 to 2008 and beyond, is to move towards becoming an effective, transformed and balanced tuition-research institution.

The three key words in this strategic equation are 'effective', 'transformed' and 'balanced'. By 'effective', the NWU means it intends strengthening its track record as a well-managed and innovative university that is financially sustainable and contributes to socio-economic development through high-quality teaching-learning, research and the implementation of expertise.

The word 'transformed' signals the university's commitment to achieving the objectives of the merger process in respect of equity and redress, as well as in operating as a unified, multi-campus institution.

'Balanced' conveys the NWU's aim of placing equal emphasis on teaching-learning and research, in contrast to its current status as a tuition-based university with focused research. Achieving this balance calls for consolidated teaching-learning that meets the higher education needs of the sub-continent, along with increased investment in research and innovation and higher levels of commercial and community-directed implementation of expertise.

In 2006, this strategic framework was translated into tangible action by incorporating the following five priorities into the performance agreements of the Institutional Management:

- **Transformation:** The main focus was on finalising and implementing the Institutional Plan; aligning policies and processes; moving to an integrated system for human resources, finances and information technology; carrying out the Employment Equity Plan and implementing the NWU Statute within the prescribed time frames.
- **Teaching-learning:** Priority was given to improving the throughput rate of first- and second-year students, aligning academic programmes and strengthening quality assurance.
- **Research:** The emphasis was on achieving higher research outputs.
- **Implementation of expertise:** The aim was to establish a viable, sustainable framework for commercialisation and community engagement on all three Campuses.

- **Effective management:** The focus was on the design and implementation of processes and systems, including the Oracle-based HR and Financial system. In addition, staff development and a performance management system also received priority attention.

Performance against the strategic objectives

The Institutional Plan and the NWU Statute were the backbone of the NWU's efforts in 2006 to begin implementing the strategy towards becoming an effective, transformed and balanced tuition-research university.

Institutional Plan

After a comprehensive consultation process, the Institutional Plan was submitted to the Department of Education in May 2006. Immediately afterwards, the NWU started aligning the three Campus plans with the Institutional Plan to ensure a coordinated focus on common objectives. Later in the year, the Institutional Plan was adapted to cover the period from 2007 to 2009. This version was approved by Council in September 2006 and submitted to the education authorities at the end of February 2007.

Implementation of the Statute

In a major step forward for integration, the NWU met the deadline of 8 August 2006 set by the Minister of Education for implementing the new Statute. This involved establishing a new Institutional Senate, Convocation roll and Board of Donors. It also entailed arranging elections for new Council members to represent these bodies. In the case of the Institutional Forum, Council in June 2006 approved the rules for its constitution, membership and procedure, paving the way for the establishment of the IF early in 2007.

With the Institutional Plan and the Statute in place, the NWU was able to make good progress against the five strategic objectives for the year. Since detailed reports of performance against these objectives are included elsewhere in this publication, this report focuses on some of the major

highlights in transformation, teaching-learning, research, the implementation of expertise and effective management.

Transformation

The key activities were to integrate systems, align policies and academic programmes and prepare for the implementation of the Employment Equity Plan.

Integration and alignment

By July 2006 the NWU had successfully introduced integrated systems for student administration, as well as for financial and human resource management.

To standardise student administration, a single, uniform system, the Varsity Student System (VSS), was implemented at all Campuses. Despite some initial problems with slow response times, the system is functioning well and is proving its value as an effective, centralised tool to support service delivery.

Similarly, the operations of the NWU are benefiting from the smooth implementation of one integrated system for financial and human resources management. The Oracle eBusiness Suite replaced the 28 disparate systems used before and has overcome past inefficiencies, such as duplication and problems with data integrity, which hampered service delivery. Thus, systems integration not only promotes integration but directly supports the effective management of the NWU.

All internal stakeholders participated in the alignment of outstanding NWU policies and excellent progress was made. This entailed rationalising and aligning existing policies and taking new policies, rules and procedures through the development and approval process. By the end of 2006, virtually all policies, rules and procedures reflected the NWU's unitary character.

Other integration milestones included the implementation of the NWU web domain address and the nwu.ac.za e-mail domain. A standardised access card was also developed through a participatory process and will be implemented in 2007.

Employment equity

In line with the broad Equity Guidelines and Strategy that Council approved at the end of 2005, the NWU envisages a two-stage process for achieving equity and redress. The first stage comprises the transformation framework, while the second will involve implementing detailed structural and behavioural change processes.

During 2006, the emphasis was on capturing essential employment equity data for inclusion in the Institutional Plan and setting stretched but realistic targets. In finding a balance between the centralisation and decentralisation of activities, employment equity targets had to be recalculated. This process was of great value in sensitising and preparing managers for their role in implementing the Employment Equity Plan, based on the Employment Equity Policy approved by Council in September 2006. The Institutional Plan for 2007-2009 contains the new equity targets. In general, the NWU aims to have, at the end of 2010, 30% black managers and 30% female managers in senior management.

Codes of Ethics and Conduct

The NWU is creating an organisational culture in tune with its core values of integrity, commitment, accountability and respect. To encourage staff and students to internalise these values, the university is developing Codes of Ethics and Conduct that will embed the desired culture in the fabric of the NWU's day-to-day operations.

During the year, a core steering committee continued preparing for the roll-out in 2007 of a change management plan built around common ethical standards and behaviour. Preparations included holding a training session for senior management towards the end of 2006 to equip them to fulfill their role in transforming the NWU's institutional culture.

Teaching-learning

Early in the year, it became clear that the NWU has positioned itself in the market as a new-generation

university capable of attracting high-quality students at undergraduate and postgraduate level. In fact, student numbers have grown to such an extent that the university has had to introduce its own 'capping' system by setting limits for first-year intakes. This has led to a noticeable improvement in the calibre of students enrolled, a trend that has been supported by the introduction of common admission requirements across all three Campuses.

Throughput rates

As one of the teaching-learning priorities of 2006 was to achieve higher throughput rates among first- and second-year students, the NWU gave special attention to developing a more effective system for determining throughput rates. Rates were carefully monitored and, after the June examinations, steps taken to act on problem modules that were identified. An additional 250 facilitators were appointed for the distance education programme of the Potchefstroom Campus, a development that is expected to result in meaningful throughput improvements among off-campus students. Other interventions designed to support higher throughput were the fast-tracked programme to upgrade the academic qualifications of teaching staff and the enhancements made to the teaching excellence awards. These interventions will bear fruit in future. The 2006 undergraduate throughput rate remained fairly stable at 1.65, as against 1.45 in 2005.

Academic alignment

The only remaining structural outstanding element with regard to the merger is academic programme alignment. The NWU wants a degree of the NWU to have, by 2010, the same value in the market place, irrespective of which campus it was produced by. From mid-2006 onwards, the newly constituted Senate approved a number of policies to guide the academic alignment process. One of the mechanisms approved was the establishment of "academic programme alignment clusters" to focus on the coordination, alignment and rationalisation of academic programmes. Good progress had been made during the latter part of 2006, especially in law and education. The deadline for this process is June 2008.

Quality assurance

The NWU is addressing quality assurance in a systematic, structured and continuous manner to ensure the validity of quality assurance processes and evaluations. In 2006, the university established a coordinating project team to drive preparations for the 2008 institutional audit by the Higher Education Qualifications Committee. As part of its work, the team identified a number of sub-projects that should be undertaken. These include conducting a self-evaluation of quality management systems, compiling an NWU portfolio and raising awareness of quality assurance and the audit among staff and students, and the arrangement and execution of the audit visit in August 2008.

Research output

Steady improvements can be reported across all key areas that the NWU targeted for improvements:

- The number of article equivalents increased from 328 in 2005 to 371 in the year under review, a very good 13.8% increase.
- A total of 765 Masters' degrees were awarded in 2006, against 700 in the previous year (a 9.3% increase). The increase was even stronger for doctoral studies, with 110 PhD's conferred in 2006 against 85 in the previous year – a staggering 34.1% increase.
- The number of NWU researchers with National Research Foundation ratings stood at 85 in 2006, amounting to around ten percent of academic staff.

Implementation of expertise

Turning ideas into revenue-generating applications and harnessing knowledge for community development is a strength of the NWU. During the year, the university almost doubled its income from product sales based on its intellectual property. Total income generated from these sales rose from just over R2.2 million in the previous year to R4.26 million, an extremely healthy increase. Towards the end of 2006, good progress was also made in contextualising and structuring the NWU community engagement activities more effectively.

Effective management

After two years of operating the NWU's unique business model and with most positions at all levels filled, 2006 was an appropriate time to evaluate the effectiveness of the organisational structure. This structure is aimed at ensuring the optimal functioning of the Institutional Management, while allowing flexibility in a multi-campus environment. As a result of the review, several minor but important structural adjustments will be made in 2007.

These include:

- Creating the position of Executive Director: Human Capital Development to coordinate and support the development of human capital among staff and students.
- Adding responsibility for alumni coordination and the Institutional Advancement office to the portfolio of the Executive Director: Corporate Affairs and Relations.
- Placing responsibility for strategic planning coordination within the Projects directorate in the office of the Vice-Chancellor. Previously, the information management component of this function was in the Finance and Facilities portfolio.
- Allocating responsibility for the marketing of expertise on the Campuses, as well as for community engagement coordination, to the Executive Director: Research and Innovation.
- Strengthening legal and compliance capacity by including these aspects, together with oversight of international agreements, in the portfolio of the Institutional Registrar.

Generally speaking, the NWU enjoyed a high level of stability and harmonious working relationships during 2006. The exception was an incident involving unprotected industrial action by a small number of staff members on the Mafikeng Campus. This was dealt with in a firm but sensitive way that eventually resulted in the derecognition of the staff association that led to the dismissal of three staff members. Management continued to address the legitimate concerns of staff and students, such as on the delicate balance between centralisation and decentralisation, and to strengthen channels of communication. Management has also expressed the willingness to open negotiations into a new recognition agreement with the staff association.

Financially, the NWU continued to maintain its record of fiscal discipline. The university's financial position remains secure thanks to disciplined spending and increased income, despite the cost of the extensive infrastructural development undertaken.

Institutional Corporate Communication

Communication and marketing have strategic value for the NWU in positioning itself in the marketplace, reaching out to external stakeholders and promoting mutual understanding in a multi-campus environment. The role of communications, internal and external, is especially important given the aim of establishing the NWU as a vibrant, innovative, well-managed and entrepreneurial university that is true to its vision, mission and values. From a communications perspective, the main themes of 2006 were strategic communications, relationship building as well as branding and corporate identity.

Building relationships

The NWU aims to build mutually beneficial, reciprocal relationships with its alumni and stakeholders in government, business and the non-government sector. The fact that the university has as much to contribute as to gain from these relationships was highlighted in August 2006 when the NWU received the PMR Golden Arrow Award in the Business Sector: Institutions for Higher Education category. This award, which the NWU won for the second consecutive year, went to the university on the grounds of its impact on the economic growth and development of the North-West Province.

To further strengthen relationships with stakeholders, 15 business dinners for opinion leaders in the corporate, government and non-government sectors were hosted by the Vice-Chancellor in Mafikeng, Pretoria, Johannesburg, Vereeniging and Cape Town. The dinners successfully served the purpose of building and strengthening relationships with stakeholders.

In August 2006, as part of the Women's Day celebrations, the Vice Chancellor hosted a business dinner dedicated to women. Held in Johannesburg, the event was attended by influential women leaders such as Judge Yvonne Mokgoro.

The NWU was also privileged to have been invited to host the 2007 Unitech Congress for marketing, communication and development practitioners from universities and further education and training colleges across South Africa. The event will be an effective platform for the NWU's representatives to interact with their peers at other institutions and to contribute to building the marketing, communication and development expertise within the higher education sector.

Strategic communications

At the NWU, the role of strategic communications is to develop and firmly establish the NWU brand in the market and to bring its vision and mission to life for internal and external stakeholders. The emphasis is on being proactive in identifying opportunities to convey the university's key messages and to select communication channels that promote meaningful dialogue and interaction. An example is the NWU annual report which, in August 2006, was voted among the top five finalists in the annual report category of the South African Publication Forum Competition.

In reaching out to NWU staff, 16 breakfast meetings which proved to be a powerful vehicle to build one-on-one relationships were held on the Mafikeng, Potchefstroom and Vaal Triangle campuses enabling newly appointed lecturers, senior lecturers and other campus staff to interact meaningfully with each other and with top management. Other highly effective internal communication tools include the electronic (web based) letter from the Vice Chancellor, which is published monthly for all staff and is also published on the NWU's website.

In the case of the external media, the NWU actively targeted leading business and industry publications to proactively position itself as a new-generation university on the cutting edge of education. In July 2006, Leadership Magazine published an extensive corporate profile of the NWU as a stable, vibrant, entrepreneurial university, with very positive results. Among others, the South African Journal of Science expressed interest in publishing several articles on innovative projects being undertaken at the NWU.

In addition, a wide range of general and specialist news media extensively covered NWU developments such as the opening of the FNB High Performance Institute for Sport and NWU students' strong performance in the annual examinations of the South African Institute of Chartered Accountants.

For the benefit of internal and external stakeholders, the NWU in October 2006 published a corporate profile and pocket statistics booklet featuring easy-to-access information about the university, students, research and innovation, community development and fundraising.

Branding and corporate identity

After the merger-incorporation in January 2004, the NWU adopted an interim brand pending the development of a new brand strategy that would make the university instantly recognisable in the marketplace. Since symbols such as the logo and corporate identity are matters that are close to the hearts of all stakeholders, an inclusive, participatory approach was adopted to afford stakeholders an opportunity to influence the development of the brand. For this reason, a brand and perception audit was conducted in October 2006.

The audit was carried out by independent brand specialists through a survey among staff and students at all three campuses, as well as among campus and institutional management, Council and Senate members, donors, alumni and prospective students. A combination of focus groups, personal interviews and web survey techniques were used and, in this way, the survey achieved a high participation rate, consisting of just over 2 000 respondents. The findings of the audit will inform the new branding strategy that will be developed and implemented in 2007.

As part of the preparations for the new brand strategy, the NWU started work on a number of related projects, including the restructuring and streamlining of the university's website. A task team has also been formed to oversee the development of a new staff Intranet as well as a new student portal built on the latest technology.

Benchmarking performance

The NWU has, during 2006, come to the conclusion that it will have to benchmark its performance to be able to improve continuously. This process was started in 2006 and will be concluded in 2007. The table below gives a selective summary of the NWU during its short history. Most (if not all) of these performance areas could also be benchmarked nationally and internationally.



	2004	2005	2006
Total Student Enrollment	40145	38596	38736
Under-graduate pass rate (contact and distance)	75.2%	78.8%	78.5%
Total degrees and diplomas awarded	9657	7746	9821
Masters' degrees awarded	626	700	765
Phd's awarded	87	82	110
Article equivalents published (total)	275	327	371
NFR rated researchers	73	85	85
Income from own Intellectual Property	R1.52m	R2.23m	R4.26m
Financial Surplus/Shortfall	R14,7m	R64,3m	R71,2m

Conclusion

As is clear from the table above and indeed the whole annual report, the NWU's core business is stable and growing and a solid foundation has been laid towards the overall transformation of the institution. This is taking place in the context of the dynamic multicultural and multilingual environment in which the university operates and which is contributing to its standing as a new-generation institution.

Having successfully passed the transitional stage after the merger, the NWU is preparing for the final element of its evolution: the development of a new brand strategy. Since its establishment, the NWU has had an interim corporate identity strategy, an approach that worked well during the merger-integration phase. The NWU is now ready to develop a new brand model and strategy that matches its vibrant, entrepreneurial character. With this in mind, and to enable all stakeholders to contribute to the brand development, a brand and perception audit was conducted in the last quarter of 2006. The findings and recommendations of this audit will be used to inform the new branding strategy, aimed at making the NWU an instantly recognisable brand in the marketplace.



DR T ELOFF
VICE-CHANCELLOR

Report of the Vice-Principal

Dr MN Takalo, Vice-Principal



The focus of this portfolio underwent a clear shift during 2006. Whereas the main emphasis in the previous year was on streamlining processes among the Campuses, the spotlight in 2006 was on academic transformation and accelerated organisational unity. The portfolio made especially good progress in leading the NWU's preparations for the 2008 quality audit by the Higher Education Qualifications Committee (HEQC), building teaching-learning capacity among academic staff and students and raising the NWU's international profile. Furthermore, institutional library services, an important asset in the university's knowledge base, were streamlined for greater access and cost-effectiveness.

Institutional Quality Office

Quality assurance took precedence at the NWU in 2006 as preparations for the 2008 HEQC quality audit gained momentum. Led by the Quality Office, the aim has been to ensure that quality assurance of academic and support functions becomes embedded in the organisation, not just for the immediate future but in the long term.

A sound planning and policy framework is the cornerstone of sustainable quality assurance. The Quality Plan developed in the previous year was taken a step further early in 2006 when it was approved by Senate. This was followed by a review of the Quality Policy, which was tabled at Institutional Management at the end of the year and is due to be approved at the beginning of 2007.

All Campuses appointed quality coordinators who, among other things, assisted in facilitating the internal programme evaluations. Recognising the importance of quality-related issues, the Potchefstroom Campus went further by appointing a quality manager for each faculty. A limited number of critical external programme evaluations was conducted. Potchefstroom Campus conducted 16 internal evaluations, Mafikeng Campus 3 and Vaal Triangle Campus 3. The University conducted a total of 4 external evaluations. With this quality assurance infrastructure in place, the NWU commenced the first phase of the self-evaluation for the HEQC quality audit.

The starting point was to streamline the existing core steering team, which was renamed the HEQC Quality Audit Project Team. Next, the 19 audit criteria were allocated to 14 task teams with 10 convenors, and



an internal situation analysis was conducted, using the HEQC criteria as guidelines. The analysis included identifying various gaps, together with associated risks, that will be tabled at Institutional Management early in 2007. The results are also being used to redevelop the NWU's Quality Management System, in close collaboration with the HEQC project for merged institutions.

To enhance quality assurance of support services, the Quality Office held discussions with key NWU support service managers on the redevelopment and upgrading of the support services quality manual. This will pave the way for closer alignment in the processes and procedures followed by the Campuses, whose support services will also engage in a self-evaluation exercise in 2007.

In addition, the quality assurance capacity on the Campuses is being strengthened by transforming the existing website into an intranet with supporting documentation that is easily accessible by staff members. This will be established as soon as the appropriate technology becomes available.

Institutional Academic Development and Support

Having already attended to the streamlining of Academic Development and Support (ADS) in 2005, this Directorate was free to concentrate on the alignment of strategic ADS activities. The institutional and campus ADS offices held a joint planning meeting in February 2006 to ensure that institutional priorities listed in the Institutional Plan are addressed on all the Campuses. Planning and coordinating the work of institutional and campus ADS units in this manner can potentially accelerate the achievement of the ADS goals set in the Institutional Plan.

Academic staff development

Two main development activities were completed in 2006. These were the launch of the institutional teaching excellence award for academic staff and the presentation of the revised institutional course for new lecturers, after its pilot presentation in September 2005.

Institutional Teaching Excellence Award

This award is a mechanism to acknowledge and encourage lecturers who improve their teaching skills and demonstrate teaching practices that adhere to sound outcomes-based teaching principles and should result in effective learning. The policy and procedures for the Institutional Teaching Excellence Award (ITEA) were approved by the Institutional Senate in May 2006. Candidates who are in the top category of the prestigious ITEA award receive an amount of R18 000, while those who attain between 75 percent and 79 percent of the criteria receive R12 000. Successful candidates receive their awards at a function hosted by the Vice-Principal and the Vice-Chancellor.

The ITEA replaces the former VERKA awards, which were presented at the Potchefstroom Campus before the merger. The new awards are open to academic staff at all three Campuses and symbolise the progress being made at the NWU in achieving integration.

In 2006, 38 academics at the Potchefstroom Campus and six at the Vaal Triangle Campus received ITEA awards. Two participants at the Mafikeng Campus will complete their evaluation in 2007.

Institutional Course for New Lecturers

The new compulsory institutional course for new lecturers was piloted in September 2005, implemented in January 2006 and approved at the institutional Senate meeting of 10 May 2006. A total of 54 staff members attended the Institutional Course for New Lecturers (ICNL) during the year. Of these, 12 new lecturers were from the Mafikeng Campus, 27 from the Potchefstroom Campus and 15 from the Vaal Triangle Campus.

Briefly, the course introduces staff to best practices and new trends in higher education and contributes to the success of the merger by providing opportunities for staff from all Campuses to share their experiences with each other. After completing it, new lecturers should be well equipped to create effective learning environments, conduct reliable assessments, understand the research structures at the NWU and know where to find support services for teaching-learning and research and to grasp foundational and ethical issues in science.

Institutional Committee for Academic Standards

The activities of the Institutional Committee for Academic Standards (ICAS) increased during 2006, due to the implementation of the ICAS policy and procedures across all campuses. ICAS received a total of 141 academic programme applications and 229 short course applications. The high number of short course applications is related to the approval of the NWU's short course policy and procedures in 2005 and subsequent implementation during 2006.

Academic programme alignment

In 2006, the planning and coordination of the academic programme alignment process commenced. The policy framework for the process was established in May when Senate approved the White Paper on Academic Programme Alignment and the Academic Programme Alignment Manual. After this, academic programme alignment preparation workshops were presented across all Campuses and were attended by a total of 137 academics.

Student academic development

The main focus of student academic development in 2006 was on the implementation of Supplemental Instruction (SI) across all campuses.

SI is an international academic development and support programme that has been introduced on more than 700 campuses in America, the United Kingdom, Sweden, Australia and South Africa. Research has shown that students who participate typically achieve better academic results than their non-participating peers. Since improved student throughput is a strategic imperative of the NWU, the implementation of the SI programme on all Campuses was a priority in 2006.

The broad policy and procedures for implementing Supplemental Instruction were approved by Senate in May 2006. Student facilitators were then trained and student academic developers in campus ADS units were assisted in implementing the programme on their campuses. During 2006 a total of 486 SI

facilitators were trained and almost 40 000 students were assisted in 288 different modules where SI was provided.

The institutional office undertook quality assurance activities to ensure a standardised approach to the programme. In all, 21 241 students benefited from Supplemental Instruction in the first semester of 2006 and almost 18 000 in the second semester.

Upgrading of classrooms

During 2006, R500 000 was allocated to the budget of the Institutional Director: Academic Development and Support for state-of-the-art teaching-learning technologies on all Campuses to support quality teaching.

To ensure equitable distribution of funding, an institutional project team was constituted to conduct a Campus audit on the current status of classrooms. The audit showed that classrooms on the Mafikeng Campus needed the most urgent attention, as none had permanently installed multimedia technology. Some 31 classrooms on that Campus were earmarked for upgrading in the immediate future. Six classrooms at the Potchefstroom Campus and four at the Vaal Triangle Campus will also be upgraded.

International liaison

During 2006, the International Office was part of an NWU delegation that visited London South Bank University, the University of Liverpool and Open University in England to forge partnerships. An agreement was signed with London South Bank University (LSBU) for implementation in 2007. Several innovative projects have been identified, one of which is to develop a joint programme on university teaching. A similar project is envisaged with Brock University in Canada through an agreement signed in 2005.

The NWU's international links have also been extended through its active membership of the International Education Association of South Africa (IEASA), of which the NWU Vice-Principal is an executive Council member.

The International Office also supported campuses with managing their international office affairs.

International students

The International Office continued to handle day-to-day enquiries from international students and to respond to requests from prospective students for information about admission procedures, accommodation, grants and bursaries, and study permits. It also provided orientation support to international students from their initial enquiry through to their actual arrival on campus. This service included providing transport from the airport and introducing students to banking, medical and other services. Where possible, the Office assisted local students with information on study opportunities abroad and supplying members of staff with support letters for visa applications.

Other activities included a welcoming function for international students, publishing a new edition of the guide for international students, and organising visits for overseas delegations to the NWU.

Institutional Library Services

Although the libraries on the three NWU campuses are managed by the respective campus managements, the librarians, together with managers responsible for other academic functions, are part of the academic division coordinated by the Vice-Principal. During 2006, Institutional Library Services attended to the following:

- The Vaal Triangle Campus library, previously a satellite of the Potchefstroom Campus library, is being upgraded to a fully fledged Campus library. Expansion and refurbishment commenced in 2006,
- Merging the different systems used by Campus libraries for acquisitions, cataloguing and circulation into a single system. This process started in late 2006 and will result in all Campuses having access to state-of-the-art technology for core library functions.
- Standardising the three libraries' web pages to use the same basic template to facilitate university-wide access while also catering for local needs.



- Joint subscriptions that ensure information sharing and cost-effectiveness.
- Participation in national and regional library bodies such as the Gauteng and Environs Library and Information Consortium, whose Governing Board is currently chaired by the Mafikeng Campus librarian.

Conclusion

The office of the Vice-Principal successfully consolidated its functions in 2006 and met the challenges posed by the implementation of new policies and processes. Satisfactory transformation has been achieved in the areas of academic development, quality assurance and library services, as well as in the alignment of processes, procedures and systems.

DR MN TAKALO
VICE-PRINCIPAL

Report of the Institutional Registrar

Prof CFC van der Walt, Institutional Registrar



As the person responsible for the administrative backbone of the university, the Institutional Registrar manages the policies, processes and structures that underpin service delivery to students and enable the NWU to comply with its statutory obligations. This role has grown in scope and sophistication in the post-merger phase, in line with the intensive focus on achieving integration at all levels of the NWU's operations.

In terms of service delivery, the main highlights of 2006 were the successful introduction of a single student administration system, the standardisation of student calendars and timetables and the implementation of mechanisms to ensure consistent application of student-related policies, processes and procedures on all Campuses.

In the case of the NWU's statutory obligations, the Institutional Registrar oversaw the implementation of the NWU Statute and began preparing for the introduction of the new electronic records management system. At the same time, the Office coordinated the development or alignment of all new and existing NWU policies, rules, plans and processes.

Over and above these activities, the Institutional Registrar continued to oversee the museum and archives, records management, legal, language and secretariat services for which the office of the Institutional Registrar is responsible.

Compliance-related matters

The NWU Statute

Since the NWU Statute was signed by the Minister of Education on 29 July 2005, it has become a crucial building block in the university's post-merger evolution as it provides for fully integrated, representative governance structures, including the Council, Senate, Convocation and Board of Donors. The Statute was gazetted on 8 August 2005 for implementation by 8 August 2006, meaning that the governance structures concerned had to be in place by that date.

In preparation, the Institutional Registrar developed the necessary rules and procedures, paving the way for the election or designation of members of these structures. This was completed before the deadline, ensuring that the NWU was in compliance with the Statute.

Policies, plans, rules and procedures

An integrated policy framework that is consistently applied across the university is a fundamental element of effective, stable management. During the year, the Institutional Registrar coordinated the alignment of almost all existing NWU policies, plans, rules and procedures and oversaw the establishment of a number of new ones, from development through to consultation and approval. The few remaining policies, plans, rules and procedures still needing attention are due to be completed by the end of 2007.

As the policy framework took shape, so did the process of ensuring consistent application at institutional and campus levels. To ensure effective coordination, this Office opened up channels of communication by initiating monthly meetings with key role players such as registrars and other members across the University, and the establishment of an Institutional Admissions Committee as a standing committee of Senate. The Office also established service-oriented formal and informal work groups, and entered into service agreements for the delivery of secretarial, legal, language, academic administration and time-tabling services to the entire University.

NWU Code of Conduct

Another key element of post-merger integration is the acceptance by the university community of common standards and principles of ethical conduct. This task began in 2004 when the NWU Council adopted a Code of Conduct for Council members. This process deepened in 2005 by defining the NWU values and was taken a step further in 2006 with the development and approval of an implementation plan, which will be rolled out in 2007. The intention is to arrive at a limited number of instrumental values that can change and align people's behaviour in order to achieve the NWU vision, mission and Institutional Plan.

Records management

The quality, reliability and accuracy of the NWU's management records directly support the university's corporate reporting commitments. To enhance the university's records management capabilities, the Institutional Registrar began preparations for the introduction of an electronic records management system, that will be implemented and tested from 2007. Key steps taken towards this during the year included:

- The establishment of a records management steering committee in February 2006 to oversee the design and implementation of the records management programme.

- The introduction of the NWU certificate course, "Records Management in a Tertiary Education Institution". This course was approved by the Institutional Committee for Academic Standards (ICAS) in April 2006, followed by the commencement of staff training in records management. A total of 164 employees underwent the training since August.
- Council's approval in September 2006 of the Records Management policy.
- An invitation to staff to suggest a name for the records management programme. The name that was accepted is **InsinQ**, standing for "Institutionally Sharing Information Quickly".
- The development of the main series for the records management file plan, based on the business activities of the NWU.
- The start of a process to determine retention schedules for essential records.

Student service delivery

During 2006, the Institutional Registrar completed the projects under way in the previous year to streamline and standardise student administration across the NWU. Major milestones were:

- The successful implementation of the Varsity Student System (VSS) on the Mafikeng Campus by August 2006, meaning that all three Campuses are now using the same student administration system.
- The alignment of all faculty calendars for the next academic year. Great care has been taken to ensure that only approved, accredited and registered qualifications and programmes are included in the calendars and on the student system.
- The use of the ITS Abacus software programme for scheduling lectures and examinations and the venues at all campuses, as well as all related time-tabling issues.
- The publishing of the institutional almanac for 2007, that was centrally compiled and contains information on important dates such as open days, intervarsity events, semester dates and meeting dates for the institutional office and campuses.

Support divisions

In addition to its statutory and service delivery responsibilities, the Institutional Registrar's Office provided support services to the University community through its legal, language, secretariat and museum and archival divisions.

Language Directorate

This Directorate experienced strong growth in demand for its translation and simultaneous classroom interpretation services.

The simultaneous classroom interpretation service is designed for teaching-learning programmes in scarce or expensive study fields. During 2006, the service was used for more than 400 periods per week, mainly on the Potchefstroom and Vaal Triangle Campuses, underlining its value to students and lecturers. Where possible, the Directorate also responded to external demand for its services and, at the same time, conducted action research that resulted in a number of presentations, publications and postgraduate study projects.

Translation services continued to be delivered to all Campuses and the Institutional Office, giving credence to the NWU's commitment to functional multilingualism.

A Senate Language Task Team developed a language policy and implementation framework, which was approved by Council in November 2006.

Legal Services Division

This division continued delivering legal advice, specialised services and value-adding initiatives in support of the effective running of the university. Its commitment to service quality is backed by service level agreements and regular visits to all Campuses.

Secretariat

Since the adoption of new methodologies in the previous year, there has been a definite improvement in quality of secretarial services to Council, Senate and Management, as well as their respective committees.

Archives and Museum

In February 2006, a decision was taken to dissolve the Advisory Committee: Archives and Museum. The aim was to allow the three Campuses to take responsibility for their own records management, archives and museum collections, and to channel inter-campus communication through the Extended Registrars' Forum.

The division's staff dealt with more than 223 enquiries and received 170 linear metres of records. They also participated in records management training and assisted 350 students in the use and management of archival records.

Approximately 620 visitors were received at the museums and two museum exhibitions were presented. The division continued to update its well-constructed, informative Archives and Museums website.

Office of the Institutional Registrar

This Office houses the general secretariat of the NWU and contributed to ensuring its legal compliance, effective and sustainable administration and the smooth functioning of all divisions and processes.

Conclusion

The Institutional Registrar is privileged to have played a pivotal role in 2006 in contributing to the NWU's track record as a well-managed university that runs its core business efficiently while complying fully with its legal and management reporting obligations. Although merger integration requirements have added to the office's responsibilities, particularly in aligning policies, implementing the NWU statute and standardising student administration, this is a challenge it has risen to enthusiastically and effectively.



PROF CFC VAN DER WALT
INSTITUTIONAL REGISTRAR

Report of the Interim Institutional Forum



Introduction

After the inception of the North-West University in January 2004, the Institutional Forum functioned as an interim body pending the formal acceptance of the NWU's Statute. Following the publishing of the Statute on 8 August 2005, the Institutional Registrar of the NWU facilitated the process of preparing for the establishment of a permanent Institutional Forum during 2006.

Role and composition of the Interim Institutional Forum

Fundamentally, the role of an Institutional Forum is to advise the Council on matters such as the appointment of senior management, policies that promote race and gender equity, codes of conduct, the management of cultural diversity and the formulation of policy on mediation and dispute resolution procedures.

Still operating as an interim body, the Interim Institutional Forum (IIF) met in February 2006 to finalise the rules for the Institutional Forum as stipulated in the NWU Statute. After elections in October and November 2006, the IF became a permanent body, to be constituted during 2007.

Members of the Institutional Forum for 2006

During 2006 the IIF comprised 22 members, representing the three Campuses. The chairpersonship was shared by Adv Zoleka Sicwebu, a member of the NWU Council representing university alumni, and Mr Theo Venter, a member of the NWU's administrative staff.

The following constituencies were represented on the IIF:

Council:	Dr CJ Smit
Management:	Prof MS Zibi
Senate:	Profs DJ Malan and C de W van Wyk and Dr B Mbenga
Academic, non-Senate:	Mr LJ Zerwick and Mmes M Modise, BM Ngakane, T Matshego and PT Mpete
Non-academic employees:	Mmes CL Basson, KL Molosankwe, P Sieberhagen and Mr TP Venter

Unions: Messrs C Kgoro, MM Pule, LMEM Sehlare and J Tshabalala.
SRC: Messrs K Gouws, MM Tsotsetsi, and W Runeli.
Alumni: Adv ZM Sicwebu and Mr J Monedi.
Local communities: No representatives.

Matters dealt with

The IIF's main task for the year was to finalise the rules governing the constitution of the permanent Institutional Forum, as well as its composition and meetings procedure. The IIF finalised these rules on 14 February 2006 after which they were submitted to Council for consideration and approval. Following Council's approval of the IF rules on 23 June 2006, preparations commenced for the constitution of the new IF in terms of the NWU Statute. The first step was to elect members to represent the various constituencies on the IF. Elections for this purpose were held in October and November 2006.

Reconstitution of the IF

The NWU eagerly awaits the constitution of the new IF during 2007 as this permanent body will have both the mandate and the capacity to fulfil the important advisory role envisaged for it in the Higher Education Act and the NWU Statute. This role will include advising Council on the implementation of the Higher Education Act and national higher education policy, the appointment of members of Institutional Management, NWU policy on race and gender equity, codes of conduct, policy on mediation and dispute resolution, the management of cultural diversity and the promotion of an institutional culture based on tolerance and respect for basic human rights. In addition, the IF will attend to any other matter referred to it by Council.

Conclusion

Although the interim IF was initially designed to serve for only one year, its term eventually lasted for a full three years. For this reason, it is appropriate to express appreciation to the members of the IIF who,

despite the pressure their prolonged participation presented, fulfilled their responsibilities to the best of their abilities. It is thanks to their caretaking role that the NWU will soon have a fully functional, high-performing IF to serve the NWU.



MR TP VENTER
CO-CHAIRPERSON: INTERIM IF



ADV Z SICWEBU
CO-CHAIRPERSON: INTERIM IF

Report of Senate



The Senate is charged with the governance of the academic core business of the NWU, meaning that it regulates all academic, research and academic support functions of the university. It fulfils this mandate in terms of the Higher Education Act and the NWU Statute.

Role and composition

As the highest academic governance structure within the NWU, the Senate approves all academic programmes and academic-related work, including teaching-learning, research and implementation of expertise (incorporating community engagement programmes). Senate, being accountable to the Council, also performs any other function assigned to it by Council.

The NWU Senate was constituted on 10 May 2006 in terms of the NWU Statute as gazetted on 8 August 2005. Its membership, in line with section 12(1) of the Statute, comprised:

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

Various election processes took place during 2006 to fill the vacancies in Senate, as well as to elect Senate's designates to the Council in accordance with the Statute.

Ordinary meetings of Senate were held four times during 2006, on 2 March, 10 May, 16 August and 25 October. A special meeting was held on 1 August for the election of Council members from Senate and

the filling of vacancies. The average attendance at Senate meetings was 69 percent.

The Senate established relevant Senate Standing Committees and task teams to attend to specific tasks such as institutional admission requirements, an institutional language policy and implementation framework, the institutional research and innovation activities and the alignment of academic programmes and research.

Senate Standing Committees

- A Campus Senate Committee per Campus
- Institutional Committee for Research and Innovation (ICRI)
- Institutional Committee for Academic Standards (ICAS)
- Institutional Admissions Committee

Senate Task Teams

Senate established an ad hoc Language Task Team and appointed members to a Joint Transformation Task Team that worked with Council on the Institutional Plan, as well as two task teams to develop policies on the appointment of senior managers and the granting of honorary awards.

Objectives reached

The Senate's main responsibility and objectives for the year were to govern the academic business through activities such as the development of uniform admission requirements, monitoring the progress of the academic alignment process, adopting an overarching language plan and implementation framework and developing the policy on honorary awards in terms of the Higher Education Act and the Statute. It also advised Council, as the overall governing body, on strategic issues such as the Institutional Plan, the development of policies and rules and the appointment of senior managers.

Senate, through its Institutional Committee for Academic Standards (ICAS), also contributed to academic programme alignment. For this purpose, ICAS established four academic committees encompassing all

the NWU's learning fields and faculties. Furthermore, Senate assisted in maintaining high standards for teaching-learning and research, in accordance with the statement in the Merger Guidelines that it is "vitaly important that (merging) institutions protect the academic integrity of their operations during the period of change".

Changes in academic structures

The realignment of academic structures across the three campuses will be coupled with a review of the NWU's range of academic programmes. On the Mafikeng Campus specifically, good progress was made with the establishment of schools and the appointment of school directors.

In all, the NWU had 14 faculties in 2006, distributed as follows:

- Five faculties, 14 schools, one Community Law Centre and one centre of expertise at the Mafikeng Campus. The five faculties are Agriculture, Science and Technology, Human and Social Sciences, Education, Commerce and Administration and Law.
- Eight faculties, 32 schools, 21 centres of expertise, four institutes and 14 research focus areas at the Potchefstroom Campus. The eight faculties are Arts, Natural Sciences, Theology, Educational Sciences, Economic and Management Sciences, Law, Engineering, and Health Sciences. The research focus areas are:
 - o Business Mathematics and Informatics
 - o Development in the South African Constitutional State
 - o Unit for Environmental Sciences and Development
 - o Unit for Languages and Literature in the South African context
 - o Teaching-Learning Organisations
 - o Unit for Energy systems
 - o Reformed Theology and the development of South African society
 - o Unit for Space Physics
 - o Unit for Sustainable Social Development
 - o Unit for Drug Research and Development
 - o Separation Science and Technology
 - o Workwell: Research Unit for people, policy and performance
 - o Africa Unit for Transdisciplinary Health Research

- One faculty, known as the Vaal Triangle Faculty, and six schools at the Vaal Triangle Campus. The six schools are Economic Sciences; Basic Sciences; Behavioural Sciences; Modelling Sciences; Educational Sciences, and Languages.

Teaching-learning

1. Student enrolment

Admissions policy

The NWU has a uniform admissions policy, which uses an M-score that was adopted in 2004. The policy applied in 2005 and 2006 (with provision for phasing-in the raised requirements at the Mafikeng Campus) and will prevail for 2007 and 2008.

Despite initial challenges, the Institutional Admission Committee reached consensus in November 2006 on the admission points score (APS) model to be used from 2009. The adoption of the new APS-scores corresponds with the new National Senior Certificate and the Department of Education's minimum requirements for admission to diploma and degree studies. This in turn implies institutional agreement on:

- the number and achievement levels at which Grade 12 subjects will be counted;
- whether Life Orientation will be counted or taken into consideration at all;
- whether Mathematics or Mathematical Literacy will be required, and
- when the "fourth outcome" of Mathematics ("Data handling and Probability") will be a recommendation.

Additionally to meeting the legislative and policy requirements of the Department of Education, the proposed admissions model is aligned with the higher education sectoral approach brokered by Higher Education South Africa (HESA). The proposed model with APS-scores and requirements for admission to generic qualifications was approved by the Senate Executive Committee (Senex) and Executive Committee of Council on 10 November 2006. On 24 November, the APS-scores and requirements for specialised qualifications were put to Senex and approved. Once approved by the Executive Committee of Council, the admission requirements for 2009 will be published in terms of Section 37 of the Higher Education Act.

Students enrolled in 2006

	Mafikeng campus	Potchefstroom campus	Vaal Triangle campus	Total
First years	1130	4111	671	5912
Seniors	7357	22766	2701	32824
Total	8487	26877	3372	38736

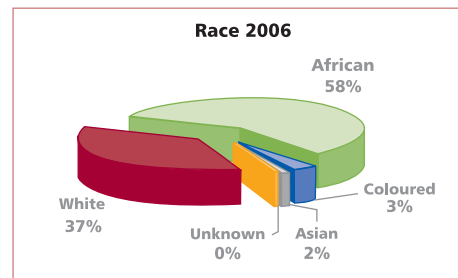
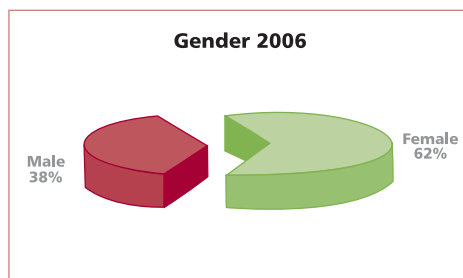
Racial and gender composition of the student body in 2006

The table below shows the racial and gender composition of the NWU student body over each of the five years to 2006

Year	Race					Gender		Total
	White	African	Coloured	Asian	Unknown	Male	Female	
2002	10300	20131	791	283	1611	12856	20260	33116
2003	11446	21713	1052	325	1860	14199	22197	36396
2004	12745	25894	1269	324	1038	15792	25478	41270
2005	13422	23907	1207	338	221	15097	23998	39095
2006*	14292	22436	1220	616	172	14773	23963	38736
2006* as per 2nd HEMIS 2006 submission								

Geographical origins – Student enrolment 2006 – as per 2nd HEMIS 2006 submission

Nation	Province	Contact	Distance	Grand Total
Non-South-African	Non-South-African	1649	2241	3890
South Africa	Eastern Cape	336	623	959
	Free-State	1748	501	2249
	Gauteng	10978	1597	12575
	Kwazulu-Natal	922	2880	3802
	Limpopo	504	821	1325
	Mpumalanga	510	581	1091
	Northern Cape	1618	868	2486
	North-West	8962	496	9458
	Western Cape	663	238	901
Grand Total		27890	10846	38736



Registration by qualification type 2006 - as per 2nd HEMIS 2006 submission

Undergraduate Diploma (1&2 years)	2538	4484	7022
Undergraduate Diploma (3 years)	898	2342	3240
General Academic First Bachelor's Degree	10219	11	10230
Professional First Bachelor's Degree (3 years)	1079	227	1306
Professional First Bachelor's Degree (4 years)	6857	409	7266
Post-graduate Diploma	614	38	652
Post-graduate Bachelor's Degree	8	4	12
Honours Degree	2196	3212	5408
Masters Degree	2603	108	2711
Doctoral Degree	781	9	790
Occasional student	97	2	99
Grand Total	27890	10846	38736

Examinations

The examinations took place as follows:

First semester:

First examination: 8 - 29 June
Second examination: 10 - 22 July

Second semester:

First examination: 3 - 23 November
Second examination: 27 November - 9 December

Information and Communications Technology (ICT) was used effectively to release examination results. In addition to conventional channels, results were posted on the NWU's website and sent via SMS messages. The innovations were welcomed by students and eased the administrative burden on the examinations section.

2. Student support, financial aid and tuition fees

Student Counselling Services

The NWU has extended the scope and quality of counselling services available to students, with the following achievements recorded in 2006:

The Student Support System was expanded and 150 trained peer helpers (students) were deployed on the Potchefstroom Campus. The system functioned very effectively and a significant number of students were referred to Student Counselling Services and the Institute for Psychotherapy and Counselling. A crisis-line for the handling of trauma cases was activated in the course of 2006. On the Vaal Triangle Campus 35 trained peer helpers (students) were deployed as part of the student support system, known as Ch@s (Connecting Helpers and Students). These students function under the auspices of the Department of Student Development. At the Mafikeng Campus peer education training was undertaken by professionals with the aim of training students as peer helpers. This will take place in 2007.

Students with disabilities

A draft institutional policy was compiled, in terms of which the Student Counselling Service will coordinate all matters concerning students with disabilities. Similarly, a procedure document was drafted to promote effective cooperation among different sections, such as Academic Administration, Communications, the Library, Accommodation and Catering Services.

Guidance and counselling

8 414 students benefited from testing, screening and counselling services, compared to 6 444 in 2005.

Supplemental Instruction

Supplemental Instruction (SI) is one of the Academic Development and Support (ADS) programmes that has been introduced on more than 700 campuses, including universities and colleges in America, the United Kingdom, Sweden, Australia and South Africa. Research has shown that students who participate in SI-programmes, on average, achieve better academic results than students who neglect to attend any support and development programmes. In line with the strategic development plan of the NWU to improve through-put rates of students, the institutional and campus Academic Development and Support (ADS) management identified the implementation of SI on all campuses of the NWU as a priority task for 2006.

Implementation of SI at the NWU: 2006

Campus	No of SI facilitators trained	No of Active SI facilitators	No of modules where SI is provided	No of lecturers supported by SI	Total No of SI sessions held in 2006	Total of students help by the SI
Mafikeng	98	1	1	1	11	0
Potchefstroom	208	175	241	110	2820	28200
Vaal Triangle	85	40	46	50	796	7960
TOTAL	279	216	288	161	3627	36270

Financial aid

Financial Support Services plays an indispensable role in the handling of student financial aid. The high point of the year was undoubtedly the "excellent" rating that the section received from NSFAS for the quality and speed of the NSFAS administration on the Campuses. This means that needy students are able to access their funds far earlier and more effectively, thus obviating the problems such students encounter.

During the year the Financial Support Services was established as a one-stop shop for student support by introducing the following changes:

- Improvement of the NSFAS payout system via the new financial system, ensuring a faster, more professional service to students;
- Streamlining of communication with students to increase general compliance with rules, resulting in fewer late or incomplete applications.

Financial assistance to students is allocated from the following sources:

- University funds;
- National and provincial funding schemes;
- National Student Financial Aid Scheme;
- Foreign funding schemes (Botswana, Lesotho);
- Parastatals, companies and NGOs.

The following table shows the allocation of financial assistance to undergraduate students from the NWU's own resources in 2006:

Source	Campus	Value (R million)
University funds	Potchefstroom	27 659 583
University funds	Vaal Triangle	1 844 943
University funds	Mafikeng	1 139 916
Trust funds	Potchefstroom	1 346 678
Trust funds	Vaal Triangle	69 419
TOTAL	NWU	32 060 539

The table below shows the allocation of financial assistance to postgraduate students from the NWU's own resources in 2006:

Source	Campus	Value (R million)
University funds	Potchefstroom	19 196 374
University funds	Vaal Triangle	3 186 700
University funds	Mafikeng	1 952 300
TOTAL	NWU	24 335 374

The next table shows financial assistance allocated to undergraduate students from external funding sources:

Source	Campus	Value (R million)
External funds	Potchefstroom	7 891 500
External funds	Vaal Triangle	2 233 298
External funds	Mafikeng	17 783 535
External funds	Telematic Learning Systems	
TOTAL	NWU	27 908 333

Tuition fees

During 2006, the tuition fees were adjusted by 11 percent (five percent inflation plus six percent premium for the Mafikeng Campus).

The fees payable at registration for 2006 were:

Details	2006 R
Mafikeng Campus	
- Registration Fee	400
- Tuition 1 st Payment	2,000
- Residence Fee per Semester	full amount
Potchefstroom Campus	
- Registration Fee	700
- Additional Levy full-time non-resident students	50
- Tuition Fees 1 st Payment	3,000
- Meal Deposit	800
- Residence Fees 1 st Payment	2,700
- Residence Deposit for 2007	500
Vaal Triangle Campus	
- Registration Fee	700
- Additional Levy full-time non-resident students	50
- Tuition Fees 1 st Payment	3,000
- Meal Deposit	800
- Residence Fees 1 st Payment	2,700
- Residence Deposit for 2007 - 1 st Year Students	500
- Residence Deposit for 2007 - Senior Students	280



3. Success rates

Ratios of FTE to head counts (undergraduate)

The ratio between the number of undergraduate students and the total full-time equivalents (FTEs) stabilised during 2006, in both the contact and the distance categories. The table below illustrates this trend:

Key ratios of FTE to head count enrolments contact	CONTACT	
	2005	2006*
FTE undergrads as % of undergrad heads	82%	86%
FTE postgrad < masters as % of postgrad heads < masters	94%	83%
FTE intermed postgrad as % of masters heads	30%	39%
FTE higher postgrad as % of doctoral heads	68%	58%
TOTAL FTE AS % OF TOTAL HEADS	78%	81%

Key ratios of FTE to head count enrolments contact	DISTANCE	
	2005	2006*
FTE undergrads as % of undergrad heads	32%	51%
FTE postgrad < masters as % of postgrad heads < masters	76%	32%
FTE intermed postgrad as % of masters heads	38%	52%
FTE higher postgrad as % of doctoral heads	78%	75%
TOTAL FTE AS % OF TOTAL HEADS	45%	45%
2006* as at 1 May 2007 (as per 2nd HEMIS submission 2006)		

The 2006 throughput rates for undergraduate students were as follows:

Throughput rate of contact undergraduate students in 2006	Heads	Graduates	Throughput rate
1st certificates and diplomas of 2 years or less	2540	1491	59%
1st diplomas and bachelors degrees: 3 years	11847	2491	21%
Professional 1 st bachelor's degree: 4 years and more	6857	1246	18%

The rationalisation of programmes and modules is an ongoing process. In 2006, special attention was given to the handling of term/quarterly modules with a view to the smooth implementation of the new academic year structure.

Teaching prowess is recognised through the teaching excellence reward system, which is also used to improve teaching performance and is an important criterion for promotion benchmarking.

The throughput rate is monitored carefully, with the emphasis on modules where problematic results were achieved in the June and November examinations. This intervention will also help to optimise the FTE/heads ratio. The throughput rate of off-campus students should be substantially improved through the appointment of 250 additional facilitators at the various facilitation centres of the Potchefstroom Campus' distance education programme. The deans are giving priority to academic staff members who need to upgrade their qualifications. This is being addressed through the performance agreement system, which makes provision for leave for such staff members.

At the Vaal Triangle Campus several interventions were initiated to improve the undergraduate teaching-learning targets, including:

- managing pass norms per module;
- schools identifying high-risk modules and developing action plans in response;
- appointing learning facilitators, and
- student support services identifying at-risk students and supplying academic support.

Throughput Rate of Distance Undergraduate Students in 2006	Heads	Graduates	Throughput rate
1st certificates and diplomas of 2 years or less	4482	1160	26%
1st diplomas and bachelors degrees: 3 years	2578	393	15%
Professional 1 st bachelor's degree: 4 years and more	409	111	27%

The NWU produced the following graduates for 2006 (per ceremony date after complying with the examination requirements in 2006) as at 1 May 2007 (as per 2nd HEMIS submission 2006)

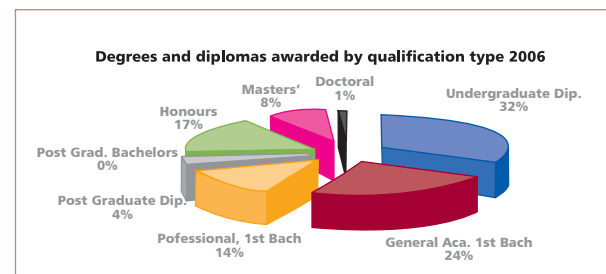
Mafikeng Campus	September 2006	766
	March 2007	2
	April / May 2007	1390
Total		2158
Potchefstroom Campus	September 2006	1260
	March 2007	3797
	April / May 2007	1821
Total		6878
Vaal Triangle Campus	September 2006	102
	March 2007	1
	April / May 2007	682
Total		785
Grand Total		9821



At these graduation ceremonies, the following categories of degrees and diplomas were conferred:

Degrees and Diplomas	2002	2003	2004	2005	2006
First Degrees	2115	2281	3293	3235	3722
Diplomas	3276	3237	4431	2448	3545
Honours	607	920	1179	1281	1679
Masters	571	606	628	700	765
PhDs	59	92	84	85	110
Total	6628	7136	9615	7746	9821

The degrees and diplomas awarded by qualification type in 2006 are as follows:





Research

General overview

- With regard to greater investment in research, in 2006 R13.9m at the NWU was earmarked for research equipment and general research capacity building. Compared to R3m in 2005 a further R10 million is budgeted for 2007.
- The post-doctoral programme is growing slowly and NWU currently has 34 post-doctoral fellows.
- A number of training seminars were presented to researchers on writing proposals and submissions. Where appropriate, Campuses are emphasising the furthering of qualifications of academic staff members.
- The attainment of required further qualifications has become part of the task performance of individuals and line managers.

Incentives for improved research outputs

- The NRF rating incentives have been revised and increased so as to be aligned with the NRF definitions per category.
- The incentives for researched articles have also been revised, with the aim of motivating staff to publish more regularly and to improve the quality of publications. The incentives have been designed to increase overall publication units without compromising quality in any way.

To increase the number of international publications, a new model was approved, based on a weighting system for a publication in international and local journals and a weighting system for the frequency of the publication.

The following six categories with ratings were approved at the Institutional Research and Innovation Committee:

	Weight	Rand value	2005 units	Weighted units	New Incentive R-Value
First local article	1.5	R 11,250.00	118.69	178.035	R 1,335mil
First international article	3	R 22,500.00	67.41	202.23	R 1,517 mil
Second local article	2	R 15,000.00	39.66	79.32	R 594,900.00
Second international article	4	R 30,000.00	17.34	69.36	R 520,200.00
> 2 local articles	2.5	R 18,750.00	54.19	135.475	R 1,016,062.50
> 2 international articles	5	R 37,500.00	23.43	117.15	R 878,625.00
Total			320.72	781.57	R 5,861,775.00

- A research development plan was developed to apply for the Department of Education's Research Development Grant of R4.5 million for 2007. The purpose of the plan is to build research capacity through staff development, mentoring and training at the Mafikeng Campus.

NRF ratings

- Eighteen staff members applied or re-applied for NRF rating in 2006. Of these, the outcome of 15 applications have been received to date:
 - 13 researchers received a rating.
 - Three were rated at B1 level and one at B2.
 - Four each received C2 and C3 ratings.
 - One researcher was rated at Y2 level.
 - As a result of the latest applications, the Mafikeng Campus now has three rated scientists, while the Vaal Triangle Campus received two NRF ratings for the first time. The Potchefstroom Campus has a total of 80 rated scientists.

Article equivalents published

The accredited research article equivalents show that the target of a five percent increase was met. As indicated below, it is clear that the core business that the Senate are co-responsible for, was flourishing in 2006:

	2004	2005	2006
Total Student Enrollment	40145	38596	38736
Under-graduate pass rate (contact and distance)	75.2%	78.8%	78.5%
Total degrees and diplomas awarded	9657	7746	9821
Master degrees awarded	626	700	765
Phd's awarded	87	82	110
Article equivalents published (total)	275	327	371
NFR rated researchers	73	85	85

Conclusion

As custodian of the core business of the NWU, namely teaching-learning and research, Senate played an important role during the year and paved the way towards the NWU becoming a pre-eminent university in Africa.



DR T ELOFF
CHAIRPERSON OF SENATE

Human Resources

Prof F van Niekerk, Institutional Director: Human Resources, Students, Innovation and Research



As the sixth largest university in the country measured in terms of student numbers, the NWU's staff complement reflects the support needed in this regard:

NWU	2005	2006
Permanent	2294	2607
Temporary	2957	2108
Total	5251	4715*

* Oracle system used for 2006 figures, with redefinition of permanent and temporary staff.

The categories of employees were as follows:

Category	2005	2006
Instructional/research professional	2181	1157
Executive/Administrative/Management professional	88	98
Specialised/support professional	767	752
Technical	238	253
Non-professional administration	1355	1837
Crafts/trades	35	35
Service	587	583
TOTAL	5251	4715

The gender and race profile of the NWU staff looked as follows:

Gender	2005	2006
Female	2741	2610
Male	2510	2105
TOTAL	5251	4715

Race	2005	2006
African	1748	1531
Coloured	99	106
Indian	58	33
White	3345	3045
Unknown	1	-
TOTAL	5251	4715

For the NWU to project a united front to the marketplace, its employees must share a common sense of purpose, underpinned by human resources (HR) policies, processes and structures that are equitable, consistent, inclusive and transparent. These principles are especially important considering the merger through which the university was created only three years ago. Standardised policies and integrated systems are pivotal to the NWU's efforts to move forward as a unitary institution.

Much of the groundwork for an integrated human resources approach had already been completed in the previous year, when the NWU reviewed its HR policies, introduced integrated structures for collective bargaining, created standardised conditions of service for new employees and developed new organisational structures. During 2006, the Human Resources division took these processes forward towards a deeper level of integration.

Harmonised HR policies implemented

In the previous year, a full range of HR policies and procedures was developed, accepted by the HR Council Committee, discussed with organised labour and then approved by Council and Institutional Management. These included the disciplinary code and procedure, grievance procedure, incapacity investigation procedure, conditions of service, recruitment, remuneration, promotion of academic staff, staff development and performance management.

The next step, taken in 2006, was to implement the new policies and procedures, and to monitor implementation for consistency. For example, Human Resources introduced a monitoring tool for all

permanent and fixed-term appointments, which includes a mechanism for ensuring that employment equity is incorporated into the recruitment and selection process.

This approach, together with various training and awareness campaigns focusing on HR policies and procedures, contributed to the smooth implementation of all HR policies and procedures, which have been well accepted among staff and managers.

Recognition Agreement refined

Integrated structures for collective bargaining had already been put in place during 2005. These structures were refined in the current year, resulting in the creation of a single collective bargaining body, the Institutional Bargaining Forum. This will greatly improve the effectiveness and efficiency of consultations and negotiations on employee salaries, benefits and conditions of service.

In line with these changes, amendments to the recognition agreement were finalised and implemented.

Single HR and payroll system introduced

On 1 June 2006, the NWU reached an integration milestone by successfully implementing an integrated Human Resources Management System (HRMS) for all staff. Among other things, this means that the salaries and benefits of all employees, regardless of their workplace, are now processed and administered by a single system. Apart from sending the clear message that the NWU is a unitary institution, this development has simplified and streamlined payroll administration, which will in turn lead to greater operating and cost efficiencies.

The implementation of the Oracle HRMS was accompanied by an intensive campaign to communicate the new HR and payroll processes to employees and managers. Manuals containing clear guidelines were distributed and information sessions held at all three Campuses with faculty deans, line management and administrative departments.

Organisational structures

The NWU has a two-tier organisational model suited to its operations, that extend over three campuses and a number of learning sites in two provinces. This model consists of an institutional layer that ensures

university-wide consistency in policy and procedure and three campuses operating as distinct business units, each accountable for their performance.

This model can best be described as decentralised management within centralised parameters. It is important, however, not to equate the concept of decentralised management accountability at campus level with the centralisation or decentralisation of functions. Decisions and arrangements about the location of functions are based on practical, financial and managerial considerations. In other words, functions are placed where this makes the most sense.

For example:

- Some functions are fully centralised, such as Legal Services, Internal Audit and HR operations.
- Certain other functions are fully operational at campus levels, such as Logistics and Technical services.
- Some functions are shared between the institutional office and campuses, such as Information Technology and Finance.

In 2006, Human Resources began developing a methodology for the ongoing evaluation of the effectiveness of these arrangements. The first formal evaluation will be conducted as part of the institutional audit by the Higher Education Qualifications Committee in 2008.

Organisational learning and development

The development of leadership and management capacity is a critical success factor for the NWU, not only for achieving integration and alignment but also to support organisational transformation. With this in mind, Human Resources has introduced several interventions aimed at promoting a common organisational culture and mindset.

At this point, these development interventions are primarily targeted at institutional and campus management, as well as faculty deans and directors. The aim is to develop financial, strategic and operational management competencies, along with leadership and people skills, within a common organisational vocabulary and frame of reference. These interventions also create opportunities for managers to interact with colleagues from other campuses and different work environments.

Other HR process improvements

Two other process improvements introduced during the year were the launch of the HR website, which makes provision for online applications for NWU vacancies, and the establishment of a task team to monitor staff turnover.

This Task Team came about after Human Resources compiled an exit interview report for the period from 1 July 2005 to 30 June 2006. This report was tabled to Institutional Management, which then requested that a task team be formed to investigate the reasons for staff resignations. The team consists of the directors of HR Operations, Organisational Learning and Development and Employment Equity, Diversity and Human Rights, as well as the Labour Relations Officer.

Employment Equity, Diversity, Human Rights and Wellness

The NWU is committed to creating an organisational climate that supports employment equity and promotes respect and tolerance for diverse cultural beliefs and practices. This commitment is clearly spelt out in the policies that Council has approved on employment equity, diversity, human rights and HIV/AIDS.

Diversity management

The NWU encourages robust debate on diversity and the sharing of ideas among staff, with the aim of promoting mutual understanding, respect and tolerance. This was put into practice through informal discussions held on all three campuses and by alerting Institutional Management to concerns raised at these meetings. Furthermore, an expert on diversity management facilitated a diversity management workshop for all senior management. Ongoing informal discussions are planned for 2007, based on their effectiveness during the year under review.

Human rights

During 2006, there was strong emphasis on sensitising staff and students towards human rights issues through initiatives such as:

- A seminar on same-sex marriages, where experts presented papers.
- Human rights training for student leaders at the Potchefstroom and Vaal Triangle Campuses.

- The work of the Human Rights Committee, which adjudicated in two cases involving alleged human rights offences. In one case, an academic was called to appear before a disciplinary committee for using derogatory language towards homosexuals. He was cautioned to respect the human dignity of others, regardless of their sexual orientation. In the second case, brought by management, the issue was an allegedly racially inflammatory letter. The Human Rights Committee found that the contents of the letter did not amount to hate speech but used language that the NWU would not tolerate.

Employment Equity

The NWU has pledged to create equal opportunities for all employees and prospective employees, the NWU's approach towards equity and diversity one of commitment and not merely a matter of compliance with the law. During 2006, Council approved the Employment Equity Policy, paving the way for the development of the strategic Employment Equity Plan. This Plan is currently in the final stages of consultation, with key elements already being embarked on including:

- An employment equity awareness campaign.
- The development of an Employment Equity website.
- Adherence to the new regulations to the Employment Equity Act.
- A disability audit.
- An extensive diversity programme.
- The development of number-based targets for employment equity in each business unit up to departmental/academic school level.

Consultation takes place through the Institutional and campus Employment Equity and Skills Development Forums (EESDFs). These are functioning well and ensure a transparent process of full participation and consultation, enhancing their knowledge by training sessions conducted by professional consultancies.

HIV and AIDS

Recognising that HIV/AIDS is a serious issue that concerns the entire university community and society, the NWU has a holistic HIV/AIDS programme that involves students, staff and the communities it serves. It is based on the newly approved HIV/AIDS policy and incorporates awareness, prevention, community outreach and the offering of accredited training programmes.

Highlights of the programme during 2006 included:

- Regular meetings with all campus HIV/AIDS Advisory Committees, students, and other stakeholders.
- The establishment of a rape support service through a 24/7 emergency crisis line.
- Prevention activities such as condom distribution and voluntary counselling and testing services and peer education for students.
- Induction programmes for first year students and new staff members.
- Awareness events such as Condom Week, Candlelight Memorial Day and World AIDS Day and activities such as the student-produced video, "Dobbelspel".
- The presentation of accredited training programmes such as HIV/AIDS in the workplace to members of staff.
- Student involvement in community outreach, through non-governmental organisations such as Tshepong, Hospice and Amaphelo day care in Potchefstroom and teaching programmes for the Disaneng and Dibate villages near Mafikeng.
- The establishment of the HEAIDS Institutional Coordinating Committee (HICC) to assist Higher Education South Africa in coordinating funding from the European Union. HICC was initiated by Prof MS Zibi, the Director of Diversity, Equity and Human Rights, and Dr T Eloff, the Vice-Chancellor.

Employee wellness

In the interests of organisational effectiveness and employee morale, the NWU has a well-structured Employee Wellness programme that takes into account the physical and emotional wellbeing of staff. Through the programme, employees have 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 were well attended during 2006, as the following statistics show:

- 277 employees received flu injections.
- 4 053 employees and their spouses, as well as pensioners, had contact with Employee Wellness staff.
- 71 employees took part in cardiovascular health days.
- Approximately 200 employees participated in Be Active projects, specifically the staff golf day and a tennis round robin.
- 193 employees had their eyes tested, 205 underwent osteoporosis screening and 75 took the hearing screening test.
- 74 employees participated in coping skills workshops.

Employees also embraced the opportunity to be involved in community service, with 78 employees donating a total of 38 litres of blood and others donating blankets and clothing to charity organisations such as Winter Hope, the South African Women's Federation and the Abraham Kriel Children's Home.

The many Employee Wellness projects undertaken had tangible benefits for employees and the NWU. Through various time- and stress-saver projects, such as assisting employees with their ID and passport applications, the university saved hundreds of working hours and thousands of Rands:

- Approximately 126 working hours were saved, translating into R21 045, by assisting 96 employees to obtain their driving licences.
- An estimated 768 hours, or R63 611, was saved by assisting 197 employees with ID and passport applications.
- 58 employees obtained international driving permits from the Wellness office, saving them and the NWU time and money that would otherwise have been spent travelling to Johannesburg.

Conclusion

Major achievements of 2006 included successfully introducing a single human resources and payroll system, refining the NWU's unique organisational model and implementing a range of employee policies that ensure consistency and fairness across the university. The website for HR was for the first time, introduced and published on 28 November 2006 on the intranet as well as the internet. All policies, rules and regulations as well as HR manuals and the necessary forms can be accessed through the website. The university community is very excited about this new HR Website and has welcomed this initiative.

In addition, Human Resources supported organisational transformation through workshops and discussions on diversity management and human rights and leadership development interventions for managers and faculty deans. Consultation on the NWU's Employment Equity Plan proceeded smoothly, with staff at all levels participating actively in its development through open forums and training workshops. There was also a healthy response from staff to employee wellness activities and keen interest in the HIV/AIDS programme, including the courses offered on HIV/AIDS at the workplace.

Human Resources has made a significant contribution to the NWU's efforts to embrace the future as a unified, integrated institution.

Students



With three campuses spread across two provinces, the NWU draws students from widely different socio-economic, cultural and language backgrounds. This diversity is a competitive advantage for the university in that it enables students from various walks of life to learn and interact in an environment that closely reflects the dynamics of South African society. It also offers an exciting opportunity for the NWU to engage in transformation that respects differences while building a common frame of reference with which all students, existing and prospective, can identify.

Student enrolments in 2006

	Mafikeng Campus	Potchefstroom Campus	Vaal Triangle Campus	Total
First years	1130	4111	671	5912
Seniors	7357	22766	2701	32824
Total	8487	26877	3372	38736

Managing student enrolments

In line with the Minister of Education's call to universities to manage their student enrolments responsibly, the NWU used a capping strategy for the 2006 first-year student intake. The cap, set at 5 100, was designed to allow for moderate growth in student numbers compared to the previous year. Although actual first-year student enrolments on all three Campuses were slightly lower than projected, the quality of students admitted was generally higher, which in turn raises their throughput potential.

In the case of postgraduate enrolments, the NWU used a screening model to manage the over-supply of students and help achieve the required SET/Commerce and Humanities balance. This model was developed in conjunction with faculty deans, academic administration staff and Campus managements.

Recruitment

With the Institutional Plan as basis, marketing activities were based on recruiting students who can ensure a



good throughput rate, proceed with post-graduate studies and who reflect the demographics of South Africa's society.

In attracting these high-quality students, the NWU operates in a highly competitive, relatively small market. This is illustrated by the fact that only 16 percent of Grade 12 learners achieved matriculation exemption in 2006 and only 4.8 percent passed higher grade Mathematics. To remain competitive in this market, the university strengthened its recruitment drive by individually targeting the top 10 learners at approximately 700 schools in the feeder areas. This was the first time that the NWU had used direct marketing, involving one-on-one visits and appointments, which proved highly effective.

Of the 700 schools visited, 143 were part of the Ikateleng programme, aimed at preparing Grade 12 learners from disadvantaged communities for tertiary studies. Some 2 500 learners from these schools underwent psychometric assessment in 2006, after which 801 were selected for supplementary tuition in Mathematics, Science, Biology, Economics and Accountancy. The average pass rate among these learners was 72.6 percent and 28 percent passed with exemption – significantly higher than average. The Ikateleng programme, which up to now has been running only in the North-West Province, is now being extended to schools in the Northern Cape Province.

An integrated marketing campaign which ensured coordination and development of marketing material for prospective students was adopted for 30 career exhibitions last year.

Student governance

The campus representatives of the Institutional Students' Representative Council (ISRC) experienced a difficult start in 2006. A number of students did not want to accept certain clauses in the ISRC constitution, even though the constitution had been negotiated and agreed on by members of previous SRCs from all three Campuses, and approved by the NWU Council.

To overcome this obstacle, the Student Office and Campus Rectors launched an intervention, which culminated in the newly elected ISRC members agreeing to amend the constitution. Consequently, the ISRC was successfully constituted in April 2006 and was able to fulfil its commitments and obligations for the rest of the year. These included taking part in negotiations on student fees and conducting new ISRC elections.



Student wellness

All three Campuses were particularly active in the area of HIV/AIDS prevention. Working committees and HIV/AIDS offices were up and running on all the campuses in 2006, with the active involvement of students.

The Health Centre at the Mafikeng Campus continued to play a pivotal role in the well-being of students and staff members. Overall, the usage rate among students increased by just over 17 percent, underlining the value that the Centre offers the Campus community.

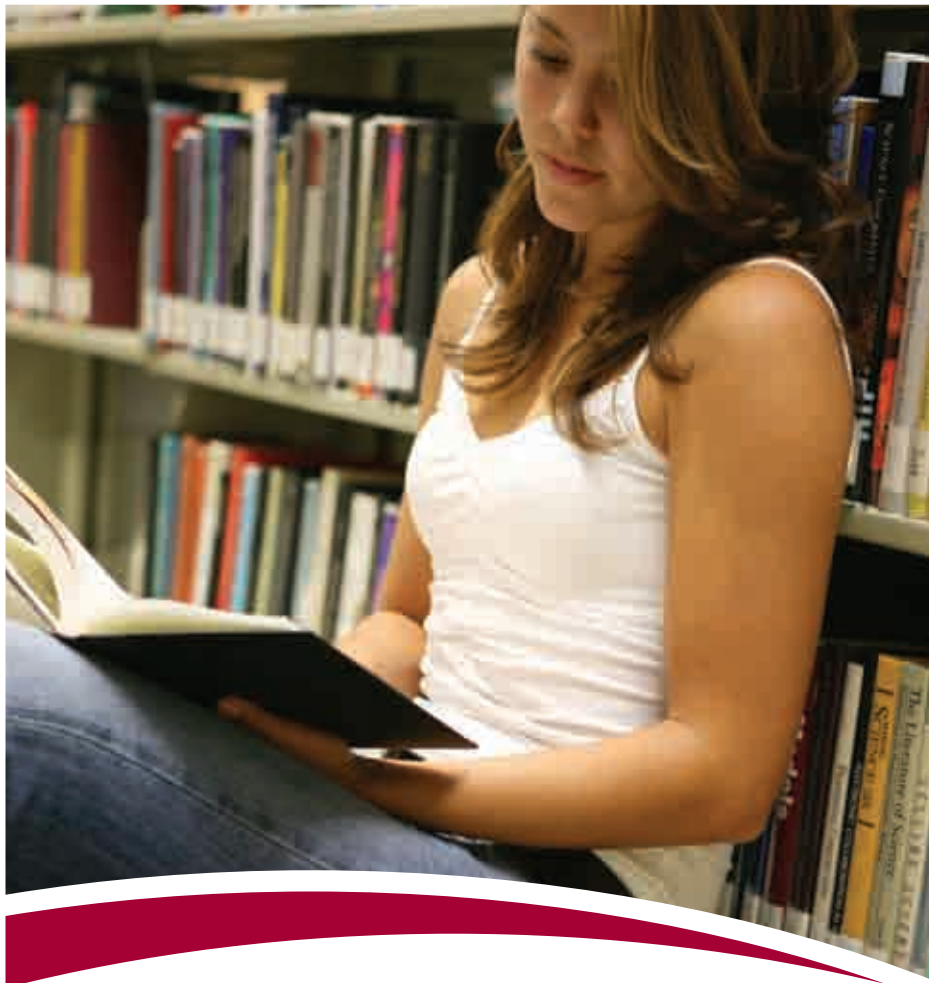
Culture and sport

The NWU believes in the all-round development of students so that they are well prepared to embark on successful careers, contribute to society and live balanced, purposeful lives. While academic excellence is important, it is not the only attribute that the university seeks to nurture. Campus life is geared to holistic growth and development, as is clear from the wide range of cultural and sport activities in which students are encouraged to participate. For detailed overviews of these activities in 2006, please refer to the Campus overviews on pages 87 to 101 of this report.

Conclusion

The NWU is increasingly attracting students with the potential to succeed academically and in other areas of campus life. This is due to the growing strength of the NWU brand and to its strategy of responsibly managing student numbers and using innovative recruitment techniques to target high-performing learners from feeder schools for future intakes. Another factor is the opportunities the NWU offers prospective and existing students to develop skills that are in demand in the job market, particularly organisational, leadership and teamwork proficiency. During 2006, the Student Office broadened these opportunities by developing the capacity of the student leadership, working closely with the many student sports and cultural clubs on the Campuses and extending the range of health and wellbeing services offered to students.

Research



Research highlights of 2006

- The largest research grant in the NWU's history, R10 million over three years, was awarded to the Faculty of Health Sciences at Potchefstroom Campus. The grant, from the Department of Science and Technology's Innovation Fund, is for the further development of NWU technology used in the treatment of malaria, tuberculosis and paediatric HIV/AIDS.
- The NWU earned R72.1 million in external research funding, an increase of 28 percent from 2005.
- Research incentives totalling R6.4 million were paid out during the year to promote increases in research outputs. Of these, R2.9 million were paid to Focus Areas and R3.5 million to faculties at the three campuses.
- NWU, together with 16 international NGO's and companies, won a tender for the supply of anti retro-viral drugs for 15 sub-sahara African countries. NWU will be responsible for the quality testing and quality assurance of medicines supplied as part of the PEPFAR project, funded by USAID.
- Research output increased significantly on all three NWU Campuses. Overall, article equivalents grew from 320,72 units in 2005 to 371 article equivalents in 2006 (including books and conference papers).

A key element of the NWU's Institutional Plan for 2006 to 2008 and beyond is the transformation from being a tuition-based university doing focused research towards a balanced tuition-research institution. This transformation is based on clear annual targets for increasing research output and funding, enlarging the NWU's pool of accredited researchers and attracting higher numbers of master's and doctoral students and post-doctoral fellows.

On the whole, progress against the 2006 research targets was satisfactory:

- The number of NWU researchers accredited by the National Research Foundation (NRF) stood at 85 in 2006, compared to 85 in December 2005. This meant that 10.4 percent of all academics at the university had NRF ratings (2005: 10.3).



- On average, NWU researchers spent 30 percent of their time on research during the year, against an estimated 27 percent in 2005. The intention is to incrementally increase time spent on research to 40 percent, so that staff spend an equal amount of time on research and tuition (40 percent each), with the remaining 20 percent dedicated to community engagement.
- By the end of the year, 280 of NWU academics had master's qualifications and 367 had doctorates. According to the Institutional Plan, these figures will increase by 3 percent per annum.
- Research output, measured in article equivalents for 2005 (320.72), totalled 326.19 (books, journals, proceedings), against the target of 305. This improvement is attributed to the emphasis on research and innovation and the strategies to support the drive.

The NWU's research targets for the next two years will be even more demanding. Recognising that achieving these will depend largely on the skills and tools available to researchers, the university has stepped up its investment in research equipment and capacity building.

Investing in research resources

The NWU allocated a total of R13.9 million for research equipment, training and capacity building during 2006, the first investment, underlining the NWU's commitment to providing a conducive

environment for research. A further R10 million is planned for the 2007 academic year. The equipment was allocated in a transparent process, using a number of agreed criteria, such as impact on research and multi-disciplinary use.

To encourage more academic staff to apply for ratings and raise their research output, intensive research capacity-building for researchers was conducted in 2006. Training was designed to assist junior researchers in writing research proposals and articles and preparing abstracts and conference papers. Advanced workshops in post-graduate supervision, international collaboration and NRF rating applications were held for experienced researchers.

Research incentives

While investing in research skills development, the NWU also motivated researchers to publish more regularly by revising the incentives for researched articles. The revised incentives, which have been designed to increase output without compromising quality in any way, consist of six categories, each with a specific weighting. The categories start at entry-level, targeting researchers who publish their first local article, and run through to the top category for researchers who have published two or more international articles.

During 2006, the NWU paid research incentives worth R3.5 million to qualifying researchers, based on articles published in 2004. Mafikeng Campus received R22 344, Potchefstroom Campus R3 297 210 and Vaal Triangle Campus R226,800. The leading faculty in terms of incentives received was Natural Sciences on the Potchefstroom Campus, which earned 25 percent of the total, followed by this Campus's faculties of Health Sciences, Theology and Law.

NRF accreditation

As part of its strategy to become a balanced tuition-research university, the NWU has set the target of raising the number of NRF-rated researchers to 15 percent of academic staff by 2015. During 2006, 18 researchers applied or re-applied for ratings. Of the 15 applications that had been processed by the end of the year, 13 were successful, representing a success rate well above 90 percent.

The 2006 ratings brought to 85 the total number of NWU researchers with NRF accreditation across the following rating categories:

- A ratings: two researchers
- B ratings: eight researchers
- C ratings: 60 researchers
- P ratings: one researchers
- Y ratings: 11 researchers
- L ratings: three researchers

The NWU continued to broaden its pool of research skills by recruiting greater numbers of masters and doctoral students. In 2006, a total of 3501 students were registered for masters and doctoral studies, an increase of 4 percent compared to 2005 and 8 percent against 2004. This trend shows that the NWU is well on track to increase postgraduate enrolments to 20 percent of the student population by 2015. For 2006, the NWU had awarded 765 Masters' degrees and 110 Doctoral degrees.

The recruitment of postgraduate students has gone hand in hand with increased support available to them, including bursaries.

From 2006 onwards, Master's students at NWU can qualify for once-off bursaries worth R13 300, while Doctoral students qualify for R20 800, renewable once. Their participation is important as it allows the university, and South Africa, to benefit from fresh insights and expertise in critical disciplines.

In addition, preparations were made to enhance the university's post-doctoral programme so as to attract more high-quality participants. The programme in its current form is growing at a relatively slow rate, with only one new candidate joining the existing 17 participants during 2006. Among the post-doctoral students were 12 foreign students from countries such as the United States, Russia, the Netherlands and Germany. Once implemented, the revised programme will enable the NWU to achieve stronger growth in post-doctoral fellowships, which focus on critical disciplines such as space physics, energy systems and business mathematics and informatics.

Research funding

During 2006, the NWU attracted R72.1 million in research funding from all external sources, including business and industry, scientific and research councils and the government-industry THRIP programme.

THRIP was the single largest source of funding, generating just over R31.6 million in total contributions from the Department of Trade and Industry and participating industry organisations. The second largest source of funding was business and industry, collectively contributing almost R27 million, followed by the NRF, which awarded research grants to the value of R14.6 million.

The following table provides a summary of the external research funding received during 2006, categories by funding organisations and the amounts awarded to each NWU Campus:



	Mafikeng	Potchefstroom	Vaal Triangle	Total
NRF	R2,172,200	R12,274,832	R460,500	R14,907,532
THRIP		R15,910,314		R15,910,314
MRC		R325,800		R325,800
Industry	R60,000	R21,462,378		R21,522,378
WRC	R37,900	R2,469,000		R2,506,900
Other	R45,000	R2,061,670	R61,165	R2,167,835
International	R2,000,000	R938,596		R2,938,596
DTI		R231,052		R231,052
DST		R2,000,000		R2,000,000
SANPAD		R199,864		R199,864
Innovation Fund		R10,000,000		R10,000,000
TOTAL	R4,315,100	R67,873,506	R521,665	R72,710,271

Conclusion

As the NWU moves into 2007, pressure will intensify to reach the demanding research-related targets set in the three-year Institutional Plan. Although progress in 2006 was slower in some respects than hoped for, the positive impact of the changes made during the year will be manifested in quantifiable improvements in future research output and capacity. Researchers are already benefiting from greater access to research resources as a result of the NWU significant investments in new equipment, as well as from the attention being paid to skills development among emerging and established researchers alike. All indications are that the university is successfully creating a vibrant research culture that will establish it firmly as a leading balanced tuition-research institution within South Africa, the African continent and internationally.

Innovation



The ultimate test of an organisation's innovativeness is its ability to translate ideas into commercial, revenue-generating applications and inventions. This is a core strength of the NWU, which has a dedicated Innovation Office geared to unlocking the intellectual capital of the university and assisting in the commercialisation of innovations generated on the three Campuses.

The overall success of this approach in 2006 led to the NWU almost doubling the income earned from product sales based on its intellectual property. Total income generated from these sales rose from just over R2.2 million in the previous year to R4.26 million, an extremely healthy increase that gives credence to the NWU's aspirations as a university that actively pursues knowledge and innovation.

Besides enhancing its ability to generate third-stream income, the NWU strives to share its expertise in the interests of the socio-economic development of the North-West Province, as well as more widely in South Africa and the rest of Africa. In this context, a highlight of 2006 was the NWU's involvement in the proposed North West Science Park. After completion of the project scoping and the submission of a comprehensive report to the Southern District Municipalities, the project was included in the Province's application to the South African National Treasury for funding from the ASGISA budget. The second phase, involving the preparation of the site, will start soon.

In another important development, the NWU's Innovation Office managed negotiations on the commercialisation of the ignition system invented by the Unit of Space Physics. These discussions culminated in the signing of a venture capital agreement to prepare the new system for the market. What makes this project so significant is that it stems directly from the NWU's participation in the Department of Science and Technology's Innovation Fund competition of 2004, when 11 NWU inventions, including the ignition system, were successfully entered. In all, five of the 11 competition entries are now being prepared for market, underlining the importance and impact of the Innovation Fund's support. The NWU's preparations for the 2007 competition are well under way, with very robust business plans being developed to ensure a strong showing.

Intellectual property portfolio

The Innovation Office is the custodian of the NWU intellectual property, responsible for managing its patents portfolio, including royalty and licensing agreements, as well as other commercialisation negotiations and agreements.

During 2006, the NWU increased the number of active South African patents to 29 and successfully completed two final international registrations. These statistics, along with other patent-related highlights, are shown in the following table. Note that one international patent could be registered in many countries but is reflected here as a single patent. The NWU currently has five United States-registered patents, with five more pending.

Filings and registrations	2004	2005	2006
SA provisional applications	2	4	6
SA final registered	3	6	2
PCT applications	4	2	5
International final registrations	4	1	2
Total number of active RSA patents		27	29
Number of models registered		1	

An invention being funded internally, via the NWU's Innovation Office, is the real-time system for monitoring electrical signals relating to the heart action of athletes. This system, patented at the Potchefstroom Campus, was successfully demonstrated at the launch of the NWU's new High Performance Institute in November 2006.

Patent support

Patent support entails liaising with the Department of Science and Technology's Innovation Fund for funding assistance with patenting costs and awards incentives for individual inventors. The Innovation fund currently contributes towards 50 percent of patenting costs.

Innovation Fund patent support was marginally lower in 2006 than in the previous year. The following table provides details of awards made to the NWU for final filings submitted in the previous year.

Year received	2004	2005	2006
Amount awarded to NWU	717 226	763 380	674 202
Number of individuals	6	10	2
Total awarded to individuals	120 000	202 000	50 000

Licensing, royalties and product sales

As mentioned earlier, the NWU in 2006 reported a strong increase in income from product sales based on its own intellectual property. Further increases can be expected in the future as new licence agreements take effect. The table below reflects the status of the NWU's licence portfolio, gross income and royalties distributed to inventors.

	2004	2005	2006
New licence agreements	7	3	2
Agreements terminated	1	1	1
Total active agreements	10	12	12
Total royalty income (excl. product sales)	860 387	1 153 931	1 427 496
Royalties distributed to inventors	160 852	141 440	173 070
Gross income from product sales based on own IP	1 523 415	2 228 050	4 262 250

Spin-off companies

Spin-off companies refer to independent or associated companies or subsidiaries established by the NWU to develop and market specific products. As the table below shows, the NWU currently has 12 spin-off companies, three of which were created during the year under review.

	2004	2005	2006
New spin-offs	1	1	3
Total spin-offs since 1999	8	9	12
New investments in companies (including spin-offs)	1	1	2
Number of exits/ divestments	1	1	0
NWU subsidiaries and associated companies at end of year	6	6	8
Income derived from disinvestments	0	250 000	0

Commercialisation agreements

These agreements enable the NWU to access funding to commercialise inventions or to select partners whose technology or other expertise can add value to the marketing of inventions.

During 2006, the Innovation Office managed negotiations around three commercialisation projects:

- The ignition system invented by the Unit of Space Physics: Triumph Venture Capital Fund agreed to fund the project, which is only the second such investment by Triumph in five years.
- The MeyerZall agreement on the commercialisation of Pheroid technology: This existing agreement was successfully renegotiated to allow the NWU to commercialise the technology without restrictions.
- The agreement with Sangari for the marketing and sales of the NWU chemistry sets for high schools: This agreement was terminated in 2006, leaving the NWU free to select appropriate partners for each market opportunity while enabling Sangari to continue manufacturing and market this NWU technology.

Commercialisation support to the campuses

Training, including seminars, discussions and workshops, were provided at the campuses with regard to the patenting and commercialisation of products. In addition, workshops for students on entrepreneurship were conducted.

Other support included technology transfer support, assisting with the protection of Intellectual Property, developing commercial models, assisting with funding applications for projects and research chairs, assistance with licensing agreements, marketing technologies and building networks, renegotiating unsuccessful licensing agreements and establishing and mentoring spin-off companies.

Marketing and networking

A valuable service that the Innovation Office renders to NWU Campuses is to facilitate contact with external companies and industry players that could collaborate in commercialisation projects. During the year, the Office organised networking opportunities with a wide range of external agencies, including the Global Research Alliance, Top Technology 100, Invest North West, the Development Bank of Southern Africa and the Joint Development Forum of the Southern District Municipalities. In addition, the Innovation Office helped create external networking opportunities for individual faculties, including Mechanical Engineering, Electronics Engineering and Biochemistry.

Conclusion

Moving into 2007, pressure will intensify to reach the demanding research-related targets set in the three-year Institutional Plan. Although progress in 2006 was notably time consuming in some respects, the positive impact of the changes made during the year will be manifested in quantifiable improvements in future research output and capacity. Researchers are already benefiting from greater access to research resources as a result of the NWU's significant investments in new equipment, as well as from the attention being paid to skills development among emerging and established researchers alike. Ongoing growth in research capacity will in turn fuel the NWU's ability to generate innovative, commercially viable solutions for business and industry, and to extend the implementation of its expertise in the interests of socio-economic development and community upliftment.



PROF F VAN NIEKERK
INSTITUTIONAL DIRECTOR: HUMAN RESOURCES, STUDENTS,
INNOVATION AND RESEARCH

Information Technology

Prof IJ Rost, Institutional Director: Finance and Facilities



The post-merger phase, particularly the year 2006, has been a period of notable achievements for the Information Technology (IT) department. Apart from successfully implementing standardised business systems across all campuses, the department sustained the trend towards continuous improvement of infrastructure and service levels.

Business systems standardisation

In standardising business system services to all three campuses, many new system implementation projects were completed in 2006, including an integrated student system, a next-generation e-learning platform and standardised web and e-mail processes.

Varsité Student System

The Varsité Student System, which has been in development since 2001 and was already in use at the Potchefstroom and Vaal Triangle Campuses, was finally implemented at the Mafikeng Campus in August 2006. This is a milestone for two reasons. Firstly, it confirms the validity of the department's implementation strategy in that the system has been effectively deployed and used in a distributed environment, even though it is operated and configured by a centralised support team. Secondly, it demonstrates that a common system can be successfully deployed with a multilingual user interface, enabling the Mafikeng Campus to use an English interface to the same system.

Although various technical problems were encountered during the first few months of implementation, the system has since stabilised and is providing excellent service levels. It is capable of handling extreme workloads in high-pressure periods such as student registrations.

Some additional modules were successfully added to the Student System suite, such as the Web Registration System, to enhance functionality. The department is also finalising the quality assurance of the next, Java-based version of the Student System.



Oracle eBusiness Suite

This suite was implemented to standardise and replace the core Financial, HR and Payroll applications of the University, and went live as planned on 5 June 2006, despite a tight implementation schedule and the expiry of the contract of the department's implementation partners. Parallel to the implementation of the eBusiness Suite, it was re-integrated into all shared processes of other applications, such as the Varsity Student System. This has resulted in major improvements in service levels to clients, especially students.

Although the system is performing most of the required functions, the department faces several challenges in fully stabilising it. These include a backlog of implementation work, ongoing problems with system "bugs" and the steep learning curve of internal staff in adjusting to the changes. Regrettably, these factors resulted in delays in the department's end-of-year schedule and, in some cases, in sub-standard service levels to end-users. The department is optimistic that these issues will be resolved in collaboration with user departments and external contractors.

Varsité Card Administration System

A new administration system for vehicle access and parking control, as well as for key management, was implemented for the Protection Services Department of the Potchefstroom Campus, and to some extent

for the other campuses. The system provides advanced security management facilities and has enabled Protection Services to significantly improve their service levels.

Varsité Vending System

The development and implementation of this system has been postponed to 2007 due to internal resource constraints.

Business system and process integration

In the course of the various system upgrades and replacements undertaken, it became necessary to address discrepancies in the NWU's data collection and business processes. Owing to the limited integration capabilities of the previous generation of financial and HR systems, separate data bases had been maintained across the institution, making it extremely difficult and cumbersome to synchronise data and gain a single view of the truth. The department also found that business processes were often poorly integrated or dysfunctional, resulting in conflicting versions of information.

Against this background, the department decided to undertake a major overhaul of the NWU's systems integration architecture, while at the same time focusing on business process integration and

standardisation. After selecting the Oracle SOA Suite containing the BPEL Process Manager as supportive technology platform, the department successfully integrated approximately 28 applications with an estimated 30 core business processes. This project, which provides for the end-to-end management of processes and service levels, has placed the NWU at the forefront of system integration projects in South Africa. To date, the platform has successfully completed more than two million process instances.

e-Learning initiatives

The NWU's next-generation e-Learning platform, eFundi, was successfully installed and launched on all three campuses in the form of at least one pilot project. This system will gradually replace the university's home-grown but highly successful Varsite Learning Management System. eFundi is based on the internationally popular Sakai system, which is an open source collaboration project of a number of prestigious international universities. The launch of the platform is thus an important milestone in the NWU's longer-term strategy of ensuring international alignment and competitiveness.

Electronic Records Management System

Microsoft Sharepoint has been selected as the platform for Document and Records Management. After an intensive proof-of-concept project, a production platform was put in place to deal with the pilot projects in the office of the Vice Chancellor, Institutional Secretariat, Student Records, Quality Office and Management Information sections.

Web and e-mail standardisation

Following the standardisation of the NWU's business systems, notably the human resources and student systems, the department was able to synchronise and standardise the user identification system. This was a prerequisite for the successful integration of the previously separate e-mail systems used. As a result, the new NWU domain, nwu.ac.za, has been standardised for all campuses.

Similarly, the institutional and campus websites were revisited and standardised, enabling the NWU to project a unified image to the marketplace.

Inter-campus communication and support processes

The flow of electronic communication among campuses, and between campuses and the institutional office has been greatly improved through the following developments:

- Standardised e-mail system: GroupWise was extended to the Mafikeng Campus in 2006 and is now the standard e-mail system for all students on all three campuses.
- Free direct dialling between campuses: Inter-campus calls can be made free of charge as these calls are routed via the NWU's data communications network instead of the public switched telecommunications network.
- Integrated problem resolution processes: The Remedy Action Request System was implemented on all three campuses in 2006, allowing all users to access the same IT and system-related problem resolution process. The system was also streamlined to allow seamless and rule-based escalation of unresolved problems.

General ICT infrastructure improvements

Central institutional data on SAN

The NWU acquired a new HP EVA8000 Storage Area Network (SAN) system which was implemented in the central data centre. Total SAN storage capacity exceeds 16 terabytes, which is more than enough to accommodate all corporate information.

In addition to improved accessibility and reliability, the SAN architecture allows advanced data management functions, leading to an overall improvement of service levels.

New data centre and equipment for Mafikeng Campus

As part of the general upgrade strategy of the Mafikeng Campus, the IT department built a new data centre for the Campus's ICT infrastructure. This centre is the backbone of the services improvement strategy and is equipped with the standard servers and SAN used in all other NWU data centres, as well as advanced power management infrastructure.

Mafikeng Campus network upgrade and reorganisation

As an extension to the data centre, a substantial part of the Mafikeng Local Area Network (LAN) was standardised and upgraded to institutional standards. This will translate directly into improved stability, throughput and service levels.

At the same time, the WAN network capacity to Mafikeng Campus was upgraded to 4Mb/s (100 percent upgrade).

Network backbone for Potchefstroom Campus

To accommodate the continued growth in LAN traffic on the Potchefstroom Campus, the network backbone was upgraded to a capacity of 10Gb/s, in a tri-angulated topology. At the same time, the network star nodes were equipped with UPS units to minimise the negative effect of power failures.

Main data centre air-conditioning system upgrade

A powerful new air conditioner was added to the central data centre to cope with temperature increases and the growing number of processors requiring cooling.

Server cluster expansion

In line with the clustering strategy, the department migrated additional applications to this architecture. A prime example is the Oracle 10g RAC implementation for the eBusiness Suite's data bases. The cluster is redundantly spanned across two data centres, in a load-balancing fail-over configuration, minimising the business risk of data centre failure. The Oracle ERP application servers are clustered in a similar way. In addition, clustered architectures were deployed for the J2EE-based version of the Varsite Student System, as well as for the Citrix servers used to serve remote campuses more effectively.

All clusters use standard HP server blades.

Other developments

ResNet

An innovative application was developed and implemented to accommodate increasing numbers of student PCs connecting to the LAN. In the past, these PCs could disrupt LAN operations if they used

non-standard configurations or virus-prone applications, or if students applied insufficient security risk management. ResNet allows a student to certify and "clean" his or her PC before connecting to the LAN, enabling problem-free, non-disruptive access to network-based resources.

Equipment of Vaal Triangle Campus Buildings

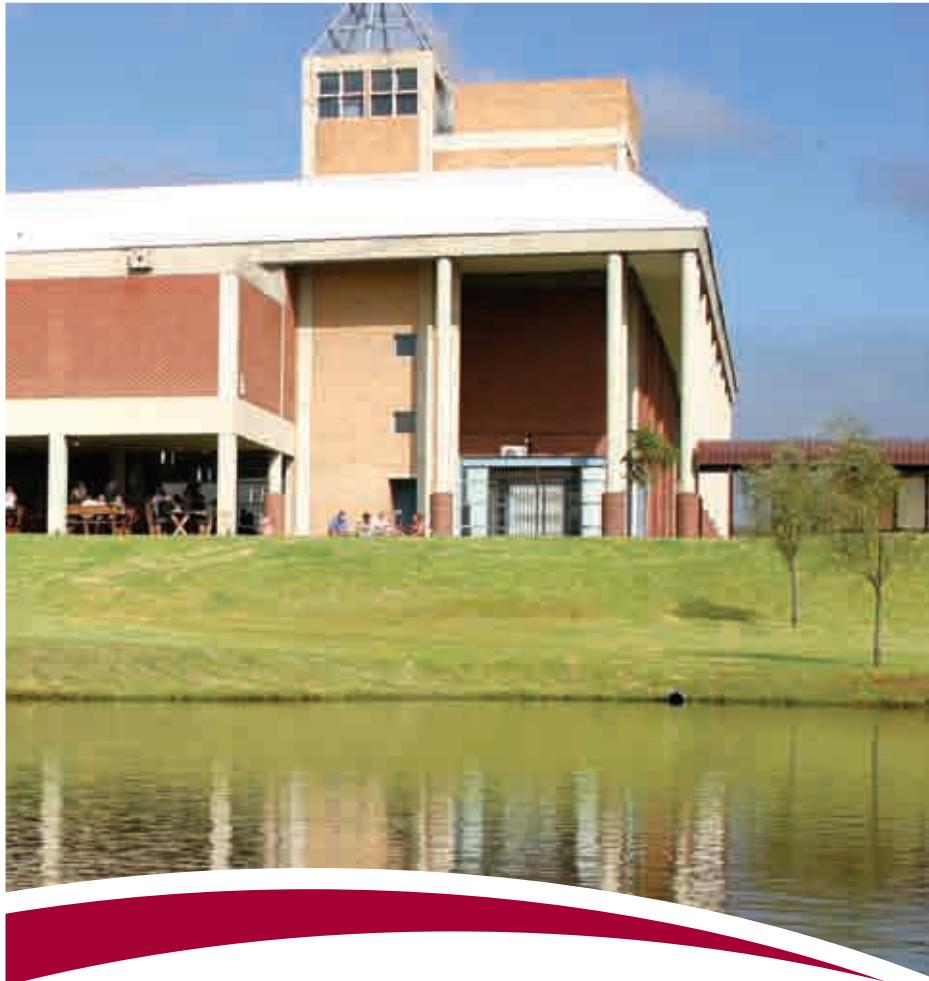
Several new buildings on the Vaal Triangle Campus were equipped with IT and communication infrastructure and the systematic upgrade of communications infrastructure at all hostels continued.

Conclusion

The IT division has played a strategic role in the successful merger of the campuses, providing a solid foundation of common systems, standards and infrastructure. A number of major system changes were implemented in a relatively short time, within a reasonable budget. NWU's IT division has nationally assumed a leadership role in many areas, and is setting new benchmarks in IT service delivery.

During 2006, in addition to standardising student and business systems across the university, this department successfully piloted an e-Learning platform that places the NWU at the cutting edge of electronic teaching-learning technology. The department also completed one of the most complex business process integration projects undertaken in South African higher education and enabled the NWU to save costs through innovations such as free direct dialling between Campuses. As a result, the university has aligned its technology strategy with international trends and sharpened its competitive edge in the higher education marketplace.

Facilities



The year 2006 marked the start of an intensive three-year facilities expansion and improvement programme, approved by the NWU Council in the previous year. In all, the department undertook work to the value of R76.47 million in 2006, the major portion of which was invested in capital building projects. Significantly, some 37 percent of the R64.18 million spent on capital projects during the year was paid to black economic empowerment contractors and suppliers.

The Physical Infrastructure and Planning department continued with the NWU’s 10-year macro-maintenance programme. Over and above the R6 million allocated by Council for macro-maintenance on all three Campuses in 2006, a further R4 million was spent on student residences and academic buildings at the Mafikeng Campus. The funding for this came from the Merger Fund of the Department of Education, which has allocated R30 million over three years for macro-maintenance at the Mafikeng Campus.

The following table provides a breakdown of funding allocations and expenditure on capital, macro-maintenance and renovation projects during 2006:

Project category	Funds allocated	Actual expenditure
Capital projects	R52,375 million	R64,18 million
Smaller renovations	R4 million	R3,506 million
Macro-maintenance (NWU)	R6 million	R4,702 million
Macro-maintenance (Mafikeng)	R30 million for three years	R10,069 million

Capital projects in 2006

A wide range of capital projects was undertaken during 2006, based on the strategic priorities set by Council in the previous year. Except for one institutional project, involving the planning for the new institutional office, all capital projects were carried out at the three Campuses.

Mafikeng Campus

The Physical Infrastructure and Planning department completed four capital projects at this Campus, including the first two phases of the three-stage plan to construct new student residences. The two other projects completed were the installation of a new PABX facility and the upgrading of the Siege Court residence.

Another four capital projects at Mafikeng Campus were well under way by the end of 2006 and are on track for completion between April and June next year. These projects involve the erection of palisade fencing, the construction of new Animal Health facilities and the final phase of the student residence construction project.

Planning also commenced for several major capital projects in 2007, including the establishment of a computer training laboratory that can accommodate at least 180 students at a time, upgraded lecturing facilities and infrastructure for the Soccer Institute.

Potchefstroom Campus

At this Campus, the Physical Infrastructure and Planning department completed 15 capital projects. One of the most important projects was the construction of the new laboratory for the Heat Transfer Test Facility (HTTF), which is a strategic element of the NWU's nuclear engineering programme. Construction started in August 2005 and was completed early in 2006.

The Campus' academic infrastructure was also significantly enhanced through additions to the Conservatory, the construction of the new Physiology laboratory, the remodelling of the Consumer Sciences building and additional offices for the School of Nursing.

The following capital projects were also completed:

- Phase two of the North-West Institute for Sport
- The installation of air conditioning systems in the Cell Culture laboratory and the Faculty of Law.
- Upgrading and renovation of three student residences, a dining hall and one of the hostel parents residences.

- The provision of additional parking.
- Upgrading of the Protection Services training facility.

Major capital projects planned for 2007 include improvements to the facilities of the faculties of Education, Theology and Engineering, as well as the schools of Nursing and Pharmacy, and the installation of a central Campus generator for emergency power supply.

Vaal Triangle Campus

At this Campus, the main focus was on improving lecturing, administrative and parking facilities. Three administrative buildings were revamped, the lecture halls in two buildings were upgraded and good progress was made with the remodelling of the library, due to be completed in February 2007.

Looking ahead to 2007, the Physical Infrastructure and Planning department completed planning for the construction of additional lecture rooms, the installation of a generation to supply emergency power and better accommodation for the Campus Student Representative Council.

Conclusion

The NWU continues to invest in facilities and infrastructure that create a conducive environment for the university's core teaching-learning and research operations. The departments dealing with NWU facilities seek to maintain and improve the institution's physical infrastructure, focusing on macro-maintenance, larger capital projects and minor renovations.



PROF IJ ROST
INSTITUTIONAL DIRECTOR: FINANCE AND FACILITIES

*“When looking at the **future**, I envisage the NWU in 2009 as a University not only reflecting the kind of excellence that makes it a model institution of higher learning in the country, but also the prototype of how communities could live together.”*

Dr PS Molefe, Chancellor



Campus Overview

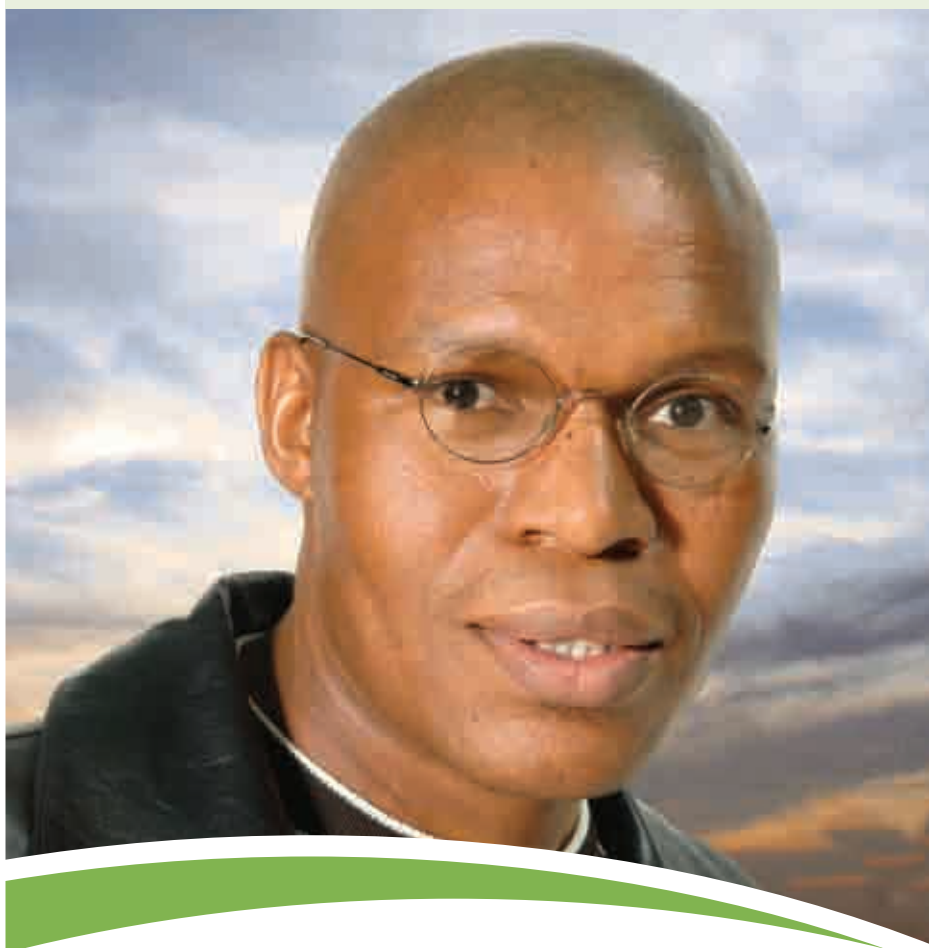
2006 - 2008 AND BEYOND

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Mafikeng Campus Overview

Prof ND Kgwadi, Mafikeng Campus Rector



Student enrolment in 2006

The number of students enrolled was:

First years	1130
Seniors	7357
Total	8487

Diplomas and degrees conferred in 2006

Graduation ceremonies were held on 5-7 April and 5-6 October.

Graduates per faculty in 2006

Faculty of Agriculture and Science and Technology	320
Faculty of Commerce and Administration	423
Faculty of Education	921
Faculty of Human and Social Sciences	409
Faculty of Law	85
Total	2158

Campus highlights

- The Minister of Education awarded R30 million for the macro maintenance and upgrading of the physical facilities on the Mafikeng Campus. In 2006 an amount of R10,069 was spent for the following facilities: the first two phases of a three-stage plan to construct new student residences, the installation of a new PABX facility, the upgrading of the Siege Court residence, the erection of palisade fencing, the construction of new Animal Health facilities and the final phase of the student residence construction project.



- The North-West government has donated R400 000 towards tuition fees for needy students at the Campus. The money will be used to pay tuition, accommodation and help to settle students' outstanding tuition fees.
- Proposals for the establishment of a Soccer Institute at the Mafikeng Campus were fleshed out after a senior management delegation visit to the United Kingdom. The overall goal will be to use soccer as a catalyst for educational and community development.
- Council has approved the establishment of schools at the Mafikeng Campus and the necessary positions of School Directors were filled. In the Faculty of Education this led to focused growth, enabling them to enter into a multi-million rand agreement with the Department of Education to train educators in the North-West Province.

Teaching-learning

In line with the targets set in the NWU's Institutional Plan, the Mafikeng Campus has focused strongly on increasing student throughput and pass rates, improving the qualifications of academic and support

staff and entrenching stringent quality assurance practices.

Although some of the steps initiated in 2006 will take time to filter through, the Campus achieved several notable teaching-learning successes during the year. Progress was especially encouraging in the area of programme quality assurance, which augurs well for the Campus's contribution to the NWU's preparations for the 2008 quality audit by the Higher Education Qualifications Committee (HEQC).

By the end of the academic year, almost all of the five faculties had launched quality assurance committees, begun compiling quality-related documentation and were using standardised quality assurance techniques. Another milestone was achieved when the Campus's MEd programme was awarded conditional accreditation by the HEQC.

In certain faculties, such as Commerce and Administration, there were marked improvements in the pass rates in most modules at both undergraduate and postgraduate level. This can be attributed to measures such as the systematic monitoring of pass rates per module, greater lecturer accountability and the development of more effective study material. In study fields where problems were identified, faculties responded by arranging supplementary classes and, where possible, acquiring additional computer equipment and software.

The ongoing drive to improve the skills and competencies of staff, both academic and support, intensified during 2006. Academic employees are now required to complete the assessment and moderation course, which will directly improve the teaching-learning process, and a start was made in developing a lecturer evaluation tool. Furthermore, a significant number of academic employees have registered for masters' or doctoral studies. In the Faculty of Agriculture, Science and Technology alone, 11 employees are undertaking doctoral studies and four masters' studies.

Research

The year 2006 saw the Mafikeng Campus record a slight increase in research output, with thirteen (13) article equivalents compared to 7.69 weight in 2005. However, output is set to grow significantly. During the year, the groundwork for growth was laid through an intensive focus on research capacity-building, aimed at enabling the Campus to contribute meaningfully to the NWU's overall strategic shift from being a tuition-based university to a balanced tuition and research institution.

To build research capacity, several faculties held proposal and article-writing workshops, invited journal editors and language practitioners to assist staff in their publishing pursuits and undertook joint research projects with national and international partners. Researchers also received seed money to initiate their research projects and applied for research funds to complete their higher degrees.

It should also be noted that the Campus is generating some important research on topics such as critical and scarce skills in the North-West Province, the implementation of e-government in South Africa and an evaluation of the impact of multi-purpose community centres and telecentres.

Implementation of expertise

A major strength of the Mafikeng Campus is deep insight into the needs and challenges of business, government and communities in the Province. Chief among these are water quality and conservation, land allocation and ownership, and business skills development for emerging entrepreneurs. With the substantial body of knowledge developed in these fields and strong relationships with stakeholders, the Campus is well positioned to engage in partnerships that harness its expertise.

Highlights of such projects and partnerships in 2006 included:

- **Faculty of Law:** The appointment of a faculty member as technical observer in the 2006 local government elections in the North-West Province; an environmental awareness campaign involving provincial departments and NGOs, and focusing on drylands and desertification; assisting the Office of the State Attorney and the North West House of Traditional Leaders with a report on land ownership and allocation in the village of Mayaeyane and providing legal advice through its Community Law Clinic to the community.
- **Human and Social Sciences:** the adoption of five schools by the English Department, ongoing Social Work welfare projects and student donations of food and clothing after the Taung disaster.
- **Commerce and Administration:** The Business Centre introduced a range of short courses for business and government leadership in fields ranging from occupational health and safety to customer care management and diversity management.
- **Education:** NPDE and ACE related projects are undertaken to improve education skills in the community.
- **Agriculture, Science and Technology:** Processes have been developed for the introduction of short courses, such as refresher courses for government extension workers. Processes were also developed for contract research into radiation for grain preservation, as well as water-saving agricultural and industrial practices.

Student activities

The Mafikeng Campus continued to offer an extensive programme of wellness, sport and cultural activities, ensuring a well-rounded extramural experience for all students.

Governance

The year 2006 will be remembered for its increased Campus stability and cooperative relations between management and the Campus Student Representative Council, the elections for which were concluded on 11 September 2006.



HIV/AIDS

The Mafikeng Campus played an active role in mitigating the impact of HIV and AIDS, both on its internal constituency of staff and students, and on society as a whole. Its point of departure was the NWU's newly adopted HIV and AIDS policy and programme, along with ongoing consultation through meetings of the HIV and AIDS Advisory Committees, students and other stakeholders to implement the policy.

Preventive activities included condom distribution, voluntary counselling and testing services and awareness campaigns such as Condom Week, Candlelight Memorial Day and World AIDS Day. HIV and AIDS awareness was included in the induction programmes for first-year students and new staff members, as well as in community outreach programmes at Dibate and Disaneng villages.

The Campus's clinic services supported HIV-positive students and staff by holding regular support group sessions and arranging referrals to service providers. It also offered general information on HIV and AIDS and supported students involved in research dealing with the pandemic.

Sport

Campus sports teams and athletes put in a strong showing at local, provincial, national and international events, across a wide spectrum of sporting codes:

- The Mafikeng Campus had the privilege of hosting the Southern Africa University Staff Sports Association (SAUSSA) games from 11 to 14 December 2006.
- Seven of the 17 Campus clubs competed in SASSU competitions, including the SASSU Summer Games in December 2006. Sporting codes represented at the Summer Games were aerobics, body building, boxing, chess, cricket, football, softball, tennis and table tennis.
- Both the ladies' and men's soccer teams played in the 2006 SAFA football leagues and qualified for the SASSU Club Championships held in East London in December.
- Tshepo Botipe, who represented South Africa at the United Nations Ju-Jitsu Championships at Sun City, won two gold medals and one silver. He went on to represent South Africa at the ISJA World Championships in Argentina in November 2006. Kgagelo Moalosi, who was selected for the President's Team, obtained silver and bronze medals.
- Mpho Mmualefe competed in the Karate World University Games, held in the United States.
- Tshenolo Selima represented SASSU at the Softball World Championships, hosted by China.

- Galeboe Daniel Mogorosi was invited to play in the Limpopo Wheelchair Tennis Competition. His performance earned him an invitation to the SA Open Wheelchair Tennis Championships in December.
- Four players were selected for the NW Central Cross Country Team and participated in the SA Cross Country Championships held in Witbank during September.
- At the Sport Gala Awards held on 20 October 2006, Tshenolo Selima was nominated Sportswoman of the year and Tshepo Botipe Sportsman of the year.

Cultural matters

The Mafikeng Campus awaits the outcome of an application for a campus radio licence submitted by campus management to the Independent Communications Authority of South Africa. If the application is successful, the radio station will broadcast community content from the Campus communication studio, using the FM 950 MHZ frequency.

Other cultural highlights at the Campus included:

- The Campus choir winning first place in the provincial leg of the Old Mutual Telkom Competition and representing the NWU and the Province at the Choral Music Competition in Port Elizabeth.
- The annual Multicultural Festival on 13 October 2006 for amateur and community artists, a reception for international students, aimed at celebrating their different cultural backgrounds and the Arts for All Awards and Gala Dinner. At the latter, student artists received certificates of appreciation signed by the Manager Student Affairs and the Cultural Officer.
- The holding of a marriage and relationship seminar in September 2006, a joint initiative by the Cultural Office and the Student Christian Movement.
- At an Arts For All Awards and Gala Dinner, held on 10 November 2006 for the first time, was students performing in the arts were rewarded for their outstanding performance.

Conclusion

The focus of the Mafikeng Campus in 2006 was primarily aimed at empowering staff for improved service delivery. The Mafikeng Campus theme for 2006 can be described as “empowering staff for a better service excellence”. Special focus was geared at developing the skills of academics and support staff as well as enhancing quality teaching-learning and upgrading of the Campus’s academic and research resources. These efforts will support ongoing improvements in student throughput and research output and further strengthen the Campus’s position as an intellectual base towards community empowerment and continue to foster partnership with business and government in the North-West Province.



PROF ND KGWADI
CAMPUS RECTOR: MAFIKENG

Potchefstroom Campus Overview

Prof AL Combrink, Potchefstroom Campus Rector



Student enrolment in 2006

First years	4111
Seniors	22 766
Total	26 877

Diplomas and degrees conferred in 2006

The faculty degree ceremonies were held from 22 March to 1 April, the MBA ceremony on 19 May, the autumn degree ceremonies from 22 to 26 May and the spring degree ceremonies from 11 to 15 September.

Graduates per faculty in 2006

Faculty of Arts	367
Faculty of Natural Sciences	326
Faculty of Theology	131
Faculty of Educational Sciences	3466
Faculty of Law	162
Faculty of Economic and Management Sciences	1342
Faculty of Engineering	189
Faculty of Health Sciences	915
Total	6878



Campus highlights of 2006

- Members of the Unit for Space Physics and the School of Physics were part of the international High Energy Stereoscope System (HESS) Collaboration, which was a finalist for the prestigious European Union Descartes Prize for Research. HESS is an array of four big “Cherenkov” telescopes built and operated in Namibia by a European consortium with African partners.
- The FNB High Performance Institute, regarded as unique for the range of its sport-related services, was inaugurated on 8 September 2006. The Institute’s sports gymnasium is unquestionably the best-equipped gymnasium of its kind in Africa.
- The Heat Transfer Test Facility (HTTF) Laboratory of the Faculty of Engineering, built in conjunction with PBMR, was completed. Research being carried out for PBMR at the laboratory is of national importance in the quest for sustainable energy sources.
- The Atmospheric Chemistry group was selected as a developing country partner in a 50 million euro research programme on the impact of aerosols on global climate change. Only four of the 45 participating research groups invited to participate are from outside Europe.

Teaching-learning

Given South Africa’s skills shortages in the natural sciences, engineering and commerce, the 2006 student enrolment trends at the Potchefstroom Campus started to show an encouraging shift in the direction of these disciplines.

Education sciences remained the dominant discipline in terms of numbers among undergraduate students, accounting for just over 53,4 percent of enrolments during the year. Of these enrolments 10 272 were distance students. However, there was a discernible increase in undergraduate enrolments in the scarcer disciplines in 2006:

Commerce and administrative enrolments stood at 2996, representing an increase of 3 percent compared to 2005. Engineering enrolments rose to 989, which is 9 percent higher than the previous year. In the natural sciences, the Campus enrolled 475 students, 10 percent more than in 2005.

Research

According to the NWU's Institutional Plan, the university is repositioning itself from being a tuition-based university that does focused research towards becoming a balanced tuition-research university. One of the key targets for measuring progress towards this is the ratio of academic staff with NRF ratings.

The Potchefstroom Campus ended the year with 80 NRF-rated researchers, accounting for 13.87 percent of its academic staff. This was only slightly below the target of 14.1 percent set for the Campus in 2006. Of the eight faculties on the Campus, those with the highest proportion of NRF-rated staff are Law, where 25.93 percent of academic staff have NRF ratings, Natural Sciences, with 24.41 percent, Health Sciences (18.12 percent) and Theology (16.67 percent).

In terms of research output, the Campus generated 330 article equivalents (books and refereed papers included) in 2006, accounting for 89 percent of the NWU's total output.

Implementation of expertise

The true value of research lies in how effectively the insights gained are used to resolve pressing socio-economic problems, improve the quality of life of communities and increase the efficiency and productivity of business and industry. The Potchefstroom Campus has a strong record in implementing expertise to the benefit of communities, business and government through commercialisation and community development projects.

During 2006, eight South African Provisional and Final Patent applications have been lodged in the RSA's Patent Office on behalf of the Campus. In addition three South African Final Patents that were previously lodged have been finally approved and granted. The Campus also filed six international patent applications under the Patent Cooperation Treaty (PCT) with the International Bureau of the World Intellectual Property Organisation (WIPO) in Geneva, Switzerland.

Across the eight faculties, a number of commercialisation and community development projects stood out as role models for the effective implementation of expertise:

- The Centre for Text Technology (CTeX) has developed spelling checkers in all the official South

African languages, as well as five new checkers for African languages to the north of the Limpopo for an international funder. In addition, CTeX has contributed to multilingualism in South Africa through its range of Computer Assisted Language Learning (CALL) programmes and has received an award from the Pan-South African Language Board (PANSALB) for promoting multilingualism in SA.

- The Faculty of Engineering developed and built a new JS1 glider, which has won a world award and for which a growing number of orders are being placed. The Faculty has also implemented a Cadet Lecturers' project, involving the identification of promising black students for bursaries.
- In the Faculty of Law, members are part of an international, inter-university research project into the effectiveness of HIV/AIDS communication material. This joint project involves two universities in the Netherlands, Amsterdam University and Tilburg University, as well as several other South African universities.
- In 2006, the Faculty of Health Sciences received an innovation grant in excess of R10 million over three years from the Department of Science and Technology. This grant is for the further development of the unique Pheroid technology, with the aim of improving the effectiveness of treatment for malaria, tuberculosis and paediatric HIV/AIDS.
- The HTTF Lab of the Faculty of Engineering on the Potchefstroom Campus, built in conjunction with PBMR, has been completed and work has started on the research carried out for PBMR. This is a matter of national importance in the quest for sustainable energy sources.
- The Atmospheric Chemistry group is participating in a 50 million euro research programme on the impact of aerosols on global climate change. Of the 45 countries involved, only four are from outside Europe.
- The Unit for Space Physics and the School of Physics participated in the international High Energy Stereoscopic System (HESS), which is an array of four big "Cherenkov" telescopes built and operated in Namibia by a European consortium with African partners. The HESS Collaboration was one of the finalists for the European Union Descartes Prize for Research, which is awarded to teams of scientists for outstanding scientific or technological results achieved through trans-national research in any field of science.



Student activities

Student governance

The Students' Representative Council on the Campus played a meaningful role in improving the quality of student life and activities, interacting effectively with other Campus SRCs and developing sound working relationships with residence managements, students associations and campus management.

Campus SRC activities during the year included:

- Establishing permanent structures and funding and reporting mechanisms for needy students.
- Active involvement in the development of a student code of ethics/conduct, which is to be aligned with the codes for staff.
- Representation on the Extended Campus Management Committee, the Campus Senate Committee and the various Faculty Boards for purposes of consultation.
- The re-alignment of student life, focussing on quality rather than quantity, the management of diversity on campus and the involvement of the new "town hostels" in organized student life.

HIV/AIDS

The HIV/AIDS office on the Campus was run by one permanent staff member and some temporary

help, assisted in an advisory capacity by the PUK HIV/AIDS Advisory Committee which meets four times a year. The office works closely with the Student Peer System (SOS), comprising a group of trained peer helpers.

During 2006, the HIV/AIDS office:

- Participated in the training of peer helpers.
- Established weekly voluntary counselling and testing sessions.
- Successfully ran various awareness-raising campaigns and established a trauma line and rape protocol for the Campus.
- Offered an accredited short course in HIV/AIDS.
- Participated in the planning of the Student Wellness Centre proposed for the Campus.
- Assisted staff and students doing formal research projects in the faculties of Health Sciences, Theology, Economic and Management Sciences, Education Sciences and the School of Communication Studies in the Faculty of Arts.

Sport

The Campus's excellent sports record and facilities are of enormous value to the NWU for student recruitment and wellbeing, as well as for its involvement in sport development among previously disadvantaged communities. The latest addition to its sporting facilities is the FNB High Performance



Institute, which was inaugurated in September 2006 and is one of the finest institutes of its kind in Africa.

Training courses for participants, officials and coaches were offered and the various sports codes were involved in academic research through the sports teams and clubs. On the sports field, 2006 was one of the best years in the Campus's history, with achievements recorded across all major sports codes, including athletics, hockey, netball, cricket, rugby, soccer and tennis.

Rugby: The Campus won all the competitions in which it participated, including the SASSU tournament, the FNB Super bowl, the National Club Championships and the Golden Lions Pirates Grand Challenge. Two students were chosen for the national amateur side, two others were included in the SASSU Sevens team that took part in the World Students' Sevens Tournament in France and a large number of players with the Rugby Institute played for various teams in the Super 14 League.

Athletics: The Campus team won the SASSU Athletics Tournament for universities and 13 of its athletes were selected for the South African national team. These athletes won a total of 69 medals during 2006 and did extremely well at the Commonwealth Games, winning three of the five athletics medals. Members of the team set six South African records during the year. In 2006, nine athletes were among the top 100 athletes in the world in their respective items, with eight of them among the top 40.

Netball: For the sixth consecutive year, the Campus team ended among the top three in the SASSU rankings. In 2006, eight team members were included in national squads and three in the SASSU team that took part in the Africa Students' Games.

Karate: In 2006, the Campus team won the SASSU karate competition for the seventh year running. Four members of the club went to the World Students Championship in the United States and the club coach, Johan van Tonder, was named the national coach.

Hockey: One player, Leslé-Ann George, was part of the national women's team playing at the Commonwealth Games, in four tests against India and at the Women's World Cup in Spain.

Soccer: The number of teams playing in the hostel league grew from five to 34 during the year. The Campus's Tawana team won the local Castle League and were promoted to the Vodacom League, the third highest league in the country after the PSL and the Muvela League.

Cricket: The first team won all four leagues for which they were enrolled. They also represented the North-West Province at the national club championships, coming second in their section.

Tennis: Two NWU teams participated in the SASSU championships, which the second team won.

The Campus also did well in some of the smaller sporting codes such as weightlifting, kickboxing, badminton, basketball and bodybuilding, with many participants selected for national teams. A member of the Campus bodybuilding team won the South African U/21 title and took part in the Mr Universe Competition in France in November 2006, and a member of the kickboxing team won her section during the World Profi Kickboxing Association Championships in Athens.

Cultural matters

The Culture Office is dedicated to the personal development of students through engagement in a wide range of cultural activities of a high standard. During the year, a number of Campus cultural groups took part in national and international tours, including the University Choir, the Serenaders (a traditional choir), the Alabama Student Group, the Thalia Acting Society and the Boulevard Harmonists (a capella group).

The Office again organised some very popular annual events, such as the First Years' Concert, the Standard Bank Talent Competition, the Film Festival and the Serenaders' Competition. In addition, it continued to manage the Cachet Little Theatre, the Sanlam Auditorium (the single most popular venue in the city of Potchefstroom), the Amphitheatre and various NWU recreational facilities such as the Nooitgedacht facility, which underwent a major upgrade during 2005 and 2006. The Office also provided valuable support to the organisers of the Aardklop Festival.

The Institute for Arts Management and Development (Artéma) presented various university-accredited short courses, conducted practice-orientated research within the broad arts and culture environment, presented development projects in the field of arts management and hosted an arts management symposium which involved 140 arts managers from across the country.

Conclusion

In its lecture rooms, laboratories and sports facilities, staff and students of the Potchefstroom Campus delivered an all-round performance that earned national and international recognition. The Campus won

a number of prestigious awards and contracts for pioneering work in fields ranging from multilingual computing technology to space physics and atmospheric chemistry. It also significantly increased earnings from patents on inventions, registered several new patents and raised the number of rated researchers to a record high. The spirit of innovation continues to run high at the Campus, which is eager to tackle the challenges of the coming year.



PROF AL COMBRINK
CAMPUS RECTOR: POTCHEFSTROOM

Vaal Triangle Campus Overview

Prof PJJ Prinsloo, Vaal Triangle Campus Rector



Student enrolment in 2006

First years	671
Seniors	2701
Total	3372

Graduates per school in 2006

School of Basic Sciences	54
School of Languages	11
School of Behavioural Sciences	75
School of Economic Sciences	170
School of Modelling Sciences	46
School of Education Sciences	271
Vaal Triangle Faculty	158
Total	785

Campus highlights

- For the first time in the history of NWU, doctorates were conferred at the Vaal Triangle Campus. Previously, doctorates were only conferred at the Mafikeng and Potchefstroom Campuses.
- A total of 785 diplomas, certificates and degrees were conferred at three graduation ceremonies. On 4 and 5 May 2006, 682 qualifications were conferred, while 103 were conferred at the ceremony on 8 September.
- The venue for the 2006 graduations was the Emfuleni Conference Centre, which has been renamed the NWU Conference Centre.



Teaching-learning

The main goal of the Vaal Triangle Campus during 2006 was to improve undergraduate throughput to a norm of 1.37. Interventions aimed at supporting this included proactively identifying high-risk modules and managing them by appointing learning facilitators and strengthening learner and academic support for at-risk students. The Campus also monitored all module pass rates, both high-risk and satisfactory, to track and respond to trends.

However, assessing actual performance against the throughput target was problematic due to lack of clarity on the definition of throughput and the unavailability of relevant and reliable management information. Remedying these constraints is an urgent priority for the 2007 academic year. Sound progress was made in attending to quality assurance matters, which is a university-wide priority in the light of the 2008 Higher Education Qualifications Committee (HEQC) audit in 2008. To ensure quality assurance is addressed in a coordinated way, the Campus appointed a part-time academic quality officer to liaise with the NWU Quality Project Team, the Quality Office and Academic Support Services. This officer is also responsible for coordinating internal and external programme reviews.

In a related development aimed at ensuring greater uniformity in qualifications outcomes across the

Campus, academic staff were encouraged to play an active role in the NWU's institutional programme alignment committees. These are known as CARS and sub-CARS. In addition, staff training workshops were held, the Campus contributed to the reconstruction of the Learning and Reading Development Module (LEER111) and the process of defining cross-disciplinary outcomes commenced.

A number of Campus programmes were reviewed and action plans for improvement developed. The quality officer will monitor the implementation of these plans and report to the Faculty Dean on progress made.

The programmes reviewed internally were Psychology, Public Management and Administration, Theology and Biblical Studies, Philosophy, Business Management, BSc BMI, Afrikaans, English, Sesotho and the BEd.

Portfolios were compiled for external review of the Chartered Accountant programme (CA), the Advanced Certificate in Education programme (ACE) and Post Graduate Certificate of Education programme (PGCE). However, the HEQC then made a decision only to review the Advanced Certificate in Education and Post Graduate Certificate of Education programmes at the NWU's other two campuses. The Vaal Triangle nevertheless agreed to review the Advanced Certificate in Education and Post Graduate Certificate of Education programmes internally, according to HEQC criteria, using external reviewers.

Programmes undergoing external review were the Chartered Accountant, Advanced Certificate in Education and Post Graduate Certificate of Education programmes.

Research

The strategic framework for strengthening research at the Vaal Triangle Campus was put in place in 2006, when research procedures were aligned with those proposed by the Institutional Research Office. Alignment was also enhanced through focus area workshops, which were attended by the majority of Campus supervisors and promoters and the research office.

Although there are strong indications that research capacity is in urgent need of reinforcement, the Campus reported an increase of 13.95 percent in the number of masters' students registered. In 2006, 49 masters' students were registered, compared to 43 in the previous year. There was a slight decline in doctoral registrations, with 14 students in 2006 against 15 in 2005.

The strains placed on the Campus's research capacity were also reflected in research output for 2006, with 31 accredited article equivalents delivered compared to 32.5 in 2005.

In terms of National Research Foundation ratings, two Campus academics applied during the year. Both were successful, with one receiving a C3 rating and the other Y2. The C3 rating was awarded to the Director in the office of the Campus Rector, who in 2006 presented four conference papers, published two papers; one in an accredited journal and another in an accredited international journal, an epic poem in an accredited journal and a chapter in a book.

Implementation of expertise

Schools within the Vaal Triangle's one Faculty remained actively involved with research and community projects designed to contribute to the socio-economic development of the Vaal region:

- A number of postgraduate students in the School of Economic Sciences pursued studies in the alleviation of poverty in the region, assisted by a donation from Malesela Taihan Electric Cable (Pty) Ltd, a market leader in the manufacturing of aluminium and copper wire. Part of the donation will

also be used for postgraduate bursaries for students from previously disadvantaged communities.

- The Vaal Triangle Campus continued with its Ikateleng project, which provides support to Grade 12 learners from previously disadvantaged communities in the region. The project again received a donation from Ucar South Africa, which has consistently supported the project.
- Resilient Educators (REDs) is an empowerment programme compiled and implemented by the School of Educational Sciences for educators affected by the HIV and AIDS pandemic. Educator empowerment is vital to safeguard the quality of their work and psychological resilience. Programme evaluation of REDs includes 2007 implementation in North-West province, Mpumalanga and Free State and collaboration with the NWU Potchefstroom Campus (Social Work) and UP (Social Work and Educational Psychology).
- A group of students took the initiative to conduct a Saturday school, with the consent of the Gauteng Department of Education, at a comprehensive school in Sharpeville. The pass rate of the matriculants has improved from 55 percent in the previous year to 89 percent in 2006.

Student activities

Governance

After a smooth election campaign and elections, the newly elected student leaders underwent leadership training during September 2006. The aim of the training workshop was to give student leaders insight into the vision, mission, policies and structures of the NWU, to gain their buy-in in maintaining and enhancing the ethos of the University, to develop constructive conflict-handling skills, to build team spirit and to develop their Strategic Plan for 2006/7. All these objectives were met.

The main project of the 2006/7 student leaders is Masifunde ('Let us study'), with monitoring and guidance provided by Campus management.

Throughout their term of office, the student leaders of 2005/6 participated effectively in the management structures of the Campus and the Institution, as well as in the Institutional Student Representative Council.

HIV/AIDS

The campus is committed to addressing HIV/AIDS with a positive, supportive and non-discriminatory approach, and to providing resources and leadership to implement the HIV/AIDS programme. The awareness programme was coordinated by the Wellness officer and implemented with the assistance of health workers from a local clinic, the student organisation Information Gap and the student peer helper group, known as Ch@s. Voluntary counselling and testing services were rendered on a weekly basis, while support to people living with HIV was provided by a voluntary health worker and student peer helpers.

Sport

On the sports field, Campus students had an active and successful year:

- The ladies netball team participated in the SASSU "B" division games and ended in second position.
- During the 2005/6 season, four Campus cricket teams entered the local league. The second and third teams won their respective leagues, while the two teams playing in the first league ended second and fourth respectively.
- The Cricket Academy completed a successful tour to the United Kingdom with the u/19 team, which won six of the seven matches. Three of the squad members were invited to play club cricket in the UK in the next season.
- For the first time a Campus cricket development team participated in the local high schools first league. The development team was unbeaten and four of the members were elected for the SASSU team, which participated in the SASSU 'B' tournament.
- The cycling club, which is affiliated to Southern Gauteng Cycling, benefited from the appointment of a full-time coach and from a donation of bicycles by the Campus. The 'Campus to Campus' cycle race was a major success.
- In the local soccer league, the men's soccer team improved from eighth position after the previous season, to third position. The ladies' soccer team won the "inter campus" tournament, beating Potchefstroom Campus and Mafikeng Campus. Seven ladies and six men represented the NWU at the annual intervarsity against the University of the Free State. The ladies' team was invited to participate in the NW-Vodacom league.

Cultural matters

The Vaal Triangle Campus is known for its active cultural life, particularly in debating, drama and dance.

During 2006, the Riverine Toastmasters student body hosted public speaking competitions on the Campus and presented a public speaking workshop for the Gauteng Department of Education. As part of their community outreach programme they assisted senior school learners with public speaking skills. An Arts and Culture Festival was held on the Campus and was well attended. It consisted of two sections, performing arts in the form of drama and poetry, and dance, focusing on Zulu and Tswana dancing.

The Campus Rector's 2006 Award for Excellence in student life was awarded to Ephraim Mbipha.

Conclusion

In several respects, 2006 was a watershed year for the Vaal Triangle Campus. Not only were masters' and doctoral degrees conferred locally for the first time but the Campus also celebrated the awarding of National Research Foundation (NRF) accreditation to two members of staff. In addition to these successes, the Vaal Triangle Campus recorded small but significant increases in the number of students completing masters' and doctoral qualifications, and made good headway with its academic alignment and quality assurance programmes. Campus relations benefited from the highly constructive role of the newly elected student leadership and the active participation of students in sporting, cultural and community service activities.



PROF PJJ PRINSLOO
CAMPUS RECTOR: VAAL TRIANGLE

*“Fortunately, given the bursaries and other forms of financial support available to previously disadvantaged individuals with merit, it appears that the past gap between the privileged and the disadvantaged is being narrowed. The playing field is being levelled. Now, to **Succeed** in tertiary studies, all you need is yourself, hard work and merit.”*

Dr LK Sebegu, Chairperson of Council



Financial Overview

- 105** Report of the Executive Director: Finance and Facilities
- 111** Consolidated Balance Sheet as at 31 December 2006
- 111** Consolidated Income Statement for the year ended 31 December 2006



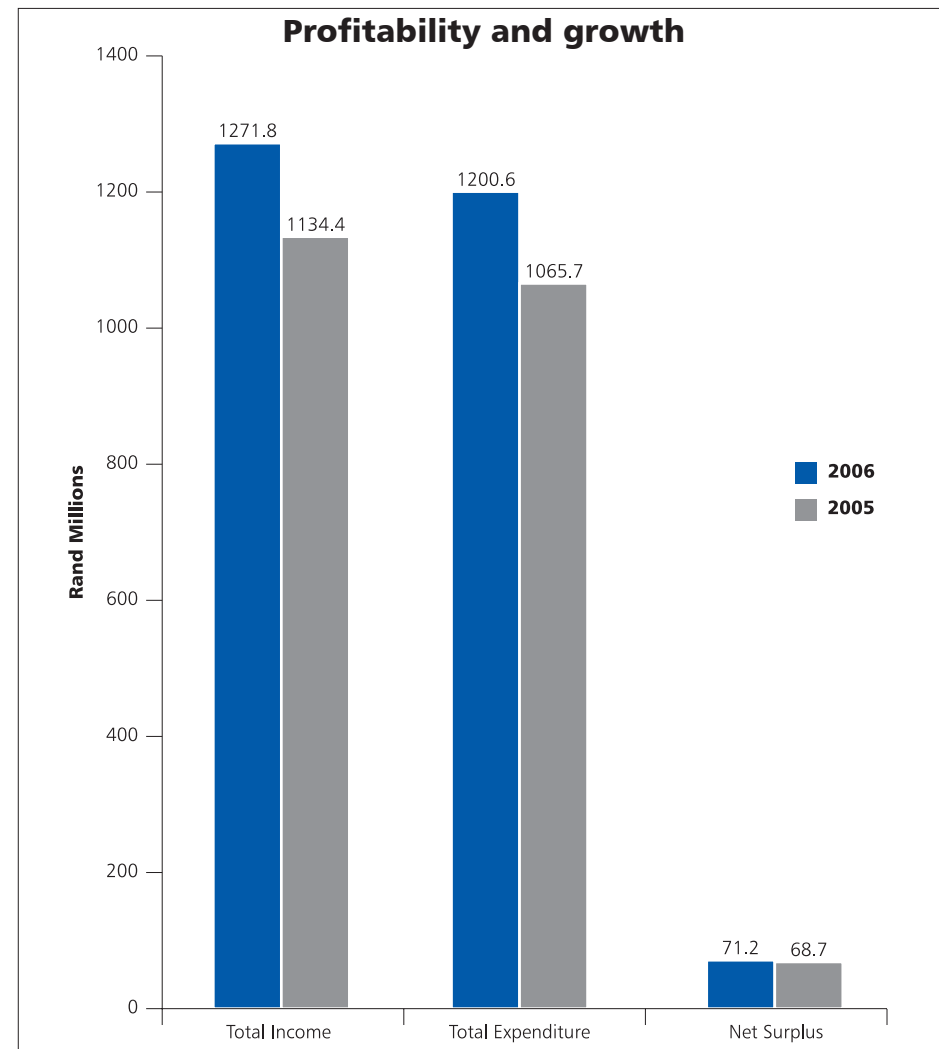
Report of the Executive Director: Finance and Facilities

Financial review

The financial review for the year ended 31 December 2006 is presented under the following headings:

- **Profitability and growth**

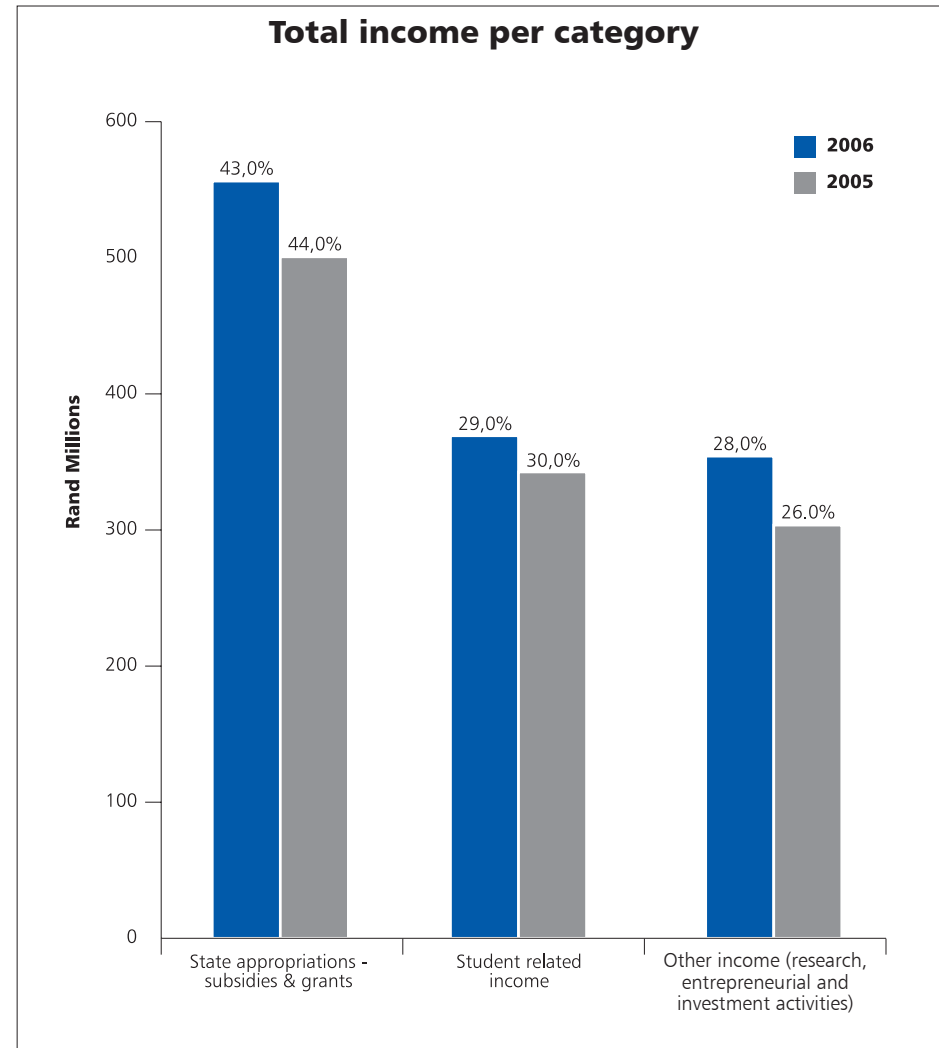
The University's accumulated reserves have improved in the 2006 financial year due to a net surplus of R71,2 million, which represents 6% of the total income. The total income of the University increased by 12,1% to a total income of R1 271,8 million, while the total expenditure increased by 12,7% to a total expenditure of R1 200,6 million for the 2006 financial year. The surplus of the 2006 financial year is earmarked for specific purposes.



The University's income from state subsidy represents 43% (2005: 44%) of the total income.

The student-related income increased by 7,8% for the 2006 year. For the 2006 year there was a 5% increase in tuition fees for the Potchefstroom and Vaal Triangle campuses and a 11% increase for the Mafikeng campus, in order to harmonise the fees over a seven year period.

The declared financial goal of the University, to continually reduce its dependency on the state, is therefore maintained, mainly due to the sustained growth of 20,4% in other income, which comprises research, entrepreneurial and investment activities.



Total expenditure increased by 13%. Personnel expenditure increased by 13%. The total cost of personnel expenditure was 50% of total income, which is well within the norm of the sector.

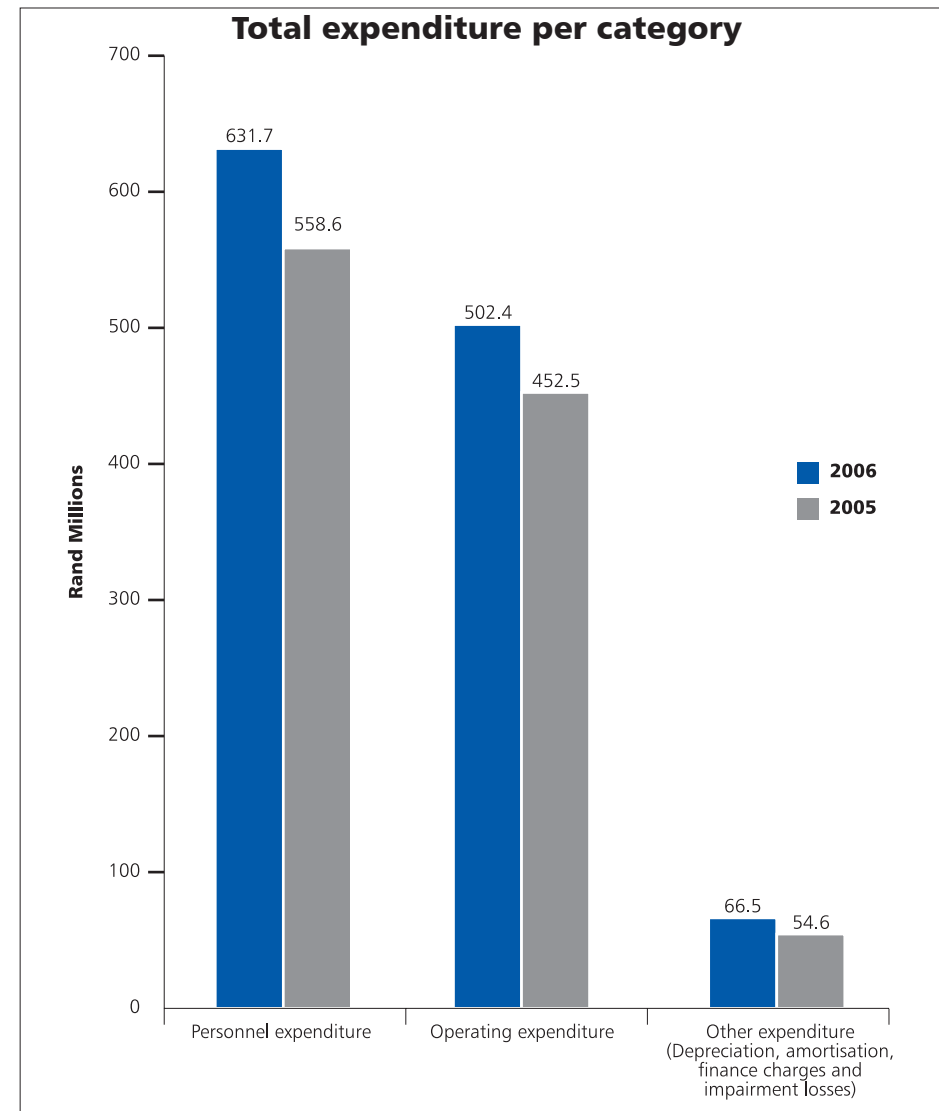
Operating expenditure increased by 11% and represents 39% of total income.

Other expenditure relating to depreciation, amortisation, finance charges and impairment losses increased by 22%. The University has a ten-year rolling plan in accordance with which large-scale building maintenance takes place and which is evaluated annually in order to properly maintain the buildings.

- **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:

- 9 821 students received degrees and diplomas during 2006;
- R58,2 million was awarded as bursaries to students.



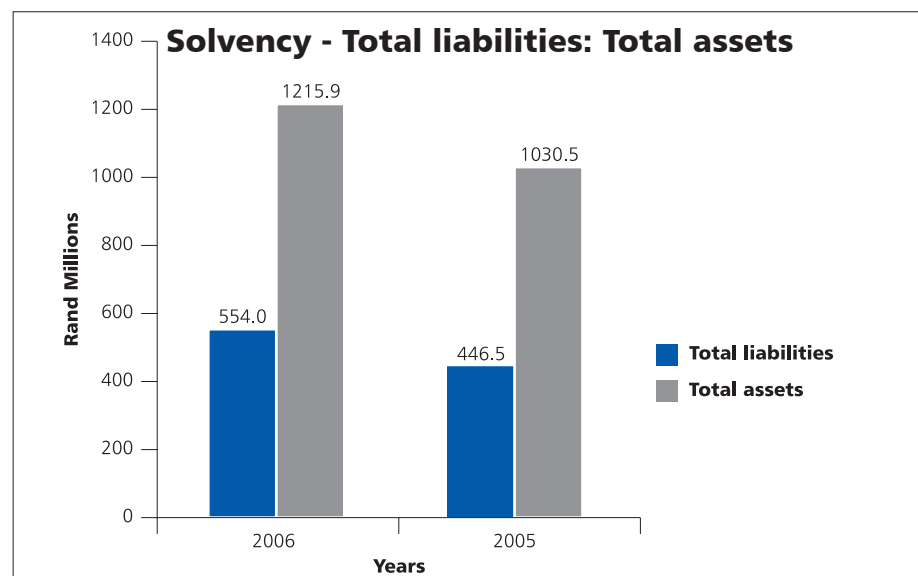
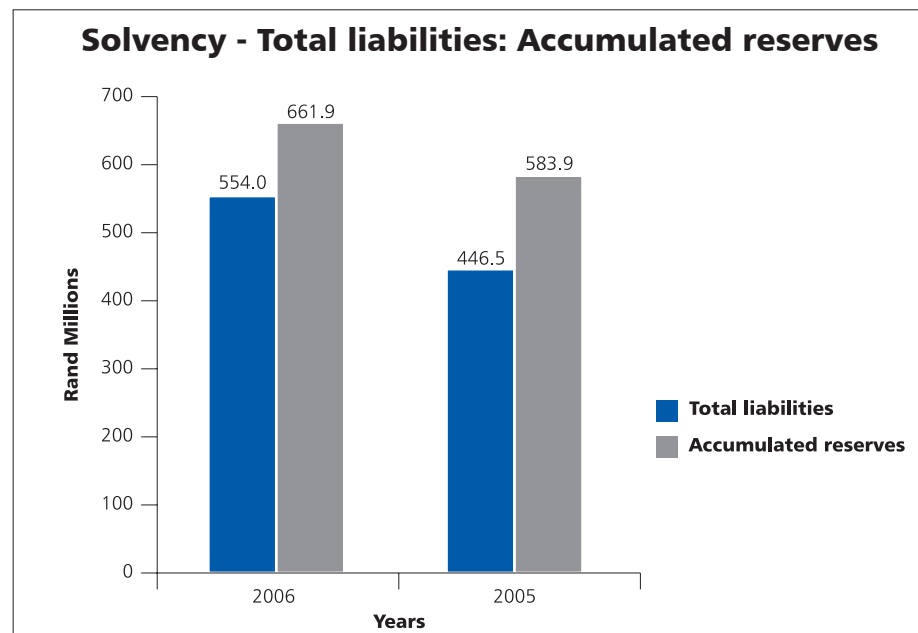
- ### Solvability and liquidity

The total liabilities (R554 million) expressed over accumulated reserves (R661,9 million) indicates that the University's ratio of debt to funds available had increased to 0,84 (2005: 0,77).

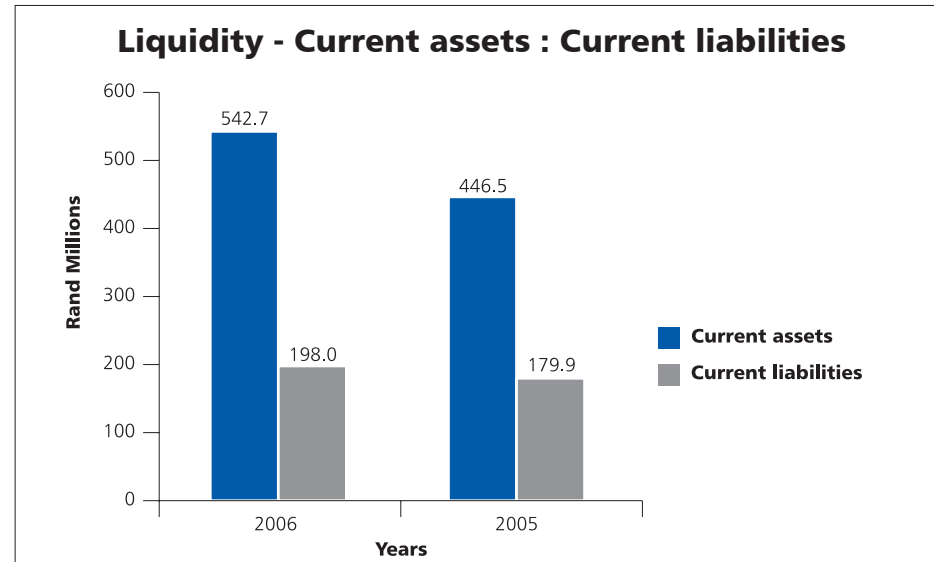
The total liabilities expressed over total assets had decreased for the 2006 financial year. The total liabilities are covered 2,20 times (2005: 2,31 times) by total assets.

Decreased student loans: It is the policy of the University to discount student loans to financial institutions, in order to save on the direct collection costs.

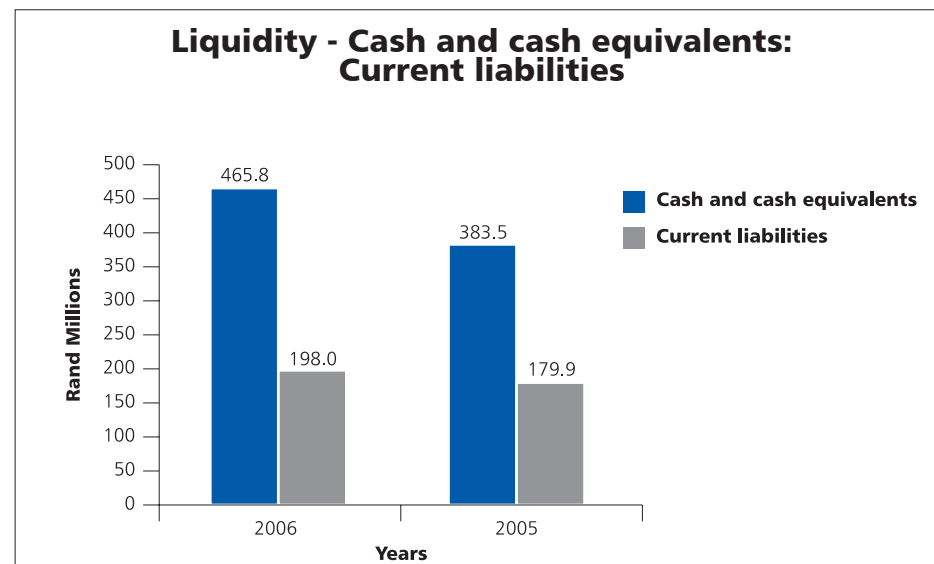
Solvency ratios clearly indicate that the University is solvent and able to meet its long-term and short-term obligations.



The working capital ratio indicates that the current liabilities are covered 2,74 times (2005: 2,49 times) by the current assets. If the analysis is expressed in rand value, the current assets increased by R96,2 million for the 2006 financial year, whilst current liabilities for the same period increased by R18,2 million. The growth in current assets is mainly a result of the increase in cash and cash equivalents.



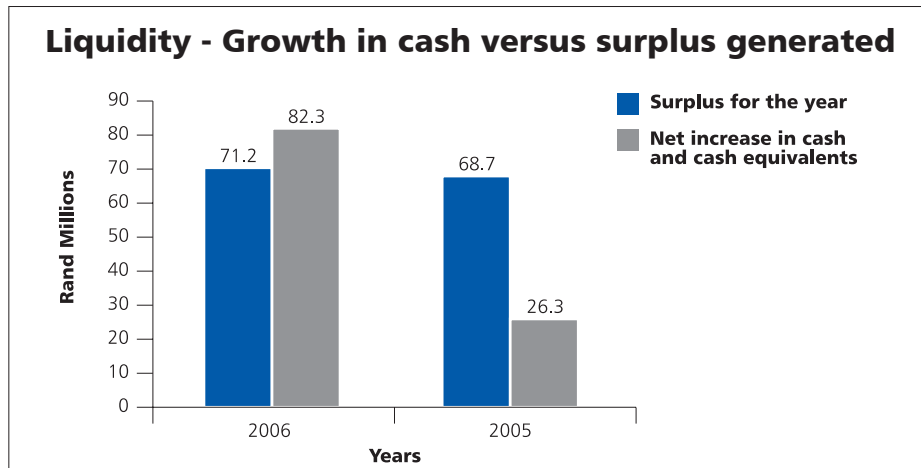
The University's ratio of cash and cash equivalents to current liabilities increased positively from 2,14 in 2005 to 2,36 during the 2006 financial year.



- **Cash flow**

- **Surplus generated relating to cash flow**

The University generated a surplus of R71,2 million for the 2006 financial year, the net cash flow increased by R82,3 million, for the same financial year. This analysis indicates that cash generated exceeds the surplus recognised for the 2006 financial year. Thus amounts were received that did not meet the recognition criteria for income during the 2006 financial year and were subsequently deferred to later periods.



- **Conclusion**

The University was able to achieve the following financial goals during the 2006 financial year:

- Positive growth in accumulated reserves with a net surplus of R71,2 million for the year;
- Ensuring that the NWU is a going concern by strengthening its solvency position and maintaining sound liquidity levels during the 2006 financial year.

The Council by means of good Corporate Governance, and the University Management through effective management, are jointly committed to improve further on this.

Prof Johan Rost
Executive Director:
Finance and Facilities

Consolidated Balance Sheet

as at 31 December 2006

CONSOLIDATED BALANCE SHEET	2006 R	%	2005 R	%
ASSETS				
Non-current assets	673 186 980	55	583 914 100	57
Property, Plant and Equipment	397 823 478	33	354 569 239	34
Investment properties	25 633 187	2	25 662 860	2
Intangible assets	31 148 304	2	14 791 299	2
Long-term investments	218 582 011	18	185 475 624	19
Student loans	0	0	3 415 078	0
Current assets	542 748 978	45	446 548 742	43
Inventories	12 153 108	1	12 587 017	1
Trade and other receivables	64 805 380	6	50 426 727	5
Cash and cash equivalents	465 790 490	38	383 534 998	37
Total assets	<u>1 215 935 958</u>	<u>100</u>	<u>1 030 462 842</u>	<u>100</u>
FUNDS AND LIABILITIES				
Funds available				
Accumulated funds	661 908 895	54	583 954 413	57
Total liabilities	554 027 063	46	446 508 429	43
Non-current liabilities	355 933 760	29	266 622 150	26
Long-term loans	28 405 399	2	17 466 320	2
Post-employment benefits	247 950 455	20	229 897 349	22
Deferred state grants	79 577 906	7	19 258 481	2
Current liabilities	198 093 303	17	179 886 279	17
Trade and other creditors	171 861 560	14	154 642 664	15
Current income tax liability	69 429	0	0	0
Current portion: Long-term loans	9 004 286	1	13 272 938	1
Current portion: Post-employment benefits	8 067 299	1	6 493 919	1
Deferred income	9 090 729	1	5 476 758	0
Total equity and liabilities	<u>1 215 935 958</u>	<u>100</u>	<u>1 030 462 842</u>	<u>100</u>

Consolidated Income Statement

for the year ended 31 December 2006

CONSOLIDATED INCOME STATEMENT	2006 R	%	2005 R	%
Operating income	1 271 856 919	100	1 134 447 415	100
State subsidies and grants	550 351 075	43	499 681 161	44
Tuition and other fees	256 634 966	20	238 586 905	21
Residence and catering services	110 355 392	9	101 753 959	9
Services – entrepreneurial activities	190 823 002	15	123 024 772	11
Income from contracts (research and other)	55 488 413	4	64 597 087	6
Interest and dividends	77 573 042	6	73 288 644	6
Private gifts and grants	30 631 029	3	33 514 887	3
Minus: Operating expenditure	1 200 635 211	94	1 065 706 644	94
Personnel remuneration	631 723 436	50	558 582 768	49
Operating costs	502 386 239	39	452 495 287	40
Depreciation, amortisation and impairment	58 019 727	4	45 168 611	4
Finance charges	8 505 809	1	9 459 978	1
Net surplus before income tax	71 221 708	6	68 740 771	6
Income tax expense	69 429	0	0	0
Net surplus for the year	<u>71 152 279</u>	<u>6</u>	<u>68 740 771</u>	<u>6</u>

List of Acronyms

ACE	Advanced Certificate in Education	J2EE	Java 2 Platform Enterprise Edition Technology Conversion
ADS	Institutional Academic Development and Support Office	LAN	Local Area Network
AIDS	Acquired Immune Deficiency Syndrome	LEER 111	Learning, reading and life skills programme
APS	Admission Point Score	LSBU	London South Bank University
Artéma	Institute for Arts Management and Development	MBA	Masters' in Business Administration
ASGISA	Accelerated Shared and Growth Initiative for South Africa	NGO	Non Governmental Organisations
CA	Chartered Accountancy	NRF	National Research Foundation
CARS	Institutional programme alignment committees	NSFAS	National Student Financial Aid Scheme
CTexT	Centre for Text Technology	NWU	North-West University
DoE	Department of Education	Oracle-ERP	Oracle Enterprise Resource Planning
EESDF	Employment Equity and Skills Development Forum	PABX facilities	Private Branch Exchange facilities
e-Fundi	The NWU's next generation e-learning platform	PANSALB	Pan South African Language Board
Escom	Electricity supplying commission	PBMR	Pebble Bed Modular Reactor
FNB	First National Bank	PC	Personal computer
FTE	Full Time Equivalent	PCT	Patent Cooperation Treaty
HEMIS	Higher Education Management Information System	PEPFAR	US President Emergency Plan for Aids Relief
HEQC	Higher Education Quality Committee	PGCE	Postgraduate Certificate in Education
HESA	Higher Education South Africa	REDS	Resilient Educators
HESS	High Energy Stereoscopic System	SAKAI	This is a community source project and hundreds of universities (including NWU) take part in it. It is for the development of a learner management system.
HICC	HEAIDS Institutional Coordinating Committee	SAN	Storage Area Network
HIV	Human Immunodeficiency Virus	Sasol	South African coal, oil and gas corporation
HR	Human Resources	SASSU	South African Students Sports Union
HRMS	Human Resources Management System	SAUSSA	South African University Staff Sports Association
HTTF	Heat Transfer Test Facility	Senex	Senate Executive Committee
ICAS	Institutional Committee for Academic Standards	SI	Supplemental instruction
ICNL	Institutional Course for New Lecturers	SOS	Student Support System
ICRI	Institutional Committee for Research and Innovation	SRC	Student Representative Council
ICT	Information and Communications Technology	UK	United Kingdom
ID	Identification document	UNISA	University of South Africa
IEASA	International Education Association of South Africa	UP	University of Pretoria
IIF	Interim Institutional Forum	VERKA	Improvement of the quality of academic staff
InsinQ	Institutionally Sharing Information Quickly (name for the Records Management programme)	VSS	Varsity Student System
ISRC	Institutional Student Representative Council	WAN	Wide Area Network
IT	Information Technology	WIPO	World Intellectual Property Organisation
ITEA	International Teaching Excellence Award		

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