



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



2007 Annual Report

Driven to be the best



VISION, VALUES AND MISSION

During the review of the Institutional Plan 2007-2009 the mission of the NWU was also reviewed and rewritten to be reflective of the current NWU. The Council approved the Institutional Plan 2008-2010 on 23 November 2007 which contains the following revised mission of the NWU:

Vision

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

Values

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

Mission

The NWU's mission is to become a balanced teaching-learning and research university and implement our expertise in an innovative way.

This the institution will achieve as it lives its values, strives for sound management and pursues transformation, while being locally engaged, nationally relevant and internationally recognized.

Mission elements and objectives

The mission is made up of the following elements:

- Develop, educate and empower through quality teaching and learning, well-rounded graduates who are able to think laterally and critically in their service to the country and its people.
- Develop and sustain high-quality, relevant and focused research, supplying innovative solutions to challenges faced by the scholarly community, the country, the continent and the world.
- Expand the implementation of expertise, both commercially and community-directed, for the benefit of the province, the country, the SADC region, the continent and ultimately the world.
- Be a value-driven University, striving to make a difference in the pursuit of our mission.
- Aspire to be recognized internationally as a well-managed and innovative University, with a client focus embedded in quality. This, the University seeks to achieve by creating an enabling environment that will enhance and improve its core business and remain financially viable.
- Transform continually in terms of positioning, academic profile, unity, equity and redress. In doing this, contribute to the transformation of the South African Higher Education system to help meet the country's social, economic, developmental and environmental needs. ●

The theme for our 2007 Annual Report, “**Driven to be the best**” is informed by our drive to be the best in our activities and operations, including teaching-learning, research and the implementation of expertise. This focus is also reflected in our commitment to **sound management and governance best practice**. The 2007 Annual Report portrays our achievements during 2007, underlining the fact that we are positioning ourselves as a **leading university**. Furthermore, this was acknowledged when we were awarded the 2007 PricewaterhouseCoopers **Higher Education Excellence Award for Corporate Governance**.

TABLE OF CONTENTS

Vision, Values and Mission	1
INSTITUTIONAL GOVERNANCE OVERVIEW	
Executive Summary (English, Afrikaans, Sesotho and Setswana)	6
Institutional Highlights	10
Composition of Council	12
Message from the Chancellor	18
Report of the Chairperson of Council	20
Council Report on Corporate Governance	22
Report of Senate	32
Report of the Institutional Forum	48
INSTITUTIONAL MANAGEMENT OVERVIEW	
Composition of the Institutional Management	52
Report of the Vice-Chancellor	54
Report of the Executive Director: Teaching-Learning and Vice-Principal	60
Report of the Institutional Registrar	68
Report of the Executive Director: Human Capital Development	72
Report of the Executive Director: Corporate Affairs and Relations	78
Report of the Executive Director: Research and Innovation	82
Report of the Executive Director: Finance and Facilities	88
CAMPUS OVERVIEW	
Mafikeng Campus Overview	98
Potchefstroom Campus Overview	106
Vaal Triangle Campus Overview	114
FINANCIAL OVERVIEW	
Report of the Executive Director: Finance and Facilities	122
Consolidated Balance Sheet as at 31 December 2007	132
Consolidated Income Statement for the year ended 31 December 2007	133
List of Abbreviations	134
Acknowledgements	136



During 2007, the NWU **has made good progress** to achieve our mission to become a transformed and **balanced teaching-learning** and **research university**.

governance
manner of governing; government(2): the manner of governing; government(2): the manner of governing.

INSTITUTIONAL GOVERNANCE OVERVIEW

Executive Summary	6
Institutional Highlights	10
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Message from the Chancellor	18
Report of the Chairperson of Council	20
Council Report on Corporate Governance	22
Report of Senate	32
Report of the Institutional Forum	48

EXECUTIVE SUMMARY

The stability and success of the North-West University as a merged institution is widely acknowledged in the tertiary education sector. As this annual report for 2007 demonstrates, the University has continued to strengthen its core business while undertaking transformation in a planned, sustainable manner.

In 2007, for the fourth consecutive year since the merger, the NWU achieved a healthy financial surplus. This reflects the sound state of financial management at the University, as well as the increases recorded in self-generated income. Some R578 million of the total budget for the year came from non-subsidy sources of revenue, particularly research contract income.

Healthy increases were also achieved in student pass and graduation rates. Among undergraduate students, the pass rate rose to 79,5% in 2007, a marked improvement on the 75,2% reported four years ago. Over the same period, the graduation rate (meaning the number of qualifications conferred as a percentage of the total student headcount) increased from 24% to 25,3%. This improvement is reflected in the record number of degrees and diplomas conferred in 2007, totalling 11 346 in 2007, representing growth of 17,5% over the four-year period.

Similar growth was achieved in research output and the number of NWU researchers with ratings from the National Research Foundation (NRF). The University ended the year with 95 NRF-rated researchers, almost 30% more than in 2004, while article equivalents increased to 375, up from 275. These achievements took the University a significant step closer to its objective of moving from a tuition-based university with focused research towards becoming an effective, transformed and balanced tuition and research institution.

Another highlight for the NWU community was the launch of the University's new branding strategy, which has been widely endorsed by students, staff, alumni and other key stakeholders. Consisting of a new corporate identity and evolved logo, the brand is being rolled out across the University in a way that reflects the unity of the NWU yet also acknowledges its diversity as a multi-campus organisation. The brand embodies the University's market positioning as a vibrant, well-managed and entrepreneurial institution that inspires confidence in its stakeholders.

The NWU, which in 2007 was also named as the best-governed university in South Africa, moves into the future from a position of strength that stands it in good stead for generations to come. ■

Daar is wye erkenning van die stabiliteit en sukses van die Noordwes-Universiteit as 'n saamgesmelte instelling in die tersiêre onderwyssektor. Soos hierdie jaarverslag vir 2007 demonstreer, het die Universiteit steeds sy kernbesigheid versterk terwyl transformasie op beplande, volhoubare wyse onderneem is.

In 2007 het die NWU vir die vierde opeenvolgende jaar sedert die samesmelting 'n gesonde finansiële surplus behaal. Dit weerspieël die gesonde stand van finansiële bestuur by die Universiteit, asook die stygings wat in selfgegenereerde inkomste aangeteken is. Ongeveer R578 miljoen van die totale begroting vir die jaar was afkomstig van nie-subsidie-inkomste, veral van inkomste uit navorsingskontrakte.

Gesonde stygings is ook in die slaag- en graadverwerwingsyfers van studente behaal. Onder die voorgraadse studente het die slaagsyfer in 2007 tot 79,5% gestyg, 'n merkbare verbetering op die 75,2% wat vier jaar gelede gerapporteer is. Oor dieselfde tydperk het die graadverwerwingsyfer (dit wil sê die getal kwalifikasies wat toegeken is as 'n persentasie van die totale studentetalle) van 24% tot 25,3% gestyg. Hierdie verbetering word weerspieël in die rekordgetal grade en diplomas wat in 2007 toegeken is, altesaam 11 346 in 2007, wat 'n groei van 17,5% oor die vierjaartydperk verteenwoordig.

Soortgelyke groei is ook in navorsingsuitsette en in die getal NWU-navorsers met graderings van die Nasionale Navorsingstigting (NNS) behaal. Die Universiteit het die jaar geëindig met 95 NNS-gegradeerde navorsers, byna 30% meer as in 2004, terwyl artikel-ekwivalente van 275 tot 375 toegeneem het. Hierdie prestasies het die Universiteit 'n beduidende stap nader geneem aan die doelstelling om van 'n onderriggebaseerde universiteit met gefokusde navorsing na 'n doeltreffende, getransformeerde en gebalanseerde onderrig- en navorsingsinstansie te beweeg.

Nog 'n hoogtepunt vir die NWU-gemeenskap was die van stapel stuur van die Universiteit se nuwe handelsmerkvestiging-strategie, wat wyd deur studente, personeel, oudstudee en ander sleutelbelanghebbendes onderskryf is. Die handelsmerk bestaan uit 'n nuwe korporatiewe identiteit en logo, en die handelsmerk word regdeur die Universiteit uitgerol op 'n wyse wat die eenheid van die NWU weerspieël, maar ook die diversiteit daarvan as 'n multikampusorganisasie erken. Die handelsmerk vergestalt die Universiteit se bemarkingsposisie as 'n lewenskragtige, goed bestuurde, entrepreneuriese instansie wat vertrouwe by sy belanghebbendes inboesem.

Die NWU, wat in 2007 ook as die universiteit met die beste korporatiewe bestuur in Suid-Afrika aangewys is, beweeg die toekoms tegemoet vanuit 'n posisie van krag wat hom nog geslagte lank goed te staan sal kom. ●

KGUTSUFATSO YA PHETHAHATSO

Botsitso le katleho ya Yunivesithi ya Leboya Bophirimela e le setsha sa thuto se hoketsweng e ananetswe ka hohle ka hara mokgwa wa thuto e phahameng. Jwalokaha pehelo ena ya 2007 e totobatsa, yunivesithi e tswetse pele ho matlafatsa tshebetso ya yona ya motheo e ntse e ntshetsa pele phetoho ka mokgwa o tshwarellang o hlophisitsweng hantle.

Selemong sa 2007, makgetlo a mane a latellanang kamora ho hokelwa, NWU e fihlelletse katleho ya masalla a tjehelete. Hona ho bontsha tsamaiso e atlehileng ya ditjehelete Yunivesithing ena esita le keketseho e ngodisitsweng lekenong leo e ipokelletsweng lona. Tjehelete e kana ka dimilione tse R578 tsa bajete yohle ya selemo di tswa ho mehlodi eo eseng ya tshehetso ya tjehelete, haholoholo lekeno la kontraka ya phuputso.

Ho bile le keketseho hape lehlakoreng la ho pasa ha baithuti ekasitana le sekgahla sa ho fumana dikgau. Bakeng sa baithuti ba so fumaneng dikgau, sekgahla sa ho pasa se phahametse ho 79,5% ka selemo sa 2007, e leng ntlafatso ho 75,2% e ileng ya behwa dilemong tse nne tse fetileng. Nakong yona eo, sekgahla sa phumano ya dikgau (ho bolelwa palo ya mangolo a thuto a abilweng e le phesente ya palo yohle ya baithuti) e eketsehile ho tloha ho 24% ho isa ho 25,3%. Ntlafatso ena e totobaditswe rekotong ya palo ya dikgau le diploma tse abilweng ka selemo sa 2007, e leng palo yohle ya 11 346 ka selemo sa 2007, mme e bontsha kgolo ya 17,5% ka nako ya dilemo tse nne.

Kgolo ya mofuta oo e ile ya fihlellwa ka tlhahiso ya diphuputso le palo ya bafuputsi ba NWU ka ditekanyetso tse tswang ho National Research Foundation (NRF). Yunivesithi e kwetse selemo ka bafuputsi ba 95 ba ananetsweng ke NRF, e leng palo e ka bang 30% ho feta ya selemo sa 2004, ha palo ya diatikele e phahametse ho 375 e phahame ho 275. Diphihlello tsena di isitse Yunivesithi mohatong o ka pele o lebisang morerong o matla wa sepheo sa yona e leng ho fetoha ho tloha ho yunivesithi ya thuto e tadimaneng le diphuputso hore e be setsha sa thuto se matla, se ananetseng diphelelo le thuto e lekaneng esita le diphuputso.

Ntlhakgolo e nngwe ya bohle ba amang le NWU ke kgakolo ya mokgwa wa boitsebahatso ba Yunivesithi, e leng ho totobatswang ke baithuti, basebetsi, baithuti ba kgale esita le ba bang ba bohlokwa ba nang le seabo. Yunivesithi jwale e na le boitsebiso bo botjha ba kgwebo esita le lepetjo hona ho bontshwa ke Yunivesithi ka tsela e tla totobatsa kopano ya NWU empa e ntse e ananela ho tswakatswakana ha yona jwaloka khempase e akaretsang bongata. Tumiso ena e bontsha maemo a mmaraka a Yunivesithi e setsha sa thuto se sebetsang, se nang le taolo e ntle se nang le tshebetso e kgothaletsang boitsebiso ho ba nang le seabo tshebetso ya yona.

NWU eo ka selemo sa 2007 e neng e bitswa yunivesithi e nang le puso e ntle ka ho fetisisa mona Afrika Borwa, e kena bokamosong ho tswa maemong a matla a e behang maemong a matle molemong wa meloko e tla hlaha. ■

TSHOBOKANYO YA KHUDUTHAMAGA

Go tlhomama le go atlega ga Yunibesiti ya Bokone-Bophirima jaaka setheo se se kopantsweng le tse dingwe go lemogwa ke botlhe mo setheong sa thuto-godimo. Jaaka fa pego eno ya ngwaga le ngwaga ya 2007 e bontsha, yunibesiti e tswela pele go nonotsha kgwebo ya yone ya konokono fa e ntse e dira diphetogo ka mokgwa o o rulagantsweng le o o gatelang pele sentle.

Ka 2007, e leng ngwaga wa bonè wa e sena go kopanngwa le ditheo tse dingwe, NWU e ile ya feleletsa e na le boemo jo bo siameng mo go tsa ditšhelete ka go sala ka madi a a oketsegileng. Seno se bontsha gore madi a laolwa sentle mo Yunibesiting e bile a a oketsega jaaka seno se bontshiwa ke lotseno lo e itiretseng lone. Madi a kana ka R578 milione a tekanyetsokabo yotlhe ya ngwaga ga se madi a e thusitsweng ka one go tswa golo gongwe, segolobogolo lotseno lwa konteraka ya patlisiso.

Gape dipalo tsa baithuti ba ba ileng ba falola ditlhatlhobo tsa bone le ba ba ileng ba aloga di ile tsa oketsega fela thata. Mo gare ga baithuti ba ba sa ntseng ba ithutela gerata ya ntlha, selekanyo sa go falola ditlhatlhobo se ile sa oketsega ka 79,5% ka 2007, mme eno e ne e le kgatelopele e ntle fa e bapisiwa le e e neng ya nna teng ya 75,2% mo dingwageng di le nnè tse di fetileng. Mo go yone nako eo, palo ya baalobi (e leng palo ya dithuthego tse di ileng tsa bonwa ke baithuti jaaka peresente ya palogotlhe ya baithuti) e ile ya tlhatloga go tswa go 24% go ya go 25,3%. Kgatelepele eno e bontshiwa ke palo e e di fetang tsotlhe ya digerata le didipoloma tse ba di neilweng ka 2007, tse di fitlhang go palogotlhe ya 11 346 ka 2007, e e emelang kgolo ya 17,5% mo dingwageng di le nnè tse di fetileng.

Go ne ga dira kgatelopele e e tshwanang mo tirong ya go dira patlisiso le mo palong ya badirapatlisiso ba NWU go ya ka maduo a a ileng a bewa ke National Research Foundation (NRF). Yunibesiti e ile ya wetsa ngwaga e na le badirapatlisiso ba le 95 ba ba kaiwang ba tshwanelegela go nna badirapatlisiso ba NRF, mo e batlang e le 30% ya bone go feta ka 2004, mme palo ya ditlhogo tsa teng e ile ya tlhatlogela go 375, go tswa go 275. Diphithelole tseno e nnile kgato e kgolo e e tserweng ke Yunibesiti e e dirileng gore e nne gaufi thata le go fitlhelela mokgele wa yone wa gore e se ka ya nna fela yunibesiti ya thuto e e dirang dipatlisiso mme gape e nne setheo sa thuto le sa patlisiso se se nang le dipholo tse di molemo, se se tlisang diphetogo le se se tlhomameng.

Nngwe ya dintlhakgolo mo malokong a NWU e ne e le go kgakolwa ga polelwana ya letshwaokgwebo e e ntšhwa ya Yunibesiti, e e amogetsweeng ke baithuti ka bontsi, badiri, baithuti ba mo nakong e e fetileng le ke batsayakarolo ba bangwe ba konokono. Polelwana ya letshwaokgwebo e ntšhwa eno mmogo le letshwaokgwebo le leša le tsenngwa tirisong mo Yunibesiting yotlhe ka tsela e e supang gore NWU e seopengwe e bile e amogela gore ke setlamo sa dikhamphase tse di farologaneng tse di nang le batho ba ditso tse di farologaneng. Polelwana ya letshwaokgwebo eno e tlaola Yunibesiti jaaka setheo sa kgwebo se se dirang ka natla le se se laolwang sentle se se dirang gore batsayakarolo mo go sone ba nne le tsholofelo.

NWU, e ka 2007 e neng ya kaiwa jaaka yunibesiti e e laolwang sentle go di gaisa tsotlhe mo Aforika Borwa, e gatelopele ka nonofo mme e tšile go tswela pele go solegela dikokomana tsa mo isagweng molemo. ●

INSTITUTIONAL HIGHLIGHTS

Integration milestones

- The new NWU logo and branding strategy were accepted and are being rolled out – a process that will be completed in 2009.
- The harmonisation of admission requirements on the various campuses neared completion and, from January 2008, the NWU will apply the same admission requirements across its campuses in all but two faculties.
- All integrated governance structures prescribed by the NWU Statute, including the permanent Institutional Forum, were operating successfully, and most integrated policies, rules and procedures had been completed.
- The development of a unified code of ethics and conduct gained momentum, focusing on the NWU's four "do" (instrumental) values: integrity, commitment, accountability and respect. The practical application of these will continue into 2008.
- The application of the NWU's policy of functional multilingualism continued, and the NWU's language plan was submitted to the Minister in June 2007.

Effective management

- The NWU was voted the best-governed university in the annual effective management and corporate governance competition of PricewaterhouseCoopers.
- During 2007 the NWU again reached the Department of Education's target that requires universities not to exceed 57,5% to 63% of first-stream income that is spent on personnel cost.
- A business plan for the preparation and implementation of an effective HIV/AIDS strategy was approved by Higher Education South Africa, after which the NWU received an European Union grant of slightly more than R3 million.
- For the purposes of talent management, the NWU identified the 10% top performers (excluding management) among staff on each campus and in the Institutional Office. These staff members, identified on the basis of consistent high performance, strategic importance and/or scarce skills, received a bonus and, where applicable, their remuneration was improved.
- Sustainable progress was made in implementing employment equity. For example, of the 336 appointments made throughout the University during 2007, 38,1% were black South Africans, while 53,3% were women.
- Specific projects identified by the Institutional Management progressed well:
 - The Soccer Institute on the Mafikeng Campus was launched in April 2007, and is functioning well.



The NWU was awarded the 2007 PricewaterhouseCoopers Higher Education Excellence Award for Corporate Governance.

Institutional Management selected four instrumental or 'do' values, namely **integrity, commitment, accountability and respect**, for incorporation into every aspect of NWU operations. The practical demonstration of the do-values is due to become part of individual performance agreements and reward processes of the NWU from 2008 onwards.

- A Graduate Career Centre was established at the end of 2007, and will be fully operational by the end of June 2008.
- An office for Institutional Advancement (fundraising) was established.
- An initiative to establish a small network of like-minded universities consisting of the NWU, London South Bank University, Vrije Universiteit Amsterdam and Montclair State University in the United States was launched in November 2007.

Teaching-learning

- The enrolment plan was submitted to the Minister of Education.
- The continuous renewal of the Programme and Qualification Mix (PQM) gained momentum and a number of programmes were added during the year.
- Supplemental Instruction (SI) was successfully established on all campuses. A second institutional system aimed at improving the quality of teaching and learning was the introduction of the compulsory Institutional Course for New Lecturers (ICNL). The Institutional Teaching Excellence Award (ITEA) was also instrumental in improving the teaching capacity of lecturers.

Research and implementation of expertise

- The number of researchers who received ratings or re-ratings from the National Research Foundation (NRF) increased to 95.
- In a first for the NWU, Prof Marius Potgieter from the Unit for Space Physics received an A1 rating. This is the highest rating that scientists can receive from the NRF. In another first, Prof Herrie van Rooy of the Faculty of Theology became the first NWU researcher to receive a B rating in the social sciences/humanities.
- The NWU continues its innovation drive, inter alia in terms of its patenting activities, as is evident in the fact that there are, among others, six USA-registered patents, five pending USA patents and 33 RSA patents (keeping in mind that one patent could be registered in many countries, but is here reported as only one).
- A comprehensive framework for commercialisation was finalised. The essence of this is the establishment of a trust as a “holding instrument” for all commercial activities.
- A specific framework for community engagement as an essential part of the implementation of expertise was finalised.



As part of an initiative to establish a network of like-minded universities, delegates from the London South Bank University visited the NWU. They are from left: Ms Carol Campayne, Director of Equality and Diversity, Dr Deian Hopkin, Vice-Chancellor and Dr Theuns Eloff, NWU Vice-Chancellor.



The NWU received an European Union grant for the implementation of an HIV/AIDS strategy. Here Mr Victor Mothobi, Executive Director: Human Capital Development, takes an HIV tests during the national *Know Your Status, Each One Reach Five Campaign* run on campuses across the country.

COMPOSITION OF COUNCIL

Minister of Education's appointees



Chairperson:
Dr LK Sebego
(Ministerial appointee)



Deputy Chairperson:
Mr PJ van der Walt
(Private sector member)



Ms NML Letlape:
BA in Public and Private Management and Hons BA in Public Governance (Potchefstroom University for Christian Higher Education); three-year term, from 2007 to 2010.



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 Sebego:
BSc (University of the North West), MEd (University of the Witwatersrand), DEd (University of the North West); four-year term, from 2004 to 2008.

Private sector members



Mr PJ van der Walt:
CA(SA), MCom (Potchefstroom University for Christian Higher Education), MA in Social Science (HEC School of Management, Paris), AMP (Templeton College, Oxford); five-year term, from 2006 to 2011.



Dr C Reinecke:
DSc in Chemistry (Potchefstroom University for Christian Higher Education), MBL (UNISA); four-year term, from 2006 to 2010.



Dr JJ van Zyl:
DCom (Potchefstroom University for Christian Higher Education); six-year term, from 2006 to 2012.



Mr T Makubire:
MSc and DSc (University of Berlin); 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.



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.



Ms H Rupert-Koegelenberg:
BMus (cum laude), Hons BMus (cum laude) (University of Stellenbosch), Fellowship of the Trinity College of Music, (London) (with distinction), Licentiate of the Royal Schools of Music UK (with distinction), Teachers' Licentiate of Music (with distinction) (UNISA); three-year term, from 2007 to 2010.



Mr TJS Thabane:
Secondary Education Diploma (Vista University); three-year term, from 2007 to 2010.

Members designated by the Convocation



Mr PJW Buys:
Hons BA (Rand Afrikaans University); four-year term, from 2006 to 2010.



Dr FJ Kok:
MA (Potchefstroom University for Christian Higher Education), DPhil (University of Stellenbosch); four-year term, from 2006 to 2010.



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



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

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.

The achievements of the NWU reflect its **success** in instilling a culture of **accountability** across the Institution, led by **Council** as the **custodian** of oversight, governance, financial discipline and policy formulation.

- Dr LK Sebegu, Chairperson of Council.

Internal members:
Management members



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



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

Internal members:
Senate members



Prof A le R du Plooy
BA, ThB, ThM and ThD
(Potchefstroom University
for Christian Higher Educa-
tion); three-year term, from
2006 to 2009.



Prof F Venter:
BJur et Comm, LLB and LLD
(Potchefstroom University for
Christian Higher Education);
three-year term, from 2006
to 2009.



Prof TC Rabali:
BA (UNISA), ThB and ThM
(Potchefstroom University for
Christian Higher Education),
DTh (UNISA); four-year term,
from 2006 to 2010.



Dr MW Lumadi:
STD (VECO), FDE (Rand
Afrikaans University),
BA (UNISA), BEd Hons
(Witwatersrand Univer-
sity), Hons BA (UNISA), MEd
(University of Johannesburg),
MAdmin HRM (North-West
University), MA (Stellenbosch
University), DEd (UNISA), DD
(California-USA); three-year
term, from 2007 to 2010.

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 C de W van Wyk:
DCom (Potchefstroom University for Christian Higher Education); four-year term, from 2007 to 2011.



Prof E van der Schyff:
BA-LLB, LLM (Potchefstroom University for Christian Higher Education), LLD (North-West University); five-year term, from 2007 to 2012.

Members from non-academic employees



Prof AS Coetzee-Van Rooy:
BA, Higher Education Diploma, BA Honours, MA, PhD (Potchefstroom University for Christian Higher Education); four-year term, from 2007 to 2011.



Prof MM Verhoef:
Higher Education Diploma, Higher Diploma in Librarianship, PhD (Potchefstroom University for Christian Higher Education); five-year term, from 2007 to 2012.

Representatives of the Institutional Student Representative Council

Members serve on the Council for a period determined by the ISRC. The following SRC members held office until October 2007:



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



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



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

From November 2007, the following ISRC members were appointed to the Council:



Ms MM Tromp:
BCom (Law) (currently) (NWU, Potchefstroom Campus).



Mr A Atau-Rahman:
BA (PSIR) (North-West University), MA (currently) (NWU, Mafikeng Campus).



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

Outgoing Council members

- The term of Dr L Wessels ended on 11 February 2007.
- The term of Dr HG Stoker ended on 21 June 2007.
- Mr NT Molusi passed away on 30 August 2007.
- Dr NL Mahao resigned as Council member.

MESSAGE FROM THE CHANCELLOR

The time has come for the North-West University (NWU) to look outward and upwards. Introspection was a necessary phase when the University was grappling with the merger process. Our gaze is now on larger goals: being relevant and responsive to the provincial and national development agenda.



Dr PS Molefe, Chancellor of the North-West University

For some time now, the education authorities have been making it clear that higher education institutions are not a protected species. They are organs of society that must justify their existence and prove worthy of the considerable resources made available to them. As the Minister of Education recently remarked, universities have a wider function than the provision of formal education. Their real function is to play a central role in the social, cultural and economic development of society and to equip young people to become responsible leaders in their communities.

The NWU has risen to these challenges by adopting the strategic priorities of South Africa in terms of the skills needed for accelerated growth and the values that underpin our democratic society.

It is common practice for universities to adopt cornerstone values but the NWU is, to the best of my knowledge, the only one that has launched an institution-wide campaign to instill its values in every facet of its operations. These values of integrity, commitment, accountability and respect, are known as the NWU 'do-values' because they are meant to be lived, experienced and acted upon. We do not pay lip-service to these values but are embedding them in the very fabric of the University.

The reason I dwell on the NWU's do-values is that they mirror the deepest aspirations of our society as a whole. They signal that the NWU acknowledges and embraces its responsibility to develop future leaders with character and conscience as well as economically useful skills.

Graduates of the NWU who enter the economy are armed with much more than a scroll attesting to their academic proficiency. They got every opportunity to develop their entrepreneurial talents – a critical success factor in our job-starved economy – along with their leadership skills, sporting ability, cultural literacy and social conscience. The University offers innumerable opportunities for students' involvement in community service projects ranging from HIV/AIDS awareness to poverty alleviation.

They are also offered the opportunity to be part of a dynamically diverse environment where functional multilingualism is actively practiced and

multiculturalism celebrated. The NWU is indisputably a leader in the tertiary education sector in implementing workable multilingualism, as evidenced by the recognition received from the PAN-South African Language Board.

And of course the NWU provides formal education of the highest quality, satisfying the most fastidious of parents while also meeting the demands of employers for well-rounded, skilled people capable of generating progressive ideas that can change our society for the better.

May the NWU continue to uphold the values of integrity, commitment, accountability and respect that will prepare students for their future roles as leaders in a fair, just and prosperous South Africa. ■



Dr PS Molefe
CHANCELLOR

The real function of universities is to **play a central role** in the development of society and to **equip young people** to become responsible leaders. The NWU has **risen to these challenges** by adopting the strategic priorities of South Africa in terms of the skills needed.

- Dr PS Molefe, Chancellor

REPORT OF THE CHAIRPERSON OF COUNCIL

In the prevailing socio-economic climate of South Africa, higher education institutions are being compelled to prove themselves as positive forces for development, growth and accountability. Not only are they expected to measure their financial and operational performance against internal targets and in relation to their peers – they are also required to meet corporate governance standards as exacting as those applying in the private sector. The North-West University (NWU) has reason to be proud of its track record in meeting these obligations.

From a financial perspective, the NWU is one of a handful of South African universities that consistently produce a net surplus – as in 2007 for the third consecutive year since the merger – and generate significant amounts of income. By delivering an ever-increasing number of graduates, totalling 11 346 in 2007 alone, the University is adding material value to the skills requirements of the economy. In the area of corporate governance, the NWU has become a leader in the tertiary education sector: its ranking improved from fourth to joint first position in the PricewaterhouseCoopers Higher Education Excellence Awards of 2007.

These achievements reflect the NWU's success in instilling a culture of accountability across the Institution, led by the Council as the custodian of oversight, governance, financial discipline and policy formulation.

Committed to leading by example, the Council in 2007 made a concerted effort to improve its own functioning and the utilisation of Council committees, particular for audit and risk management. Formal and informal orientation was undertaken for newly appointed or elected Council members. The annual Council self-evaluation, conducted in October and November 2007, was also enhanced through the adoption of a revised questionnaire, aligned with national and international best practice and with the NWU's Institutional Plan. The results were good, although there is room for improvement in meeting attendance, a matter that is being addressed by Council.

Having ensured that its own house was in order, Council was in a position to evaluate the effectiveness of the NWU's executive management. Performance agreements were in place for all members of the top management team in 2007, in alignment with the Institutional Plan and based on implementation plans with clearly defined objectives. The performance assessment of the Vice-Chancellor, Dr Theuns Eloff, was conducted by myself as Chairperson of Council and by Mr PJ van der Walt as Deputy Chairperson. Based on our assessment, the Vice-Chancellor has

performed well in leading the executive management in the implementation of the NWU's Institutional Plan.

The relationship between the NWU Council and Management reached a new level of maturity in 2007. In the initial period following the merger there were occasions when Council had to micro-manage certain issues, but this is no longer the case. Today, there is a clear understanding of the respective roles of Council and Management, and mutual respect for the contribution each makes to the effectiveness of the University. The healthy separation of duties, with Council governing and Management implementing, has enabled the University to focus single-mindedly on achieving its strategic objectives, without deflecting valuable time and resources on role clarification. In my view, this accomplishment sends a strong signal that the NWU has moved well beyond the merger stage.

Another clear indication of the progress made towards achieving integration and unity at the NWU was the finalisation of the new brand strategy. Council approved the final brand in March 2007, after ensuring that it had broad-based support among internal and external stakeholders, including alumni, students and staff. The new NWU brand, which includes a new logo and corporate identity, gives expression to the unity of the University while at the same time acknowledging diversity within its multi-campus environment. I am confident that it will promote a sense of belonging among our stakeholders and position the NWU firmly as an established, vibrant, innovative and entrepreneurial university.

By the end of the year under review, the University was effectively functioning as a unified institution, with a unifying brand, a workable Institutional Plan and a high level of integration in policies, systems and processes, including those for staff development, remuneration and conditions of service.

This is not to say that the way forward is free of post-merger challenges. For the foreseeable future the NWU will need to

pay close attention to organisational and academic transformation, including matters such as the remaining disparities in the fee structures of the various campuses. Another ongoing challenge is the alignment of academic programmes across the campuses. Once achieved, all NWU qualifications, regardless of the campus where they were acquired, should have the same standing.

Given the synergy between Council and Management, and the strong culture of stakeholder consultation that has been established since the merger, the NWU is in a strong position to address these challenges. Going forward, my hope is that the University will use its competitive strengths, especially in research and innovation, to become a valuable resource for the province and the country in our collective effort to eliminate unemployment and poverty and set South Africa on the path towards accelerated growth and development. ■



Dr LK Sebege
CHAIRPERSON OF COUNCIL



Dr LK Sebege, Chairperson of Council

By the end of the year under review, the University was **effectively functioning** as a **unified institution**.

- Dr LK Sebege, Chairperson of Council

COUNCIL REPORT ON CORPORATE GOVERNANCE

The North-West University (NWU) is committed to the highest standards of transparency, discipline, integrity, responsibility, fairness, social responsibility and accountability, and subscribes to the principles contained in the King 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 corporate governance requirements of the King Reports (1994 and 2002).

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 and policies, as well as the Statute, the Rules, processes and delegations of authority. Furthermore, Council monitors the operational performance of Management and establishes committees and, together with 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 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 2007, the fourth functioning year of the NWU, Council remained 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

In line with the Higher Education Act and the NWU Statute, the Council of the University comprises thirty (30) members, eighteen (18) of whom are designated from external stakeholders and twelve (12) from internal stakeholders. The external constituencies are the Minister of Education, the NWU Board of Donors, the NWU Convocation and community leaders, while two members are appointed by virtue of their special expertise. The internal stakeholder groups are Management, Senate, other academic employees, non-academic employees and students.

In adherence to the NWU Statute, all structures had to comply with the Statute by 8 August 2006. This meant, among other things, that Council designees from Senate, the Convocation and the Board of Donors had to be elected before that date. Except for one replacement, the designees have remained the same since their election in 2006.

Senate

After the Senate was duly constituted on 10 May 2006, the

following persons were elected to Council on 1 August 2006:

- Prof A le R du Plooy
- Dr NL Mahao
- Prof TC Rabali
- Prof F Venter

During 2007, Dr NL Mahao resigned and was replaced by Dr MW Lumadi on 22 August 2007. The other designees were still serving as Council members during 2007.

Board of Donors

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. The following persons, elected in 2006, were still members of the Board of Donors during 2007:

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

The following persons elected in 2006 by the Board of Donors from the ranks of the donors to serve in Council, were still Council members during 2007:

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

Convocation

Following a process determined by the Interim Executive Committee of the Convocation, the Convocation elected the following persons

in 2006 as Council members and they were still serving during 2007:

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

The composition of Council in 2007 was essentially the same as in the previous year, except in a few cases where new members were elected to replace those whose terms of office had expired or who had resigned.



The Council of the NWU has **increased** the **efficiency** of its governance and oversight function during 2007. It is **functioning better** than in the previous years and is making a substantive contribution to the **ongoing success** of the University.

The table below lists each membership category, the members concerned and their terms of office.

Total (30)	Category	Name	Term
External (18)	Ministerial appointees (4) ¹	Ms NML Letlape (term ended during 2007, but reappointed)	3 years (2007– 2010)
		Mr G Mayet	4 years (2004 – 2008)
		Mr OJJ Tabane	4 years (2004 – 2008)
		Dr LK Sebegu	4 years (2004 – 2008)
		Dr L Wessels (term ended on 11 February 2007)	3 years (2004 – 2007)
	Board of Donors (4)	Mr T Makubire	3 years (2006 – 2009)
		Dr C Reinecke	4 years (2006 – 2010)
		Mr PJ van der Walt	5 years (2006 – 2011)
		Dr JJ van Zyl	6 years (2006 – 2012)
	Community leaders/ Original founders (4)	Dr CJ Smit	4 years (2004 – 2008)
		Dr HG Stoker (term ended on 21 June 2007)	3 years (2004 – 2007)
		Mr NT Molusi (passed away on 30 August 2007)	3 years (2004 – 2007)
		Mr S Ngwenya	4 years (2004 – 2008)
		Ms H Rupert-Koegelenberg	3 years (2007 – 2010)
	Convocation (4)	Mr PJW Buys	4 years (2006 – 2010)
		Adv JSM Henning, SC	3 years (2006 – 2009)
		Prof LA van Dyk	3 years (2006 – 2009)
		Dr FJ Kok	4 years (2006 – 2010)
	Special expertise (2)	Mr MNS Sithole, SC (Vacancy to be filled later)	4 years (2004 – 2008)
Internal (12)	Management (2)	Dr T Eloff (Vice-Chancellor)	Ex officio
		Dr MN Takalo (Vice-Principal)	Ex officio
	Senate (4)	Prof A le R du Plooy	3 years (2006 – 2009)
		Dr NL Mahao (resigned)	3 years (2006 – 2009)
		Prof TC Rabali	3 years (2006 – 2009)
		Prof F Venter	3 years (2006 – 2009)
		Dr MW Lumadi (replaced Dr Mahao)	3 years (2007 – 2010)
Other academic (2)	Mr M Ndandani	3 years (2004 – 2007)	
	Prof C de W van Wyk	4 years (2007 – 2011)	
	Prof E van der Schyff	5 years (2007 – 2012)	
Non-academic (2)	Prof AS Coetsee-Van Rooy	4 years (2007 – 2011)	
	Prof MM Verhoef	5 years (2007 – 2012)	
	Students (2)	<u>Until October 2007:</u> Mr DW Coetsee Mr W Runeli Mr S Masango	Determined by ISRC
		<u>From November 2007:</u> Mr A Atau-Rahman Mr M Tebakang Ms MM Tromp	
Secretary	Institutional Registrar	Prof CFC van der Walt	Ex officio

¹ The Standard Institutional Statute prescribed that the Minister could appoint five (5) Council members. The NWU Statute changed this to four (4), while giving two positions to the category “special expertise”. There has therefore been a vacancy in that category since the ending of the terms of two of the Ministerial appointees.

The following NWU staff members attended Council meetings during 2007 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 the 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 2007:

- Prof IJ Rost (Executive Director: Finance and Facilities)
- Prof F van Niekerk (Executive Director: Research and Innovation)
- Ms PP Mmope (Executive Director: Corporate Affairs and Relations)
- Mr VL Mothobi (Executive Director: Human Capital Development)

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.

There were no significant matters affecting the Institution on the agendas of any committees of Council that were unresolved on 31 December 2007.

Executive Committee

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

The members of the Executive Committee in 2007 were Dr LK Sebego (Chairperson), Messrs PJ van der Walt, PWJ Buys and OJJ Tabane, Drs T Eloff (Vice-Chancellor) and MN Takalo (Vice-Principal) and Prof CFC van der Walt (Institutional Registrar and Secretary to Council).

During 2007, five Executive Committee meetings were held.

These meetings took place on 23 February, 19 April, 1 June, 30 August and 6 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 and Employment Equity Committee, also an external member of Council. The members were Drs LK Sebego (Chairperson) and C Reinecke (Chairperson of the Human Resources and Employment Equity Committee) and Messrs PWJ Buys and PJ van der Walt.

The Remuneration Committee met on 23 February, 1 June and 23 November 2007.

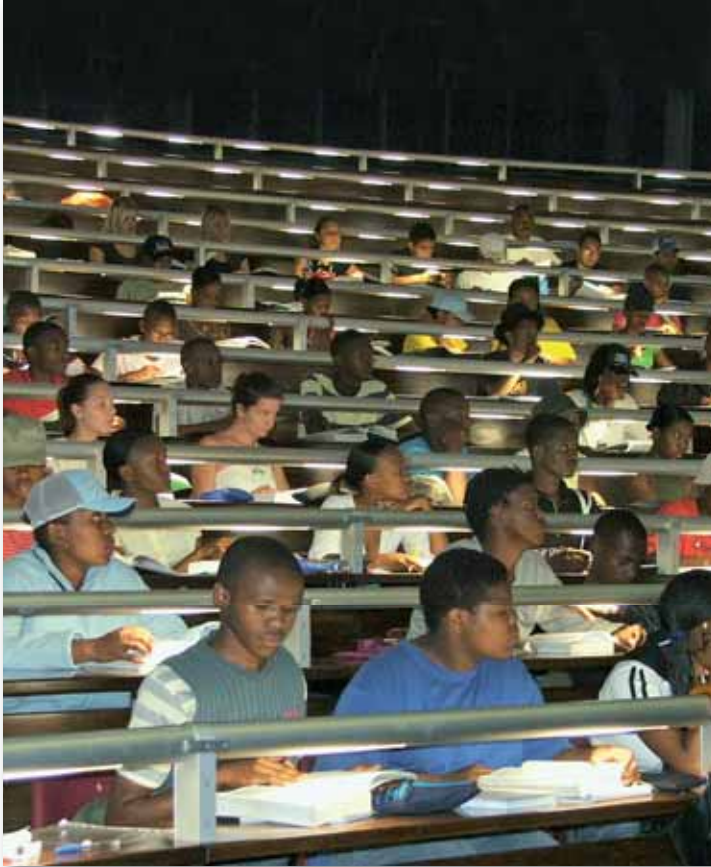
Human Resources and Employment Equity Committee (HREE)

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

The Committee, as governing body, receives and evaluates reports from Management on specific human resources issues, including compliance with statutory requirements, and ensures that Management is held accountable for the implementation of human resources-related strategy and policies.

The members were Ms NML Letlape, Messrs T Makubire and TJS Thabane, Drs T Eloff and C Reinecke and Profs S Coetzee-Van Rooy, A le R du Plooy, C de W van Wyk and CFC van der Walt (ex officio secretary).

The Human Resources and Employment Equity Committee met on 20 April and 9 October 2007.



The NWU's **Varsité Student System** is being adapted to deal with the **student registration** period of 2009.

Transformation Oversight Committee (TOC)

The Transformation Oversight Committee oversees the implementation of the transformational aspects of the Institutional Plan and consists of six external members and one internal member of Council, as well as the Vice-Chancellor and the Vice-Principal.

The members were Messrs T Makubire, OJJ Tabane, S Ngwenya and PJW Buys, Prof LA van Dyk (Chairperson), Drs CJ Smit, T Eloff (Vice-Chancellor), MN Takalo and Prof CFC van der Walt (Institutional Registrar and ex officio Secretary).

The Transformation Oversight Committee met on 13 April and 15 October 2007.

Audit, Compliance and Risk Management Committee

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

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

The members of the Committee were Messrs G Mayet (Chairperson) and NT Molusi, Adv JSM Henning, SC and Profs F Venter and E van der Schyff. 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 (Executive 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 2007.

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

During 2007, the Finance Committee met on 8 May and 1 November 2007.

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 R15 million. For contracts exceeding R15 million, the Committee evaluates the tenders received and makes a recommendation to Council.

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

During 2007, the Tender Committee met on 20 July.

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 five external members, i.e. Mr J van den Berg (Chairperson), an external expert, and two to three independent investment experts. The ex officio members are Dr T Eloff (Vice-Chancellor) and Profs IJ Rost (Executive Director: Finance and Facilities) and CFC van der Walt (Institutional Registrar and Secretary to Council).

During 2007, the Investments Committee met on 10 May and 10 September 2007.

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 were Dr FJ Kok (Chairperson) and Mr OJJ Tabane. The ex officio members are Dr T Eloff (Vice-Chancellor) and Profs IJ Rost (Executive Director: Finance and Facilities) and CFC van der Walt (Institutional Registrar and Secretary to Council).

This Committee met on 7 May and 8 October 2007.

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 met on 20 February 2007 to consider nominations for Honorary Doctorates.

Advisory Committee for Student Support Services (ACSSS)

Section 27(3) of the Higher Education Act (HEA) and Paragraph 3(3) of the NWU Statute require that Council, after consultation with the Student Representative Council, must provide a suitable structure to advise Council on the policy for student support services within the Institution.

On the recommendation of the Institutional Registrar and following an NWU-wide survey of student support services at institutional and campus levels, Council approved the establishment of the Advisory Committee for Student Support Services (ACSSS) as a Committee of Council and its membership on 21 September 2007.

The members were Mss H Rupert-Koegelenberg (Chairperson) and NML Letlape (Council members), Drs T Eloff and EM Sedibe and Prof CFC van der Walt (members of Management), Profs AL Combrink, ND Kgwadi and PJJ Prinsloo (Campus Rectors), Messrs VL Mothobi (Executive Director: Human Capital Development), SS Mokoena (Deputy Registrar), Ms M Tromp, Messrs A Atau-Rahman and M Tebakang (SRC Chairpersons). Mr H Stavast was nominated to attend on behalf of Prof PJJ Prinsloo, Rector of the Vaal Triangle Campus.

The first ACSSS meeting was convened on 22 November 2007 to determine the Committee's terms of reference, which were subsequently approved by Council on 23 November 2007. The duties of the Committee are:

- To advise Council on the policy on student support at the North-West University in terms of Section 27(3) of the Higher Education Act, 101 of 1997, and Paragraph 3(3) of the Statute of the North-West University (NWU Statute);
- To advise Council on the delivery of student support services, to identify and address gaps in the delivery of these services and to be the single point of contact within the University for information on the delivery of student support services;
- To establish such working teams, consisting of staff and students of the University, as it deems necessary to perform its mandate.

At least one meeting of the Committee will be held in September/October of each year, with the view to advising Council at its meeting in November. Further meetings of the Committee or its working teams may be held as necessary and will be dealt with in terms of the provisions of the NWU Statute.

Attendance of meetings

During the year, four ordinary Council Meetings were held on 16 March, 22 June, 21 September and 23 November 2007. The attendance record for Council and its committees for 2007 was as follows:

Committee	%
Council	77%
Exco	73%
Finance	64%
TOC	51%
HREE	67%
Tender	80%
Honorary Awards	80%
Audit, Compliance and Risk Management	63%
Remuneration	76%
Assets	67%
ACSSS	67%

The total average attendance figure was 69,5%.

Important matters to which Council and its committees attended

● General

- Various vacancies in Council were filled during 2007, and six new members were elected to Council.
- On 22 June 2007 Council approved the principles underlying sustainable rotation of NWU Council members, and requested management to make a proposal regarding the terms of office of specific members of Council. Council approved the proposal on 21 September 2007.
- Council approved the restructuring of the Institutional Management and appointed Mr VL Mothobi in the new position of Executive Director: Human Capital Development.
- Council approved the extension of the terms of office of the Campus Rectors of the Potchefstroom Campus and Vaal Triangle Campus to December 2009 and August 2009 respectively.
- An honorary doctorate Philosophiae Doctor (honoris causa) was awarded to Ms Renata Coetzee.
- During 2007, a new feature of every Council meeting was a presentation by the Vice-Chancellor on Higher Education in perspective and the NWU's positioning in the Higher Education sphere.
- Council approved the appointment of a new Institutional

Registrar, Dr NT Mosia, as from 1 January 2008.

- Council approved the establishment of a new Council committee, namely the Advisory Committee for Student Support Services.
- Due to various incidents relating to academic dishonesty in 2007, Council considered and approved the Policy on Academic Dishonesty.

■ Transformation

The separate policies, rules and procedures in existence at the time of the merger have been aligned, redundant policies and rules have been removed and, in some instances, replaced with new, aligned policies, rules and procedures required to take the NWU forward in terms of its Institutional Plan (IP). This alignment, together with a greater understanding across the University of the IP and the policy framework that supports it, is contributing to increased organisational unity and coherence.

The process of aligning existing policies, rules and procedures across the NWU began in 2005 and is still ongoing. Council approved the following policies in 2007:

- Information and Communication Technology, Networks and Information Resources (ICT) Policy (approved on 16 March)
- Rules for the Appointment of Senior Managers (approved on 16 March)
- Rules for the Research Ethics Committee (approved on 16 March)
- Language Plan Implementation Framework (approved on 16 March)
- Quality Policy (approved on 22 June)
- Teaching and Learning Policy (approved on 22 June)

- Assessment and Moderation Policy (approved on 22 June)
- Policy on the Generation and Approval of Policies (approved on 22 June)
- Procurement Policy (approved on 22 June)
- Policy on Academic Dishonesty (approved on 21 September)
- Recognition of Prior Learning Policy (approved on 21 September)
- Study Guide Policy (approved on 21 September)
- Archives, Museum and Collections Policy (approved on 23 November)
- Institutional Library Policy (approved on 23 November)
- Research and Innovation Policy (approved on 23 November)
- Financial Policy and Rules (approved on 23 November)
- Disability Policy for Employees (approved on 23 November)

New, fully aligned policies, rules and procedures are being developed as part of the process of entrenching the NWU culture of management effectiveness. This will be an ongoing activity.

The Institutional Plan 2008-2010 was approved by Council on 23 November 2007 and will be submitted to the Department of Education in early 2008.

■ Teaching-learning

After the approval of the 2009 minimum admission requirements for generic and professional qualifications offered by the NWU, these requirements were reported to Higher Education South Africa (HESA) and published on the NWU website. The NWU's Varsity Student System is being

In the area of corporate governance, the NWU has become a **leader** in the tertiary education sector: its ranking improved from fourth to joint **first** position in the PricewaterhouseCoopers Higher Education Excellence Awards of 2007.

- Dr LK Sebege, Chairperson of Council



Mafikeng Campus



Potchefstroom Campus



Vaal Triangle Campus

adapted to deal with the student registration period of 2009, while also enabling the necessary phasing out of the Senior Certificate dispensation. Information and advice about the new National Senior Certificate and subjects are provided as widely as possible.

Input was made to the HESA process for developing the required new admission regulations to be promulgated by the Minister of Education in terms of the Higher Education Act, 1997. The practical implications of the new approach to admission, assessment and the results regime, among others, are being closely monitored, and appropriate interventions are being developed to deal with the various challenges anticipated.

● Financial matters

Council approved the 2008 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 participatory structures was in place at the various campuses in 2007. These structures were inherited from the merging universities and, although initially intended as transitional measures, have been effective in promoting employee and student participation. They 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

Both merger partners had distinctive values-based cultures, necessitating the adoption of a common, unifying set of values for the new University. This process began during 2004 when the NWU Council adopted a Code of Conduct for Council Members and appointed a representative four-member Core Task Team to develop a Code of Ethics and Codes of Conduct for the entire NWU.

The process continued with the 2005 visioning process, in which 11 NWU end-values were approved. The Core Task Team then worked with approximately 60 campus panel members from all divisions to define the end-values. As this process neared completion, it became clear that the behavioural changes required to build a new culture could only be achieved through a university-wide change management exercise focusing on the importance of applying shared values in the day-to-day operations of the University. To achieve this, Institu-

tional Management selected four instrumental or 'do' values, namely integrity, commitment, accountability and respect, for incorporation into every aspect of NWU operations. This would require all staff members to participate in the institution-wide change process, both personally and in their work or study environments and processes, by practically demonstrating the do-values and sharing their insights with others involved in the same work processes. This practical demonstration of the do-values is due to become part of individual performance agreements and reward processes of the NWU from 2008 onwards. The outcome of this process can then be consolidated using the defined NWU end-values of human dignity, equality, freedom, integrity, tolerance, respect, commitment to excellence, scholarly engagement, academic freedom, justice and transparency. The final step will be to adopt a coherent Code of Ethics and Codes of Conduct for the NWU. The Institution's progress towards embedding a value orientation in the organisational culture will be regularly assessed through the bi-annual Culture and Climate Surveys conducted among NWU staff.²

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 and forums that create 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.

Self-evaluation by Council

The effectiveness of Council, its committees and its relationships with Senate and Management is a priority for Council.

The matter has featured prominently on Council meeting and workshop agendas since mid-2005 and this focus continued throughout 2007.

An important corporate governance benchmark is the annual PricewaterhouseCoopers Higher Education Excellence Awards. In 2007, the NWU improved its ranking to first out of twelve participating institutions, confirming the significant progress made in terms of corporate governance.

The shortcomings that were identified in the previous year's assessment for this award have been addressed and resolved, an example being Council's utilisation of its committees, in particular the Audit Committee and risk management processes. A concerted effort was made during 2007 to improve further the functioning of Council and its committees, such as by implementing a matrix to monitor the progress of all outstanding matters on the agendas of Council, its committees and Senate.

The questionnaire used for the 2006 round of self-evaluation was reviewed and amended in line with national and international best practice and to ensure that self-evaluation is linked to institutional goals and the NWU Institutional Plan. On approval of the amended questionnaires, a self-evaluation process was undertaken during October and November 2007 to assess the effectiveness and accountability of Council and its committees.

The results of the 2007 self-evaluation process were considered by Council at its meeting on 23 November 2007. The matter was then referred to the Council Executive Committee, which was requested to identify any remaining shortcomings and to make recommendations as to how these could be addressed. The Council of the NWU has increased the efficiency of its governance and oversight function during 2007.

It is functioning better than in the previous years and is making a substantive contribution to the ongoing success of the University. ●

This report was approved by the NWU Council on 20 June 2008.

² A Culture and Climate Survey was conducted among NWU staff at the end of 2007. The results are included in the report of the Executive Director: Human Capital Development.

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, Senate approves all academic programmes and academic-related work, including teaching-learning, research and innovation and implementation of expertise (incorporating community engagement programmes). Senate, being accountable to 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, comprises:

- 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)
- The Chairperson of Council or delegate and one other Council member elected by Council
- Persons responsible for research, academic support and library and information services
- Academic staff members co-opted by 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 2007 to fill the vacancies in Senate, as well as to elect Senate's designates to Council in accordance with the Statute.

Ordinary meetings of Senate were held four times during 2007: on 7 March, 15 May, 22 August and 24 October. The average attendance at Senate meetings was 69%.

Senate has established relevant Senate Standing Committees and task teams to attend to specific tasks such as the revision and development of policies, the implementation of the Critical Cross-Field Outcomes at the NWU, the institutional research and innovation activities and the alignment of academic programmes and research.

The following Senate Standing Committees were in place during 2007:

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

The following committees, developed over a period of time but finally established during 2007, report to ICRI and thus also to Senate:

- Institutional Research Support Commission
- Research Ethics Committee

In addition, the establishment of a Higher Degrees Committee has been approved in principle. This committee's proposed role is to monitor the quality assurance processes with regard to master's degrees and PhDs across the three campuses of the NWU.

Institutional Research Support Commission

The Institutional Research Support Commission annually evaluates the progress of each research entity (niche area, focus area, research unit, centre of excellence), as well as their planning and applications for funds for strategic purposes. The Commission conducts these evaluations with a view to providing advice on the promotion of innovation, the improvement of quality and the application of research policy and procedures. Its members are appointed for a three-year term, with the possibility of re-appointment for another term. The members are appointed by the Institutional Senate.

Research Ethics Committee

The Research Ethics Committee consists of members who are nominated for a three-year term and can be re-nominated for a further three-year term. The Committee oversees the work of campus research ethics subcommittees, which operate in all research focus areas requiring ethical approval of research. The establishment of any subcommittee must be approved by the Rector of each campus, as well as by the main Research Ethics Committee. The main Committee meets once a year but can also be convened for special meetings, should the need arise.

Within the framework of the policy of the NWU, the role of the Research Ethics Committee is to formulate norms for ethical guidelines with which all research on humans, animals and human and animal material, as well as genetic material from all living organisms, should comply. On the basis of these norms, the Committee then develops the documentation required to apply for approval of protocols. After assessing the protocols through the campus subcommittees, the Research Ethics Committee issues a letter of approval or makes recommendations for the improvement of the protocol.

No project may commence without such letter of approval, and if it does, the researchers and subjects/participants will not be covered by the NWU's insurance.

The Research Ethics Committee oversees research regulated by the ethical guidelines by requesting a written report from each current project at least once a year. Should a project leader fail to submit such a report, the Committee can withdraw approval for the project.

The Research Ethics Committee has no disciplinary authority and non-observance of the approved procedures by a researcher is referred to the responsible member of the Institutional Management for further action. Should a project leader fail to adhere to the stipulations of the protocol, the Research Ethics Committee's approval for the project could be withdrawn.

The Committee, which is also responsible for the training of researchers and committee members on the ethical guidelines with which research should comply, reports to Senate and the Institutional Research and Innovation Committee on its activities once a year.



Higher Degrees Committee

The Higher Degrees Committee, whose establishment has been approved in principle, will have the following Terms of Reference:

- Evaluate and monitor all processes currently in use on the three campuses with the aim of optimising the processes, to maintain commonality of procedures and to assure quality;
- Formulate and determine policy, standards and administrative procedures (admissions, supervision, examination, progress and performance) for the awarding of higher research degrees;
- Make recommendations to Senate on legislation, statutes, regulations, policies and procedures relating to higher degrees by research and, where appropriate, make recommendations to the Institutional Committee for Research and Innovation;
- Consider all policy-related recommendations from Campus Senate Committees in relation to higher degrees and make recommendations to the Institutional Committee for Research and Innovation;
- Consider reports annually from Campus Senate Committees and review outcome details and statistical reports for all research higher degrees, and provide an annual summary to the Institutional Committee for Research and Innovation;
- Consider all recommendations from the Committee for the classification of theses and dissertations;
- Monitor the research supervision work load per academic and advise Management accordingly; and

- Monitor the application of NWU policies such as the General Academic Rules, including the requirement that no supervisor may act as examiner of a higher degree.

Senate task teams

Senate has established and appointed members to a Task Team on Shared Disciplines, to determine principles and/or guidelines for faculties regarding subject-related applications. These include proposals to offer subject matter that could duplicate that already offered by other faculties, as well as clear indications of the allocation of subsidy in such cases. In addition, a task team was established to develop processes and procedures for preventing academic misconduct and dishonesty. As a result, a policy on plagiarism and other forms of academic dishonesty or misconduct was developed and approved. These developments arose from academic irregularities that occurred on all three campuses of the NWU in 2007. Senate also agreed in principle that a Higher Degrees Committee be established to monitor the quality assurance processes across the campuses.

Objectives achieved

The Senate's main responsibility and objectives for the year were to govern the academic business through activities such as the finalisation of uniform admission requirements, monitoring the progress of the academic alignment process, and developing several policies 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.

The Senate's main responsibility and objectives for the year were to **govern the academic business** through activities such as the finalisation of uniform **admission requirements**, monitoring the progress of the **academic alignment** process, and developing several **policies** in terms of the Higher Education Act and the Statute.

- Dr T Eloff, Vice-Chancellor

Senate, through its Institutional Committee for Academic Standards (ICAS), also contributed to academic programme alignment. For this purpose, the four previously established academic committees of ICAS, encompassing all the NWU's learning fields and faculties, continued their activities. 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".

In 2007, Senate also adopted "transparency" as one of the do-values of the NWU, and contributed to processes to embed the University's four do-values.

The Research Entity Development Model was approved for implementation as follows:

- Level 1: Niche Area
- Level 2: Focus Area
- Level 3: Unit
- Level 4: Centre of Excellence

Research entities have the following characteristics:

- Activities fit within the strategic goals and priorities of the NWU;
- Longer-term multidisciplinary activity is focused across faculties/campuses;
- They represent a significant organisational grouping with critical mass;
- Income is obtained from a variety of sources;
- They have the support of the relevant faculties and schools;
- A recognised core of staff, space, equipment and facilities is associated with the area; and
- They have their own identifiable cost centre(s) and accounts.

The refinement of the current Focus Area Model to a Research Entities Model is linked to the research mission, goals and objectives of the NWU.

Since research entities (or their constituent parts) will not all be at the same level, a development trajectory is required with carefully prepared and accepted criteria. The underlying principle in the identification and development of research entities is that the University and each campus will develop

research strengths relevant to their areas of specialisation and local context. Each campus will therefore develop and manage its own research entities, based on the strategic research priorities identified by the Institution. The research entities must have broad thematic areas (at various levels) with constituent sub-areas or programmes. They must also be aligned with the national Research and Development Strategy.

Changes in academic structures

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

In all, the NWU had 14 faculties in 2007, 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.
- 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.
- 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/units are:
 - Unit for Business Mathematics and Informatics
 - Unit for Development in the South African Constitutional State
 - Unit for Environmental Sciences and Development
 - Unit for Languages and Literature in the South African Context
 - Focus Area for Teaching-Learning Organisations
 - Unit for Energy Systems
 - Unit for Reformed Theology and the Development of the South African Society
 - Unit for Space Physics
 - Focus Area for Sustainable Social Development
 - Unit for Drug Research and Development

- Focus Area for Separation Science and Technology
- Workwell: Research Unit for People, Policy and Performance
- Africa Unit for Transdisciplinary Health Research (AUTHeR)

Programme alignment

For more information regarding programme alignment and the programme alignment scorecard, see the report of the Executive Director: Teaching-Learning and Vice-Principal.

Teaching-learning

Student enrolment

Admissions policy

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

In 2007, the Institutional Admissions Committee reached consensus and finalised 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 that:

- the number and achievement levels at which Grade 12 subjects will be counted;
- Life Orientation will not count towards the APS in 2009;
- Mathematics or Mathematical Literacy will be required; and
- the "fourth outcome" of Mathematics ("Data Handling and Probability") will be a recommendation.

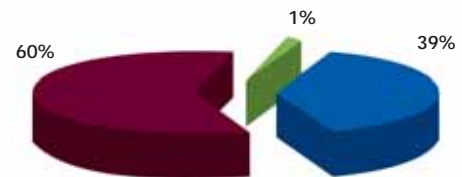
In addition to meeting the legislative and policy requirements of the Department of Education, the adopted admissions model is aligned with the higher education sectoral approach brokered by Higher Education South Africa (HESA). The adopted model with APS Scores and requirements for admission to specific qualifications was approved by the Senate Executive Committee (Senex) on 18 June 2007 and by Coun-

cil on 22 June 2007. Once completed, a uniform document containing the admission requirements for the NWU for 2009 will be published in terms of section 37 of the Higher Education Act.

Students enrolled for 2007

	Mafikeng	Potchefstroom	Vaal Triangle	Total
First-years	1 340	4 048	650	6 038
Seniors	7 362	28 675	2 675	38 712
TOTAL	8 702	32 723	3 325	44 750

Students enrolled 2007 - Contact and distance



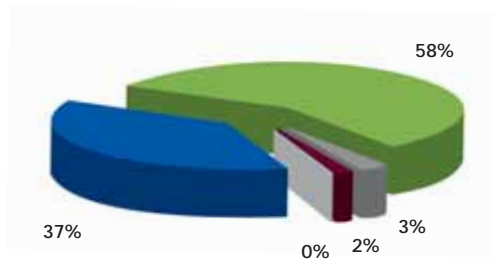
- Contact
- Distance
- Distance TFT



Racial and gender composition of the student body in 2007

Year	Race					Gender		Total
	White	African	Coloured	Asian	Unknown	Male	Female	
2002	10 300	20 131	791	283	1 611	12 856	20 260	33 116
2003	11 446	21 713	1 052	325	1 860	14 199	22 197	36 396
2004	12 745	25 894	1 269	324	1 038	15 792	25 478	41 270
2005	13 422	23 907	1 207	338	221	15 097	23 998	39 095
2006	14 288	22 411	1 220	616	173	14 766	23 942	38 708
2007	16 745	25 923	1 361	704	17	16 134	28 616	44 750

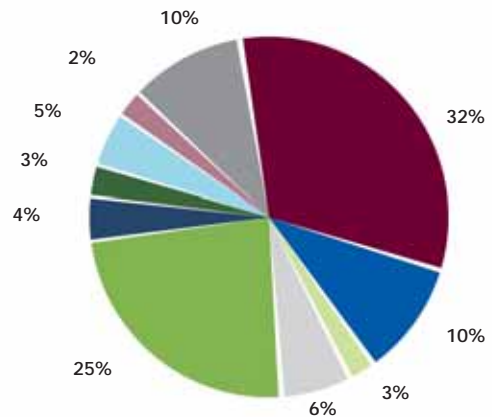
Race 2007



Gender 2007



Geographical origins of students



Registration by qualification type

2007 Qualification type	Attendance mode			Grand Total
	Distance	Contact	Distance TFT ¹	
General Academic First Bachelors Degree	3	10 101		10 104
Doctoral Degree	20	806		826
Honours Degree	83	2 081	3 456	5 620
Master's Degree	60	2 569		2 629
Postgraduate Bachelors Degree		1	1	2
Postgraduate Diploma		305	29	334
Undergraduate Diploma (1&2yr)	1	2 105	10 732	12 838
Undergraduate Diploma (3yr)		668	3 072	3 740
Professional First Bachelors Degree (4yr)	112	6 564	249	6 925
Professional First Bachelors Degree (3yr)	291	1 251		1 542
Occasional student	2	187	1	190
GRAND TOTAL	572	26 638	17 540	44 750

2007* as at 1 May 2008 (as per 2nd HEMIS submission 2007)

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

Examinations

The examinations took place as follows:

First semester

First examination:

2 to 23 June 2007

Second examination:

9 to 19 July 2007

Second semester

First examination:

27 October to 16 November 2007

Second examination:

20 to 30 November 2007

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.

Student support, financial aid and tuition fees

Student Counselling Services: Potchefstroom Campus

This campus has extensive student counselling services, including:

- The Student Support System, a highly effective peer help system, which in 2007 consisted of 180 trained peer helpers (students). The peer helpers have referred a significant number of students to the Student Counselling Services and the Institute for Psychotherapy and Counselling. A crisis line for the handling of trauma cases, which was activated in the course of 2006, continued in 2007.
- Extensive and comprehensive testing, screening and counselling services, which were provided to about 9 000 students during 2007, compared to 8 414 in 2006.
- Assistance for students with disabilities. A draft policy on disability has been compiled at institutional level and is in the process of completion. The Student Counselling Service on this campus will act as the co-ordinator for all issues

concerning students with disabilities and a procedure document has been drafted to create effective co-operation among different sections, such as Academic Administration, Communications, the Library and Accommodation and Catering Services.

Student Counselling Services: Mafikeng Campus

The NWU has extended the scope and quality of counselling services available to students at the Campus, with the following achievements recorded in 2007:

- Thirty peer helpers were trained and deployed in the faculties and at student residences.
- The Disability Desk, which has one part-time temporary staff member, assisted 16 students and liaised with the South African National Council for the Blind (SANCB) and Disabled People South Africa (DPSA). It also organised a disability awareness day and observed World Disability Day in November 2007.
- Fifteen career assessments were conducted.

Student Counselling Services: Vaal Triangle Campus

Counselling services are available to students on a continuous basis. A peer helper group, known as CH@S (Connecting Helpers and Students), was trained and has assisted numerous students identified as being in need of psychosocial or academic assistance. They were then referred for intervention sessions.

The Department of Student Development provided assistance and guidance to students in choosing programmes of study, inspiring them to achieve their educational goals and enabling them to make appropriate and realistic career choices. Workshops were presented to enable undergraduate and graduate students to present their academic profiles and individual competencies in a professional manner.

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 the National Student Financial Aid Scheme (NSFAS) for the quality and speed of the NSFAS administration on NWU 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 2007, Financial Support Services was established as a one-stop shop for student support by introducing the following changes:

- Improving the NSFAS payout system through the new financial system, ensuring a faster, more professional service to students;
- Streamlining 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;
- NSFAS;
- 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 2007:

Source	Campus	Value (R'million)
University funds	Potchefstroom	25,2
University funds	Vaal Triangle	1,8
University funds	Mafikeng	2,2
Alumni loans	Potchefstroom	0,5
Trust funds	Potchefstroom	1,0
TOTAL	NWU	30,7

The table below shows the allocation of financial assistance to postgraduate students from the NWU’s own resources in 2007:

Source	Campus	Value (R'million)
University funds	Potchefstroom	11,3
University funds	Vaal Triangle	2,3
University funds	Mafikeng	2,6
TOTAL	NWU	16,2



The high point of the year was undoubtedly the “**excellent**” rating that the NWU received from the National Student Financial Aid Scheme (NSFAS) for the **quality** and **speed** of the NSFAS administration on NWU campuses.

The next table shows financial assistance allocated to undergraduate students from external funding sources in 2007:

Source	Campus	Value (R'million)
External funds	Potchefstroom	14,7
External funds	Vaal Triangle	4,2
External funds	Mafikeng	14,0
Engenius project (Engineering students)	Potchefstroom	12,5
TOTAL	NWU	45,4

The table below shows the allocation of financial assistance to postgraduate students from external funding sources in 2007:

Source	Campus	Value (R'million)
External funds	Potchefstroom	11,9
External funds	Vaal Triangle	0,6
External funds	Mafikeng	0,8
TOTAL	NWU	13,3

The following table shows the allocation of financial assistance to undergraduate students from Government Funding (NSFAS and Funza Lushaka) in 2007:

Source	University funds	Value (R'million)
NSFAS	Potchefstroom	15,3
NSFAS	Vaal Triangle	15,3
NSFAS	Mafikeng	19,7
TOTAL	NWU	50,3
OVERALL TOTAL	NWU	155,9

Tuition fees

Tuition fees increased for 2007.
Potchefstroom and Vaal Triangle Campuses on average by 5,5% (2006: 5%)
Mafikeng Campus on average by 11,5% (2006: 11%)

The fees payable on registration for 2007 were:	R
Mafikeng Campus	
Registration fee	450
Tuition 1 st payment	2 200
Residence fee per semester – on campus	2 825
Residence fee per semester – Gloria Park	6 500
Potchefstroom Campus	
Registration fee	750
Additional levy full-time non-resident students	50
Tuition fees 1 st payment	3 250
Residence fees 1 st payment	3 000
Meal deposit, if meals will be taken on account	850
Vaal Triangle Campus	
Registration fee	750
Additional levy full-time non-resident students	70
Tuition fees 1 st payment	3 250
Residence fees 1 st payment	3 000
Meal deposit, if meals will be taken on account	850
The fees payable upon application for admission to a residence:	R
Potchefstroom Campus	
Residence deposit – all students	500
Residence confirmation deposit – 1 st year students	1 000
Vaal Triangle Campus	
Residence deposit – 1 st year students	550
Residence deposit – senior students	300

Success rates

The ratio between the number of undergraduate students and the total full-time equivalents (FTEs) increased in 2007, in both the contact and the distance categories.

Key ratios of FTE to headcount enrolments – contact	Contact	
	2006	2007*
FTE undergrads as % of undergrad heads	89%	89%
FTE postgrad < master's as % of postgrad heads < master's	84%	87%
FTE intermed postgrad as % of master's heads	32%	32%
FTE higher postgrad as % of doctoral heads	61%	52%
TOTAL FTE AS % OF TOTAL HEADS	82%	83%

2007* as at 1 May 2008 (as per 2nd HEMIS submission 2007)

Key ratios of FTE to headcount enrolments – distance	Distance	
	2006	2007*
FTE undergrads as % of undergrad heads	54%	67%
FTE postgrad < master's as % of postgrad heads < master's	31%	30%
FTE intermed postgrad as % of master's heads	50%	31%
FTE higher postgrad as % of doctoral heads	70%	55%
TOTAL FTE AS % OF TOTAL HEADS	47%	59%

2007* as at 1 May 2008 (as per 2nd HEMIS submission 2007)

Throughput rate of contact undergraduate students ²	Heads 2007	Graduates 2007	Throughput rate 2007	Throughput rate 2006	Throughput rate 2005
1st certificates and diplomas of 2 years or less	2 105	1 024	49%	59%	8%
1st diplomas and bachelors degrees: 3 years	12 020	2 452	20%	21%	24%
Professional 1 st bachelors degree: 4 years and more	6 564	1 171	18%	18%	17%

² The definition of "throughput rate" is the total number of graduates divided by total number of enrolments in specific year.

Throughput rate of distance undergraduate students	Heads 2007	Graduates 2007	Throughput rate 2007	Throughput rate 2006	Throughput rate 2005
1st certificates and diplomas of 2 years or less	10 733	3 432	32%	26%	18%
1st diplomas and bachelors degrees: 3 years	3 366	516	15%	15%	10%
Professional 1 st bachelors degree: 4 years and more	361	95	26%	27%	11%

Throughput rate initiatives

- On the **Potchefstroom Campus**, all deans were required to provide norms for pass rates in the faculties, and these are being used to determine which groups need to engage in supplemental instruction. Further work is being done to improve assessment practice as part of the changed academic timetable. Upgrading of staff qualifications received special attention during 2007.
- On the **Vaal Triangle Campus** in 2007, a total of 33 Supplemental Instruction (SI) facilitators assisted in the implementation of SI in 51 modules in seven programmes. SI was deployed in 21% of at-risk modules (defined as modules with a pass rate of less than 50%). These SI sessions were attended by 12 290 students (with most students obviously attending more than one session).
- On the **Mafikeng Campus**, the Academic Development Centre (ADC) implemented the Supplemental Instruction (SI) programme as a means of improving throughput in at-risk modules. Furthermore, several workshops were conducted for groups of students and individual consultations held on study strategies and research proposal writing. A larger number of postgraduate students were assisted with their research projects. In addition, the electronic learning system eFundi was implemented as another strategy to improve throughput and five modules were piloted in 2007. This project assists students to access learning materials and complete learning activities online. In this way, lecturers' workloads are reduced, as is overcrowding in lecture halls. The system also enhances individual communication between the lecturer and students.

In addition, several steps were taken to enhance the skills of lecturers. These included encouragement to participate in the Institutional Teaching Excellence Award (ITEA) programme, presenting workshops and courses for lecturers, and providing incentives for academic staff to pursue further studies.

Graduates for 2007

(per ceremony date after complying with the examination requirements in 2007)

Campus	Ceremony	Total
Mafikeng Campus	September 2007	556
	March 2008	1 821
TOTAL		2 377
Potchefstroom Campus	September 2007	2 497
	April / May 2008	1 041
	March 2008	4 646
TOTAL		8 184
Vaal Triangle Campus	September 2007	112
	April / May 2008	673
TOTAL		785
GRAND TOTAL		11 346

2007* as at 1 May 2008 (as per 2nd HEMIS submission 2007)



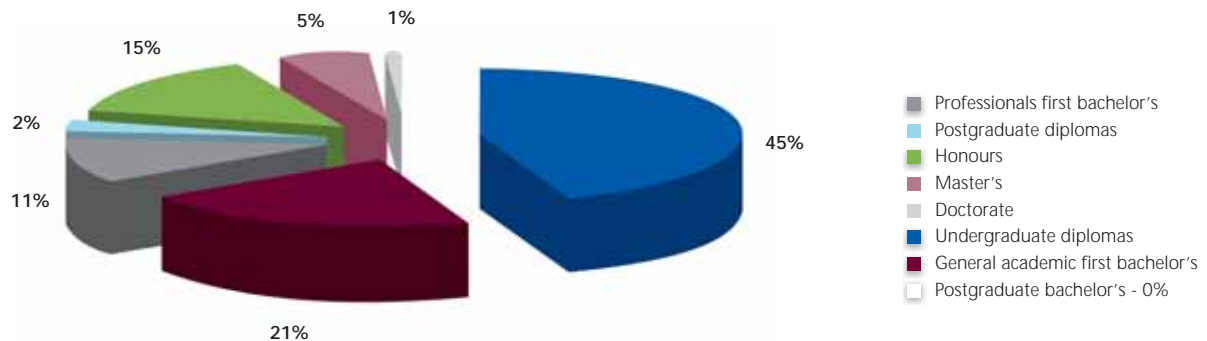
Degrees and diplomas conferred at the NWU since 2002³

Degrees and diplomas conferred	2002	2003	2004	2005	2006	2007
First degrees	2 115	2 281	3 293	3 235	3 722	3 646
Diplomas	3 276	3 237	4 431	2 448	3 545	5 267
Honours	607	920	1 179	1 281	1 679	1 691
Master's	571	606	628	700	765	618
PhDs	59	92	84	85	110	124
TOTAL	6 628	7 136	9 615	7 749	9 821	11 346

³ The figures for 2002-2003, before the merger, are projected back as if the merger had already taken place.

During 2007, Senate continued to monitor the **core academic and research business** to ensure that **the interests of students** lie at the heart of the NWU's academic, research and support infrastructure.

Degrees and diplomas awarded by qualification type



Research

During 2007, the NWU continued on its strategy of developing the research profile from the current status of a tuition-based university with focused research to that of a balanced tuition and research university. Specific funds were earmarked to initiate a range of research capacity-building programmes, as well as for research equipment.

In order to achieve the research goals contained in the new strategy, the University has set out to:

- invest significantly in research infrastructure
- optimise the research entity management model
- invest significantly in capacity building
- align its innovation activities with its traditional core business
- form innovative and impacting collaborative research networks
- focus increasingly on platform projects with multi-disciplinary span
- extend significantly its postdoctoral programme.

In this regard, the following milestones of the year are pertinent:

- Research infrastructure was further improved through the NWU's continued investment in expensive equipment. In 2006, R13,9 million was allocated for research equipment and general research capacity building compared to R3 million in the previous year. In 2007, a further R10 million was allocated for 2007, which included investing in a Centre for High-Performance Computing.

- The Research Entity Management Model was approved and is in an advanced stage of implementation.
- Research capacity building is continuing. As an example, 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.
- A number of new collaborative research networks or platform projects were further developed, initiated or established, such as the DST Centre of Competency in Hydrogen, the DTI Centre for Advanced Manufacturing and the Centre for Metabolic Defects.
- The number of postdoctoral fellows grew from 19 in the previous year to 34 in 2007.
- There has also been a significant increase in the number of NWU researchers with National Research Foundation (NRF) ratings. As at 31 December 2007, the University had 95 NRF-rated researchers, as follows:
 - A ratings: 2
 - B ratings: 9
 - C ratings: 65
 - P ratings: 1
 - Y ratings: 14
 - L ratings: 4

A total of 36 NWU staff members applied or re-applied for NRF rating in 2007. Of these, the outcome of 33 applications has been received to date:

- 33 researchers received a rating.

- One was rated at A1 level.
- Two were rated at B2 level.
- Two were rated at C1 level, 15 received C2 and six C3 ratings.
- Two researchers were rated at Y1 level and four at Y2 level.
- One researcher received an L rating.
- As a result of the latest applications, the Mafikeng and Vaal Triangle Campus each have two rated scientists. The Potchefstroom Campus has a total of 91 rated scientists.

Postgraduate recruitment

The fact that slightly fewer students were registered for master's and doctoral studies in 2007 (3 455 students in 2007, compared to 3 500 in 2006) reinforced the University's objective to broaden its pool of research skills by actively recruiting master's and doctoral students.

Incentives for improved research output

- 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, the new incentive model was implemented in 2007, based on a weighting system for a publication in international and local journals and a weighting system for the frequency of the publication.

Article equivalents published

The accredited research article equivalents show that the target of a five percent increase was met.

As indicated in the table below, it is clear that the core business of the NWU is progressing well.

	2004	2005	2006	2007
Article equivalents	271,60	318,38	351,50	358,22
Conference proceedings	3,30	7,58	7,80	13,96
Books	0,15	0,23	1,55	6,04
TOTAL	275,05	326,19	360,85	378,22



	2004	2005	2006	2007
Total research output units	798	865	1,074	1,057

	2004	2005	2006	2007
Total student enrolment	40 145	38 596	38 709	44 750
Undergraduate pass rate (contact and distance)	75,20%	78,80%	78,36%	79,48%
Total degrees and diplomas awarded	9 657	7 746	9 825	11 346
Master's degrees awarded	628	700	765	618
PhDs awarded	84	85	110	124
Article equivalents published (total)	275	326	361	378
NFR-rated researchers	73	85	82	95

Conclusion

Considering its heavy workload and the complexity of the academic and research matters it dealt with during the year, Senate and its committees and task teams are to be commended for the headway made and leadership provided. The new admissions model was approved, guidance was given on the academic alignment process and certain critical policies were adopted, such as the policy on plagiarism and other forms of academic dishonesty or misconduct. Senate also evaluated and approved the new model for the management of research entities at the University, which will create a growth trajectory for researchers across the organisation. In addition, Senate continued to monitor the core academic and research business to ensure that the interests of students lie at the heart of the NWU's academic, research and support infrastructure. Its leadership is assuring the NWU's credibility as a university that subscribes to the highest standards of quality and conduct in its academic and research endeavours. ■



Dr T Eloff
CHAIRPERSON OF SENATE



As the **highest academic governance structure** within the NWU, **Senate approves** all academic programmes and **academic-related work**, including **teaching-learning**, research and innovation and **implementation of expertise**.

REPORT OF THE INSTITUTIONAL FORUM

Following the elections held towards the end of 2006, the first permanent Institutional Forum of the University held its constituting meeting on 1 March 2007. The process of establishing the Institutional Forum, which replaces the interim structure put in place after the merger-incorporation, was facilitated by the Institutional Registrar.

Role and composition of the Institutional Forum

Fundamentally, the role of an Institutional Forum (IF) is to advise the Council on matters such as the appointment of senior management, policies that promote race and gender equity, codes of conduct and the management of cultural diversity. During 2007, the newly constituted IF created the framework that will ensure it fulfils its mandate effectively.

Members of the Institutional Forum for 2007

The IF comprised 18 members in 2007, representing the three campuses. One of the first tasks of the IF was to elect the members of the IF Executive Committee, consisting of a chairperson, deputy chairperson and secretary. Mr TP Venter, a member of the NWU's administrative staff, officiated as Chairperson, while Dr MSM Molefe acted as Deputy Chairperson and Prof C de W van Wyk as Secretary. When Dr Molefe resigned as an employee of the NWU, Prof van Wyk was elected Deputy Chairperson.

Seven groups of stakeholders were represented on the IF in 2007, as follows:

Council:	Dr CJ Smit
Management:	Prof ND Kgwadi
Senate:	Prof R Roos and LM Vermeulen and Dr MSM Molefe
Academic, non-Senate employees:	Prof C de W van Wyk and Dr RFA Maarman
Non-academic employees:	Messrs TP Venter, JA van der Walt and VL Mothobi
Unions:	Mr PJM van Niekerk and Ms J Pires-Putter
Students:	Messrs GH Jefthas, IC Swartz, M Mofolo, M Tebakang and G Ncebeshe, and Ms L Bosiambe



Mr TP Venter, Chairperson of the Institutional Forum

Matters dealt with

The IF was represented on the panels that appointed two senior managers of the NWU during 2007, namely the Executive Director: Human Capital Development (Mr VL Mothobi) and the Institutional Registrar (Dr NT Mosia).

On 22 October 2007, Prof MS Zibi, Chairperson of the University's Human Rights Commission (HRC) addressed the IF on the role of the HRC in a document entitled "Activities of the North-West University's Human Rights Commission for 2007". On 11 September 2007, the IF held a strategic workshop on the way forward for human rights at the NWU. As part of this workshop, a turnaround strategy for the HRC was designed in order to position the body as an indispensable instrument of transformation at the NWU. The Human Rights Commission is a permanent sub-committee of the Institutional Forum. The Commission will report to Council via the IF.

Conclusion

As a permanent body, the new IF has 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 the 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. Furthermore, the IF fully supports the NWU's "do-values" of integrity, commitment, accountability and respect, aimed at taking the University forward towards achieving its vision and mission within the parameters of the Constitution of South Africa. ■



Mr TP Venter
CHAIRPERSON: IF



Prof C De W Van Wyk
DEPUTY-CHAIRPERSON: IF

Performance agreements

were in place for all members of the top management team in 2007, in alignment with the **Institutional Plan** and based on implementation plans with clearly defined objectives.



INSTITUTIONAL MANAGEMENT OVERVIEW

Composition of the Institutional Management	52
Report of the Vice-Chancellor	54
Report of the Executive Director: Teaching-Learning and Vice-Principal	60
Report of the Institutional Registrar	68
Report of the Executive Director: Human Capital Development	72
Report of the Executive Director: Corporate Affairs and Relations	78
Report of the Executive Director: Research and Innovation	82
Report of the Executive Director: Finance and Facilities	88

COMPOSITION OF THE INSTITUTIONAL MANAGEMENT

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

Following the merger-incorporation, 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, in 2006 identified the need to evaluate the previous 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 that included the following changes:

- The portfolios of Institutional Directors were changed to Executive Directors.
- The portfolio of Vice-Principal was restructured to Executive Director: Teaching-Learning and Vice-Principal.
- The portfolio of Institutional Manager: Corporate Communications was restructured to Executive Director: Corporate Affairs and Relations.
- The portfolio of Institutional Director: Human Resources, Students, Innovation and Research was divided into two separate portfolios namely Executive Director: Research and Innovation and a new portfolio, Executive Director: Human Capital Development.

The newly restructured Institutional Management took effect from 1 January 2007.

The NWU management structure is set out on page 53.

At the NWU, there is a clear understanding of the respective roles of **Council** and **Management**, and **mutual respect** for the contribution each makes to the effectiveness of the University.

- Dr LK Sebege, Chairperson of Council.



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



Executive Director: Human Capital Development
Mr VL Mothobi: Certificate in Personnel Management Practices (SBL, University of South Africa), Certificate in Labour Relations (University of South Africa), BA Humanities (Rand Afrikaans University).



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



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



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



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



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



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



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



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

REPORT OF THE VICE-CHANCELLOR

This annual report reflects the fourth year after the merged North-West University (NWU) came into being on 1 January 2004. It is clear that the NWU has reached normality and even early maturity in some aspects, and that in others more growth is taking place or needed. In a number of instances, we have already experienced what is called in organisational development terms the “S” curve – that point in an organisation’s growth where new interventions are needed to create a new, upward growth curve. This has been attended to in the University’s 2008-2010 Institutional Plan.



Dr T Eloff, Vice-Chancellor

The stability and success of the NWU as a merged university is highly appreciated in the higher education sector and beyond. This positive perception is based on the fact that we are reaching our targets as stipulated in the Institutional Plan. In 2007, the NWU yet again made considerable progress in positioning itself as a “stable, vibrant and entrepreneurial university”.

The overall strategic goal remained to become, by 2010, an effective and transformed balanced teaching-learning and research university.

In order to give further impetus towards this strategic goal, management specifically focused on a number of priorities during 2007 – including quality assurance, the improvement in the throughput rate and research output, and optimising systems and processes, ensuring that the management philosophy and practices within the unitary multi-campus context are promoted and practised at all levels. These matters are dealt with in detail in other sections of the report, and only a number of outstanding achievements are highlighted in this section:

Transforming the NWU towards increased unity

- The NWU was voted the best governed university in the annual effective management and corporate governance competition by PricewaterhouseCoopers.
- The new logo and branding strategy was accepted, is being rolled out and will be completed during 2009. It is heartening to note that the new logo, with its three chain links and campus colours, has been applauded by the whole NWU community, as a symbol of both the essential unity and the practical diversity of the University.
- The remaining structures as prescribed by the Statute were successfully implemented and most of the integrating policies, rules and procedures have been completed.
- Good progress has been made with the stabilisation of the ERP Oracle-based system, and the integration of IT systems has almost been completed, bringing the IT infrastructure on the respective campuses on the same level. The network is approaching 12 000 nodes, with about 180 servers in four data centres. This is a massive growth from

just 50 servers and a mere 3 500 nodes in 2004. The Mafikeng Campus was the biggest beneficiary in this regard.

- A second culture and climate survey was conducted at the end of 2007 and the University's "culture quotient" increased from 51,8% in 2005 to 58,3% in 2007. This is very good progress, as the "maximum" score in such a survey is 70%.
- The process regarding a code of ethics and conduct has, in 2007, taken the form of focusing on four do-values, namely integrity, commitment, accountability and respect. The practical application of these will continue into 2008.
- The application of the NWU's language policy has continued without any major problems in 2007. The NWU's language plan promoting functional multilingualism was submitted to the Minister of Education in June 2007. A new development is the multilingual NWU intranet, where a translation tool ("TransTips") assists users to access translated keywords written in other languages than their mother tongues.
- The employment equity targets, in terms of the various percentages, indicate that the employment equity programme continued unabated. Sustainable progress has been made, and by the end of 2007 the staff equity profile was as follows:

- Africans 36% (33% in 2006)
- Whites 60% (64% in 2006)
- Women 53% (55% in 2006)

- Good progress was made with regard to redress in terms of buildings and facilities. Building projects (including smaller upgrading and macro maintenance) in the order of R100m were completed, of which R45,2m was spent on the Mafikeng Campus.
- The performance management system was further implemented on the Mafikeng Campus (to the level of directors), and maintained on the other two campuses.
- The employee wellness program was maintained and implemented further, and included a social sport and interaction day attended by more than 350 staff members from all three campuses and the Institutional Office.
- In a bid to retain and further motivate high-performing staff, the top 10% performers in every unit (excluding management, i.e. directors and further) were identified at the end of 2007 through a set of specific criteria. These staff members (over 100) were given bonuses and, where necessary, their remuneration was adjusted.



Mr FJ du Preez
Director:
Office of the
Vice-Chancellor



Dr T Eloff
Vice-Chancellor



Dr MJ Venter
Advisor and
Director: Project
Manager,
Office of the
Vice-Chancellor



Ms AS de Waal
Manager: Management
Information



Ms ME Nel
Manager: Project Office

The stability and success of the NWU as a merged university is **highly appreciated** in the higher education sector and beyond. This positive perception is based on the fact that we are **reaching our targets** as stipulated in the Institutional Plan.

- Dr T Eloff, Vice-Chancellor

Teaching-learning

- The total student headcount of the NWU was 44 750 for 2007, making the NWU the fifth largest university in South Africa by headcount. The growth was mainly due to an increase of active distance teacher further training students (employed teachers), with 17 540 such students enrolled (37%).
- The undergraduate success rate has increased to 79,5% (78,5% in 2006), including more than 16 000 distance students (mainly in education). Some of the initiatives taken to effect this rate included:
 - the establishment of Supplemental Instruction (SI) on all campuses;
 - the successful introduction of the compulsory Institutional Course for New Lecturers (ICNL); and
 - the continuation of Internal Programme Evaluation (IPE).
- What also assisted students is the fact that the NWU managed financial aid for students (undergraduate and postgraduate) to the tune of more than R150m in 2007. This included R50m from NSFAS and more than R45m from the University's own funds.
- A sound foundation has been laid for academic programme alignment with the necessary structures in place. About 22% of undergraduate and 2,9% of postgraduate programmes have been aligned and included in the academic calendars for 2008.
- The campuses continued to reap the fruits of access programmes, such as the Ikateleng programme, which is delivering better prepared first-year students. The Whole School Development Programme has made substantial progress in 10 schools around Mafikeng, and funding for work in five more schools around Lichtenburg has been secured. In addition, at the request of the national DoE, the NWU has "adopted" seven Dinaledi schools – four in and around Potchefstroom and three in the Mafikeng area. Overall, the foundation programmes on the Mafikeng Campus also assisted students in achieving a very high pass rate.
- The harmonisation of admission requirements has almost been completed and as of January 2008, the NWU will have the same admission requirements in almost all faculties on its campuses.
- In total, a record of 11 346 degrees and diplomas were awarded, of which 618 were master's degrees and 124 PhDs.
- The graduation rate for undergraduate degrees and diplomas

for 2007 was an excellent 25,3%, up from 24% in 2004. The various campuses fared well in this regard with Mafikeng at 29,3%, Vaal Triangle at 24,2% and Potchefstroom at 24,9%.

Research

For 2007, significantly more was invested in research equipment and infrastructure. A very important development in 2007 was the acceptance of a new "research entity model". In terms of this model, which will be developed further and implemented during 2008, four research entities will be created at the NWU: niche areas, focus areas, units and centres of excellence.

The drive to improve the NWU research output is clearly paying off:

- The research output (the sum of research master's, PhDs times three, and published article equivalents) improved from just over 700 in 2004, to 1 074 in 2006, and to an estimated 1 060 in 2007.
- More than 10% of academic staff (95 in total) were NRF rated researchers at the end of 2007.
- The graduation rate for master's degrees for 2007 was 23,5%, which is down from the 28% in 2006 (when the NWU was the best in the country, jointly with Rhodes).
- The graduation rate for PhDs for 2007 was 15%, up from 14% in 2006 (when the NWU was fourth in the country with UCT and UJ).
- The number of postdoctoral students increased from nine in 2004 and 18 in 2006 to 34 in 2007.

It is also clear, however, that the research output in some areas have reached a plateau, and that new impetus is necessary. We believe that the implementation of the new research entities model, as well as more investment in research, will provide this in the years to come.

Implementation of expertise

In terms of entrepreneurial spirit, the NWU is going from strength to strength. As undertaken by Management, a specific framework for community engagement as an essential part of the implementation of expertise was finalised towards the end of 2007. The NWU now also has a full list of all community engagement projects on all campuses, numbering more than one hundred.

In terms of patents, the NWU is continuing to be the leading university in South Africa, not only with respect to the number of patents held, but also as far as the income derived from such patents is concerned. At the end of 2007, the NWU had 33 RSA patents, six of which are also registered in the USA.

The NWU created one more spin-off company in 2007, which brings the total number of spin-off companies since 1999 to 14. The NWU has seven subsidiaries and associated companies.

Quality

The NWU's quality policy was reviewed and the internal programme reviews continued. Good progress was made with regard to the preparation for the HEQC audit and even though the HEQC announced a change in the date of the Institutional Audit (to March 2009), the NWU decided not to lose the momentum that had already been gained by the self-assessment process. Good progress was made with the drafting of the self-evaluation portfolio.

Positioning of the NWU

Specific projects with regard to the positioning of the NWU in the higher education landscape included the following:

- The Soccer Institute on the Mafikeng Campus was launched in April 2007, and is functioning well.
- The Career Centre was established at the end of 2007, and will be fully operational by the end of June 2008.
- An office for Institutional Advancement (fundraising) was established.
- An initiative to establish a small network of like-minded universities consisting of the NWU, London South Bank University, Vrije Universiteit van Amsterdam and Montclair State University in the USA, was launched with a successful workshop on 10 and 11 November 2007. This will continue at the end of 2008.



Finances

The NWU has been blessed, not only with hardworking and entrepreneurial staff, but also with sound financial managers. The financial results for the last four years are a clear indication of that. The NWU could end the 2007 financial year on yet another healthy surplus of R85 million. Even more impressive is the fact that its own-generated income rose from R441 million in 2006 to R578 million in 2007, mainly due to a substantive increase in research contract income.

It is clear that the NWU's strategy to ensure stability in our core business whilst transforming our new Institution in a planned and sustainable manner, in accordance with the goals as outlined in the Institutional Plan, is bearing fruit. The following table denotes this graphically:

	2004	2005	2006	2007
Total student enrolment	40 145	38 596	38 736	44 750
Undergraduate pass rate (contact and distance)	75,2%	78,8%	78,5%	79,5
Graduation rate (number of degrees as % of total heads)	24%	20%	25,3%	25,3%
Total degrees and diplomas awarded	9 657	7 746	9 821	11 346
Master's degrees awarded	626	700	765	618
PhDs awarded	87	82	110	124
Article equivalents published (total)	275	327	361	375*
NFR-rated researchers	73	85	82	95
Total research output**	798	865	1 074	1 060*
Total budget	R953m	R1,080m	R1,253m	R1,420m
% income from government	45,1%	43,2%	42,8%	39,8%
Self-generated income***	R311m	R371m	R441m	R578m
Financial surplus/shortfall (recurrent items)	R25,8m	R53,8m	R62,6m	R65,5
Infrastructure: macro maintenance	R20,9m	R17,8m	R32,1m	R54,1m
Capital expenditure on new buildings	R5,9m	R29,3m	R44,5m	R46,8m

* Estimated

** Includes research master's, PhDs times three and publications

*** Includes accommodation, goods and services sold, contract work, patents and licensing fees

In 2007, the NWU yet again
made considerable progress
 in positioning itself as a **stable, vibrant**
 and **entrepreneurial university.**

Conclusion

With this record of performance, we have made good progress on the previous year's solid foundation to achieve our mission to become a transformed and balanced teaching-learning and research university. In the next phase, the NWU can accelerate towards increased unity and quality.

I want to express my gratitude to all students and staff who contributed to this excellent performance. Managers across the NWU's four business units must also be thanked. More specifically, members of the Institutional Management Team (including the three campus rectors) have gone the extra mile and performed an outstanding service to the NWU.

Finally, the Council of the University has supported Management in a spirit of critical solidarity. They have pushed us to new heights. I want to end with a special word of gratitude to the Council Chairperson, Dr Lydia Sebegu, without whose wisdom and resolve this would not have been possible. ●



Dr T Eloff
VICE-CHANCELLOR



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

Portfolio highlights of 2007

- The NWU Career Centre was established and will be fully operational in the 2008 academic year.
- More than 3 700 Supplemental Instruction sessions were offered to students on all three NWU campuses in at-risk modules.
- Science and Commerce Foundation programmes were incorporated into BSc and BCom degrees to establish extended degree programmes.



Dr MN Takalo, Executive Director: Teaching-Learning and Vice-Principal

The focus on academic transformation and accelerated organisational unity continued in 2007, with this portfolio gaining certain additional responsibilities relevant to its teaching-learning mandate and shedding some not directly related to it. Responsibility for Access and Access Programmes was added, as was the newly established NWU Career Centre, while International Liaison was relocated to the office of the Institutional Registrar. The portfolio retained responsibility for Academic Development and Support, the Quality Office and Library Services.

Academic Development and Support

This unit's main priorities for the year were to move forward with the alignment of the NWU's academic programmes and policies and implement Supplemental Instruction (SI) for students in at-risk modules. Another priority was to strengthen the University's academic skills base by introducing the consolidated Institutional Teaching Excellence Award (ITEA) and through standardised training for new lecturers.

● Academic policy alignment

Great care is being taken to ensure that academic alignment, a necessity after the merger in 2004, is based on a sound policy framework. Under this portfolio's leadership, the NWU made significant progress during the year in preparing aligned academic policies and taking them to the Senate for approval. Policies that received Senate approval in 2007 were those for Teaching and Learning, Assessment and Moderation, and Recognition of Prior Learning, as well as the Study Guide policy. In addition, Senate approved the guidelines for the writing of study guides and the second version of the academic programme alignment manual. The latter has clarified one of the most important outstanding issues in the alignment exercise: the structure of generally formative degrees in terms of credits and numbers of modules per NQF level. In this respect, an institutional decision about the implementation of the Critical Cross-Field Outcomes will be taken during 2008.

● Academic programme alignment

As a result of the merger, the NWU inherited a number of academic programmes that duplicated each other or were in decline and, at the same time, a substantial number that are of strategic value to the NWU. The purpose of academic programme alignment is thus to rationalise overlapping or redundant offerings, to strengthen programmes with strategic value and to achieve uniformity in terms of standards and structures.

There was also a strong focus during the year on the implementation of the policy and procedures set by the Institutional Committee for Academic Standards (ICAS). This resulted in the submission of 63 academic programme applications to ICAS, as well as 76 applications for short courses.

As at 1 January 2007, the start of the academic year, the NWU was offering a total of 705 programmes, of which 355 were undergraduate offerings and 350 postgraduate offerings. By the end of the year, 22% of the undergraduate programmes and 2.9% of postgraduate programmes had been taken through the alignment process, as the following table shows:

Academic Programme Alignment Score Card		
Alignment action taken	Under-graduate programmes	Postgraduate programmes
Number of programmes aligned	34	2
Number of programmes phased out	44	8
Number of programmes aligned and rationalised	78	10

● Academic staff development

The two main academic staff development activities of 2007 were the consolidation of the implementation of the Institutional Teaching Excellence Award (ITEA) on all three campuses and the ongoing presentation of the Institutional Course for New Lectures (ICNL).



The presentation of the first Institutional Teaching Excellence Award (ITEA) to academics from the Mafikeng Campus for 2007 is a **historic first** for this campus and it is envisaged that the ITEA process will gain even **more momentum** on that campus in 2008.

The ITEA has replaced the former VERKA awards, which were presented at the Potchefstroom Campus before the merger. Currently, all the NWU's academic staff are eligible for the new ITEA awards, which are designed to encourage lecturers to develop their teaching skills and demonstrate that their teaching practices are based on sound outcomes-based teaching principles, resulting in effective learning.

The ITEA selection process, approved by Senate in the previous year, entails observation of three contact sessions by an evaluation panel, student feedback on teaching, proof of innovative strategies and approaches to teaching-learning and the evaluation of a teaching portfolio. Candidates who win the Prestige ITEA award receive an amount of R18 000 for further professional development and those who meet between 75% and 79% of the criteria receive R12 000. Successful candidates receive their awards at a prestige function hosted by the Vice-Principal and the Vice-Chancellor of the NWU.

The consolidated awards were presented for the first time in 2007 to a total of 39 academic staff, of whom five were from the Mafikeng Campus, 29 from the Potchefstroom Campus and five from the Vaal Triangle Campus. Of the 39 awards made, 10 were Prestige ITEA awards, 19 were standard awards and 10 were development track awards. The presentation of the first ITEA awards to academics from the Mafikeng Campus for 2007 is a historic first for the Campus and it is envisaged that the ITEA process will gain even more momentum on the Mafikeng Campus in 2008.

The Institutional Course for New Lecturers (ICNL) was introduced in 2006 and its implementation extended in the year under review. The course introduces new academic staff to best practices and new trends in higher education, empowering them to facilitate learning and create effective learning environments and to do reliable learner assessments, while also familiarising them with the NWU's research and support structures and the foundation and ethical issues in science. In addition, it offers academic staff from all campuses the opportunity to share their experiences with each other and inform them where to find appropriate support services for teaching, learning and research activities.

Ninety staff members attended the ICNL in 2007, compared to 54 in the previous year.

● Academic development for students

Throughout the year, the NWU continued implementing Supplemental Instruction (SI) across all campuses. SI is widely used at universities and colleges across the world, and research has shown that students who participate in SI programmes tend to achieve better academic results than those who do not make use of any support and development programmes. With a view to improving student throughput rates, Senate approved the implementation of SI at institutional level in 2006, resulting in the implementation of the process in 2006 and the further extension thereof in 2007. As part of the implementation process, student facilitators were trained on all campuses, the student academic developers in the campus' Academic Development and Support (ADS) units were supported, and the Institutional Office conducted selected quality assurance activities with a view to standardising SI activities.

A dedicated SI manager was appointed in September to oversee the institution-wide implementation, which involved more than 140 facilitators and more than 3 700 SI sessions. This appointment enhanced the ability of the institutional ADS office to oversee the implementation of SI on all the campuses for the rest of 2007, and especially in 2008. One of the main challenges in 2008 remains the consolidation of the standardised implementation of SI on all campuses.

At the start of the 2007 academic year, the NWU was offering a total of **705 programmes**, of which **355 were undergraduate** and **350 postgraduate** offerings.

The table below provides SI implementation statistics at all three NWU campuses during the year under review.

Campus	Modules implementing SI	Faculties/schools/programmes participating	SI Facilitators	SI Sessions facilitated	Number of students attending	% Risk Modules on K drive in which SI was deployed	Remuneration paid out to SI facilitators in 2007
Mafikeng	34	4	20	See note	See note	12,2%	No information
Potchefstroom	72	7	96	2 499	24 990	2,3%	R92 734,46
Vaal Triangle	51	7	33	1 229	12 290	21,3%	R45 999,40
TOTAL	157	18	149	3 728	37 280	35,8%	R138 733,86

Note: Implementation of SI on the Mafikeng Campus is in progress for the first semester of 2008. The first report about SI sessions presented will be available at the end of July 2008. The appointment of a dedicated SI coordinator for the Mafikeng Campus with strategic funding from the Campus Rector will greatly enhance the ADC capacity to provide in-time reports on SI implementation.

Other highlights of academic student support services in 2007 were:

- The ongoing upgrading of classrooms on all three campuses. To date, 135 classrooms have been upgraded and another 46 have been identified for upgrading. The budget allocated for the programme amounts to R3,2 million. Classrooms are upgraded with the installation of video data projector equipment. This includes a small building needed to host the new equipment and the security system.
- An external review of the NWU's alignment of student support services across the campuses. This was conducted by Prof Nan Yeld of the University of Cape Town, whose report is expected in March 2008.
- The allocation of R3,3 million from strategic funds for the implementation of a study guide development and production process on the Mafikeng Campus, with capacity and infrastructure development being the main elements of the implementation plan. The production of 41 study guides within the institutional Study Guide Process in 2007 was an additional success.

● Access programmes

Given South Africa's skills shortages in natural sciences and commerce, the NWU believes it is important to contribute to broadening the skills pool of school leavers ready to embark on tertiary studies in these disciplines. With this in mind, the University participates in programmes designed to improve the skills of teachers of mathematics, science and technology. The NWU also endeavours to make qualifications in commerce and the sciences more accessible by incorporating access or foundation course components into its BSc and BCom degrees.

● Science and commerce foundation programmes

The 2007 academic year was the first-year of operation of the extended BSc and BCom degree programmes, which include science and commerce foundation programmes. The admission requirements previously used were adapted to include an M Score of four and an average of 40% in Standardised Assessment Tests for Access and Placement (SATAP).

The following information reflects the statistics for 2007:

Stream	Number recommended for admission	Registered number	Highest M Score	Highest SATAP average
Commerce (BCom-e)	282	220	21	83
Science (BSc-e)	180	101	19	64

This initiative achieved good results, as shown in the table below, reflecting the pass rates for each applicable module. As a result, the NWU has submitted a proposal for second-round funding to the Ford Foundation, the first round having been funded by R7,2 million from government.

● Impact of foundation programmes on student performance in 2007

Module	Number of students who wrote examinations	Number of students who passed	% of students who passed
Accounting 111	185	127	68,6
Accounting 121	193	125	64,8
Economics 111	201	154	76,6
Economics 121	198	146	73,7
Management 111	199	156	78,4
Management 121	199	166	83,4
Biology 111	92	78	84,8
Biology 121	96	93	96,9
Chemistry 111	99	56	56,6
Chemistry 121	97	59	60,8
Physics 111	98	92	93,9
Physics 121	93	80	86
Computer 111	298	250	83,9
Computer 121	289	202	69,9
Maths 111	298	223	74,8
Maths 121	246	201	81,7
Comm. & Study Skills 111	296	252	85,1
Comm. & Study Skills 121	302	247	81,8

Over and above the foundation programmes, the NWU continued to participate in the Sediba Project and the Education Quality Improvement Partnership Programme (EQUIP).

For the Sediba Project, which develops the skills of mathematics, science and technology teachers, the overall pass rate among the 43 participating educators was 89%. Five of the 40 educators passed with distinctions.

EQUIP is a holistic school development programme focusing on leadership, management and governance of learning at selected high schools in the North West Province. Among participating schools, there was an encouraging improvement in the 2007 matric results compared to 2006.

Institutional Quality Office

The University's quality orientation is clearly reflected in the newly approved quality policy and the Institutional Plan. The Quality Office coordinates quality assurance across the Institution and provides a quality assurance support service to all academic and support functions.

In 2007, the Office successfully conducted the first External Programme Evaluations (EPE) since the merger in 2004. Some programmes underwent an Internal Programme Evaluation (IPE) and three of these programmes, one from each campus, were then selected for external evaluation during the second part of the year. Furthermore, the Higher Education Quality Committee (HEQC), conducted several national reviews of education programmes, including two of the NWU's education programmes, for which full accreditation was granted.

The results emanating from these programme evaluations and national reviews were managed by the respective campus management structures and the data derived from these exercises assisted programme owners in their engagement towards the academic programme alignment process.

For the first time, the quality coordinators of the campus ADS units supported the institutional Quality Office by assisting faculties with the self-evaluation process on request, and by evaluating both the effectiveness of study guides provided for the EPE process and the appropriateness of the level of examination papers provided for the EPE process.

During 2007, some of the support service managers started to redevelop and upgrade their quality manuals in which each

unit's processes and the quality assurance thereof are highlighted. This set the stage for further endeavours to ensure alignment between campuses' support services and the processes and procedures followed to render appropriate support and service to the core business of the Institution.

In view of the HEQC Institutional Audit in March 2009, the fifth draft of the self-evaluation portfolio was made available to a selection of critical readers for comment. The HEQC Quality Audit Project Team, steered from the Project Office within the office of the Vice-Chancellor, will finalise the self-evaluation portfolio before the end of 2008. Various gaps with different risks associated to each have been identified and, where practicable, have been addressed. Remaining high-risk gaps are being documented and acted upon and will be included in the revised Quality Plan that is due to be tabled to the NWU Senate during 2008. The revised Quality Plan has been compiled in close collaboration with the HEQC and the Finnish project for merged institutions.

To assist in expanding the quality assurance capacity of faculties and support service units, the quality assurance procedures, guidelines and support documentation have been placed on the NWU intranet. The information is regularly updated and can be conveniently accessed by all staff members.

Library Services

The library services function as part of the academic structures of the three campuses and report to the respective campus management teams. However, since the merger considerable synergy among the three libraries was created by sharing access to the NWU's electronic information resources, having an integrated web portal and library page, and amalgamating the library management systems used.

With regard to information resources, the rationalisation and expansion of subscriptions to a large number of electronic databases and journals resulted in access on all campuses to a range of academic information comparable to that required by the best academic institutions.

Another development that supports cohesiveness was the amalgamation of the library management systems. After using separate systems on the Mafikeng and Potchefstroom campuses for several years following the merger, a start was made in amalgamating these systems early in 2007. Although the data validation process is still in progress and acquisition and

cataloguing services at Mafikeng and Potchefstroom will continue to operate in separate sub-systems for the time being, the bulk of system functionalities, including lending categories and rules and enquiry templates, are now fully integrated and transparent for all three campuses.

Another major development towards the integration of library services was the implementation of a joint web page, launched in the latter part of 2007.

Given the joint usage of a vast array of electronic information resources as well as the amalgamation of their Innopac services, it was natural that the library services should also be looking at the joint presentation of their services through an integrated web portal. This was ably accomplished during the latter part of 2007 with a library web page which presents one face for all of the library services on all the campuses. We believe that in this manner both the unity of the University and the needs of the various campuses are addressed.

Another step forward for Library Services has been the transformation of the library on the Vaal Triangle Campus from a branch library to a fully-fledged campus library. The upgrading started in 2006 and continued during the year under review. It entails extensive renovations and the development of a three-storey library that will meet students' growing needs for access to information.

Apart from their membership of the joint academic portfolio committee of the Vice-Principal, the three directors, as well as staff members on other levels, also met regularly during 2007 to discuss and address joint concerns.

Conclusion

The consolidation of all academic development and support functions within this portfolio is achieving the benefits anticipated. It has led to better coordination across the Institution by creating a single point of accountability for functions that logically belong together. As a result, the scope and consistency of delivery has improved markedly. An example was the institution-wide deployment of Supplemental Instruction (SI) which, by the end of 2007, had reached a total student population of 37 280. Another strategic programme overseen by the portfolio was the roll-out of the NWU's science and commerce foundation programmes, which have recorded encouraging pass rates among students enrolled for the extended BCom and BSc degrees. Initiatives such as these are positioning the University to enhance students' success rates and build the scarce skills needed for South Africa's accelerated economic growth. ■



Dr MN Takalo
EXECUTIVE DIRECTOR: TEACHING-LEARNING AND VICE-PRINCIPAL



The **consolidation** of all academic development and support functions led to better **coordination** across the Institution. As a result, the scope and consistency of **delivery has improved** markedly.

REPORT OF THE INSTITUTIONAL REGISTRAR

In the four years since the merger, the NWU has established itself as a well-managed university that runs its core business efficiently and complies materially with all legislative and governance requirements applicable in the higher education sector. The office of the Institutional Registrar has contributed to this by ensuring that standardised administration systems are in place for all students, that University policies, processes and governance structures are aligned and function effectively, and that records are scrupulously maintained for management planning and reporting purposes.



Prof CFC van der Walt, Institutional Registrar

In addition, the Institutional Registrar's office has played a leading role in implementing the University's policy of functional multilingualism – a field in which the Institution is recognised as a sector leader – and in promoting a values-based organisational culture that inspires coherence and a sense of common purpose among the University community.

Service delivery to students

The 2007 academic year saw the NWU's students benefiting from standardised administrative systems and processes for registration, examinations and graduations, following the successful implementation in the previous year of the Varsity Student System (VSS) on all three NWU campuses. The Institutional Registrar took the VSS a step further during the year by initiating its conversion to the Java version, which will further improve the quality and convenience of students' experience of the NWU's administrative operations. The conversion will also enable the VSS to cater for the needs of the new National Senior Certificate as from the end of 2008.

Several other initiatives were undertaken to enhance students' interaction with the NWU, one of the most important being the establishment of the Advisory Committee for Student Support Services, a committee of the University Council. This committee was formed in September 2007 to advise Council on the provision of student support services, in line with the requirements of the Higher Education Act and the NWU Statute. The establishment of the committee, comprising management and student representatives, was facilitated by the Institutional Registrar, following a university-wide survey of student support services.

In keeping with the NWU's culture of seeking continuous improvement in service delivery, preparations were made to enhance various student-centred processes. These included developing a uniform template for all campus calendars, for use from 2009 onwards, and commencing the development of a system for handling short courses electronically. The alignment of all faculty calendars for the next academic

year was continued in 2007, taking care that only approved, accredited and registered qualifications and programmes are included in the calendars and on the student system. Upgraded software for the scheduling of lectures and examinations was implemented, and this process will be completed in 2008.

Policy alignment nears completion

An integrated policy framework that is consistently applied is a basic element of effective, stable management. During the year, the Institutional Registrar continued to coordinate the alignment of NWU policies, plans, rules and procedures, and to develop new policies and procedures as and when needed. By the end of 2007, all but a handful of policies, plans, rules and procedures still required attention, and these are due to be completed by the end of 2008.

No fewer than 17 policies were approved during 2007, including the rules for the appointment of senior managers, the quality policy, the teaching and learning policy, and the assessment and moderation policy.

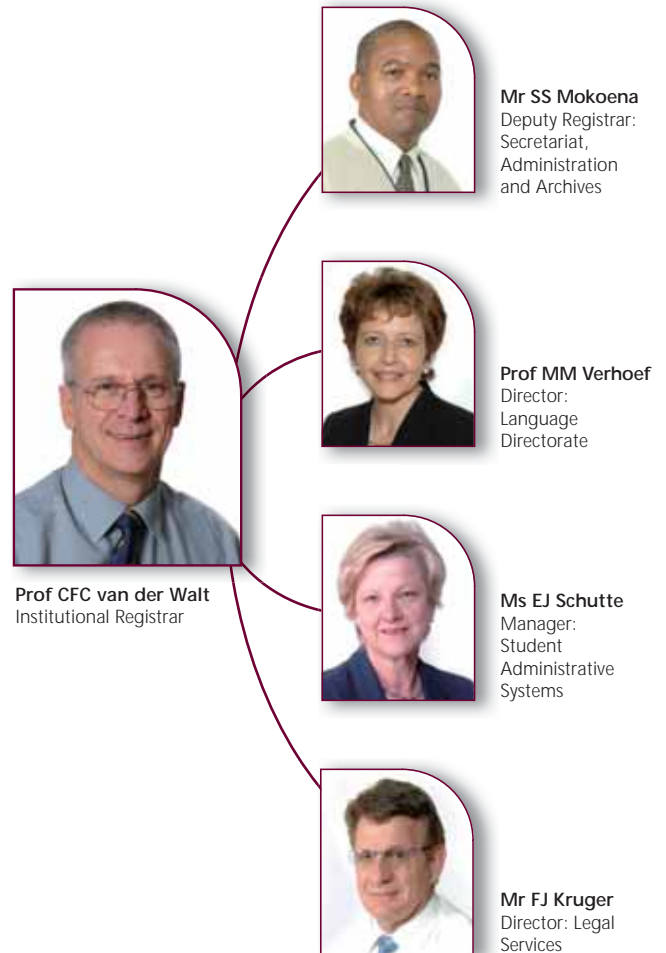
A full list of the approved policies is provided in the Council Report on Corporate Governance on page 29 of this annual report.

To ensure consistent application of policies at institutional and campus levels, monthly meetings with key role players such as campus registrars and other members across the University were initialised.

Achieving organisational culture change

This University came about through the merger of two previously separate institutions, each with a distinct ethos and culture. The challenge in the post-merger phase is to establish an inclusive organisational culture and value system with which all members of the NWU community can identify. One of the main building blocks of integration has been the adoption of four 'do-values', also known as shared instrumental values. These values of integrity, commitment, accountability and respect have been distilled from the end-values of the NWU and are the key to achieving the behavioural changes needed to create a vibrant new organisational culture.

Throughout 2007, the Institutional Registrar played a facilitating role in inculcating the do-values across the organisation, working closely with the Core Task Team established to drive



The Institutional Registrar's office has played a **leading role** in implementing the University's policy of **functional multilingualism** – a field in which the Institution is recognised as a **sector leader**.

change management at the NWU. All staff members are participating in the change exercise through workshops in which they practically demonstrate how they can apply the do-values to their day-to-day work processes and activities. The next step, to be taken in 2008, will be to incorporate the do-values into the individual performance agreements of staff, as well as the reward processes of the NWU. The final step will be to adopt a coherent Code of Ethics and Codes of Conduct across the University.

Leading the way with functional multilingualism

Another powerful transformation tool is the NWU's policy of functional multilingualism. Driven by the Language Directorate, which is part of the Institutional Registrar's portfolio, the effective implementation of this policy has made the University a role model for multilingualism in the higher education sector.

During 2007, good progress was made in establishing a multilingual working environment. The Language Directorate completed the development of TransTips, an innovative comprehension tool that makes the staff intranet available in four working languages, namely Afrikaans, English, Setswana and Sesotho. In addition, the first NWU staff newsletter, Eish!, was published in Afrikaans, English and Setswana.

Functional multilingualism is also being applied in the teaching-learning environment. Apart from the educational interpreting service rendered in certain niche teaching programmes offered mainly at the Potchefstroom and Vaal Triangle Campuses, good progress has been made in making undergraduate study guides available in more than one of the working languages of the NWU.

In 2007, in response to external demand for its services, the Language Directorate established a separate business unit, known as TransVox, to offer interpreting services and training to clients at various educational and public sector institutions. The Directorate also undertook continuous action research, resulting in several research papers being read at scholarly conferences and the publishing of articles in popular and scholarly journals.

Records management

The NWU's records are its corporate memory, providing evidence of actions and decisions taken and representing a vital asset for supporting the Institution's daily functions and operations. Records support policy formulation and managerial decision-making, and protect the interests of the NWU and the rights of students, staff and members of

the public who have dealings with the NWU.

To enhance the University's records management capabilities, the Institutional Registrar in 2007 continued implementing the new records management programme:

- The Records Management Committee, with membership across the campuses and the Institutional Office, was established to advise on the high-level implementation, supported by a records management task team, that deals with the daily management and implementation of records management.
- Six training sessions were presented to 143 staff members on "Records management in a tertiary education institution", which is a national credit-bearing short course. Of those who attended, 23 persons successfully compiled portfolios and completed the assessment, qualifying for certification.
- The success of the NWU records management programme was recognised when the Section was asked to assist the North West Provincial Archives and Records Service in the training of provincial government staff members, and the NWU's records manager was invited to deliver presentations on records management at a Department of Education electronic document management workshop.
- The decision was made to use the 2009 institutional audit by the Higher Education Quality Committee (HEQC) as a pilot project for the records management programme before roll-out to the university community.
- The process to determine disposal schedules for essential records and the continuation of the population of the main series of the NWU file plan was continued.

Institutional Administration

This section's responsibilities include administering an institutional database and compiling the 2006 Annual Report of Council that was submitted to the Minister of Education on 30 June 2007. Another responsibility was compiling the institutional almanac. This almanac, containing information on important dates such as open days, sports events, semester dates and meeting dates for the Institutional Office and campuses, was compiled centrally through a comprehensive process.

This section also assisted Corporate Affairs and Relations in the development of the new NWU intranet, taking responsibility for a certain amount of information published on the intranet. An important highlight of 2007 was the work done to prepare and submit the NWU's submission for the 2007 PricewaterhouseCoopers Corporate Governance Award. The NWU shared first place in the 2007 award with the Central University of Technology (CUT).

Legal Services

This division continued dealing with all aspects of corporate legal affairs at the NWU. This included delivering legal advice to NWU structures, drafting, negotiating and settling contracts with outside parties, handling all litigation by and against the University, advice and administrative support in respect of student discipline and maintaining an electronic record and a filing system for contracts.

Secretariat

Due to the appointment of an extra staff member in this section, the Secretariat could continue to provide high quality secretarial services to the Council, Senate and Management.

Archives and Museum

The policy on Archives, Museums and Collections was approved by the Council of the NWU in November 2007. Campus registrars will now be responsible for the implementation and management of this policy on campuses.

The section's staff dealt with 264 enquiries and a major effort was made to collect photographs from local photographers, student bodies and NWU personnel. The staff participated in the records management training, the compilation of the NWU's file plan and the records disposal schedules for the University.

The museum welcomed a record number of 688 visitors, including the alumni class of 1957 (of the former Potchefstroom University for Christian Higher Education). A certificate of merit was awarded to the University Museum by Heritage Potchefstroom for the section's distinguished contribution towards conservation.

Conclusion

Looking back on the year, there is ample evidence that the NWU is a well-managed, efficient institution that is emerging as a role model in South African higher education. Apart from being voted the best governed university in the 2007 PricewaterhouseCoopers Higher Education Awards, the NWU is a sector leader in applying multilingualism in the working and teaching-learning environment. The efficiency of the NWU's student administration processes, including registration, also stands out, as does the progress being made in the areas of institutional culture change and effective records management. As a key driver of all these initiatives, the Institutional Registrar is proud to have contributed to the NWU's growing reputation for responsive, accountable delivery. ●



Prof CFC van der Walt
INSTITUTIONAL REGISTRAR

REPORT OF THE EXECUTIVE DIRECTOR: HUMAN CAPITAL DEVELOPMENT

A competent, high-performing workforce is a critical success factor for all higher education institutions but is especially valued at the NWU, with its ethos of innovation and entrepreneurship. Attracting and retaining the best talent in a small, yet highly competitive marketplace is a challenge that demands a more proactive approach than has been the norm in South Africa's higher education environment.



Mr VL Mothobi, Executive Director: Human Capital Development

In 2007, the University began positioning itself as an employer of choice by restructuring its human resources operations to achieve greater focus on value-adding activities such as remuneration strategy, talent and performance management and leadership and management development.

The restructuring resulted in the establishment of the Human Capital Development Directorate, led by Mr VL Mothobi, who was appointed Executive Director from 1 April 2007. The new directorate brings together under one roof all human resource functions and activities at the University. It is also responsible for the institutional function of student development and sport, with the aim of promoting and coordinating a vibrant, well-organised environment conducive to students' all-round development.

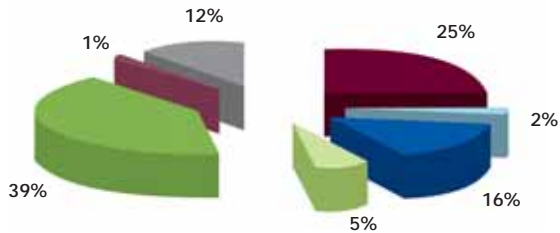
Staff complement of the NWU

NWU employees	2006	2007
Permanent	2 635	2 779
Temporary	2 300	2 431
TOTAL	4 935	5 210

Employment categories

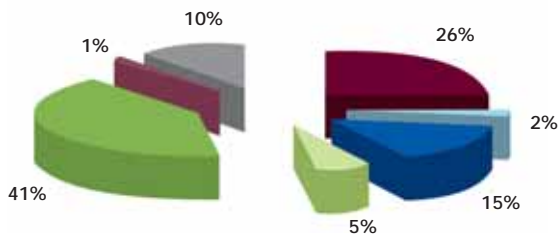
Category	2006	2007
Teaching/research professional	1 244	1 332
Executive/administrative/ management professional	96	103
Specialised/support professional	768	780
Technical	267	268
Non-professional administration	1 941	2 152
Crafts/trades	35	39
Service	584	536
TOTAL	4 935	5 210

Employment categories 2006



- Teaching/research professional
- Executive/Administrative/Management professional
- Specialised/support professional
- Technical
- Non-professional administration
- Crafts/trades
- Service

Employment categories 2007



- Teaching/research professional
- Executive/Administrative/Management professional
- Specialised/support professional
- Technical
- Non-professional administration
- Crafts/trades
- Service

Gender profile

Gender	2006	2007
Female	2 724	2 784
Male	2 211	2 426
TOTAL	4 935	5 210

Dr E Sedibe
Director: Student Affairs and Sport

Mr JJ Janse van Rensburg
Acting Director: Human Resources Operations

Mr VL Mothobi
Executive Director: Human Capital Development

Prof MS Zibi
Director: Diversity, Equity and Human Rights

Prof CJ van der Watt
Director: Organisational Learning and Development

While containing growth in staff numbers and costs, the NWU continues to be able to **attract** and **retain** sufficient **high-quality human capital** for the core teaching-learning and research operations.

Gender profile 2006



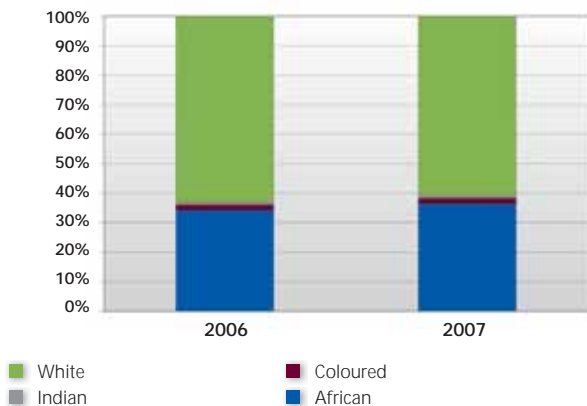
Gender profile 2007



Demographic composition

Race	2006	2007
African	1 644	1 866
Coloured	112	141
Indian	40	44
White	3 138	3 159
Unknown	1	0
TOTAL	4 935	5 210

Demographic composition 2006 and 2007



Workforce trends in 2007

In line with the cost ratios and staffing benchmarks set by the Department of Education for the higher education sector, the NWU maintains stringent control over growth in staff numbers and remuneration. The guiding principle set in the Institutional Plan is that total personnel costs as a percentage of income should not go outside the bracket of 57,5% – 63%.

An indication of the effectiveness of these measures was the minimal growth in the total staff complement of the NWU in 2007. As at 31 December 2007, the University had 5 210 employees, an increase of only 1,4% compared to the previous period. Most new appointments made were in the teaching/research professional category, reflecting the emphasis on strengthening the University's core teaching-learning and research activities.

New appointments also contributed to the NWU's focus on incrementally transforming its workforce demographics. As at 31 December 2007, black, Coloured and Indian employees accounted for 37% of all staff, compared to 35,4% in 2006.

Management of remuneration

The care taken to limit growth in overall staff costs has not been made at the expense of the NWU's drive to recruit and retain high-quality staff with scarce or strategic skills. In support of this, an additional budget provision was made available by Council during the year. This enabled line managers to revise the remuneration of staff members based on indicators such as performance output, scarcity and strategic priority. As part of the drive for better remuneration, managers at the end of 2007 identified the 10% top performers (excluding management) on each campus and in the Institutional Office. These staff members, identified on the basis of consistently high performance, strategic importance and/or having scarce skills, received a bonus and, where applicable, their remuneration was improved.

Training in performance management

Line managers on the three campuses were trained in the effective implementation of the integrated performance management system. A template for the performance agreements of managers was also designed, creating a direct link between the

objectives in the Institutional Plan and individual performance agreements for 2008. The aim is to ensure direct alignment with the Institutional Plan and strategic objectives in the planning and project implementation of all managers.

New recognition agreement

Practical experience with the implementation of the previous recognition agreement following on the merger and incorporation indicated the necessity for a new recognition agreement. The new agreement was concluded and signed during November 2007, and will lead to more effective bargaining and consultation processes.

Second organisational culture and climate survey

During the second semester of 2007, the NWU commissioned an organisational culture and climate survey among staff, following on the initial survey conducted in 2005. The results of the latest survey, focusing on the culture and climate of the NWU as experienced by staff members, will be integrated as specific interventions in the Institutional Plan, with the aim of strengthening the organisational culture in support of the NWU's vision, mission and strategic objectives. An especially encouraging trend noted in 2007 was the high survey response rate among staff, with 89% more staff participating in the 2007 survey than in 2005. Another good trend is the fact that the overall positive change in terms of "culture quotient" increased from 51,8% in 2005 to 58,3% in 2007.

Input from line managers in HR processes

Information sessions between human resources management and line managers took place during the first semester of 2007. The aim was to equip line managers with the necessary knowledge and understanding pertaining to HR policies, procedures and processes. The line managers also gave their input on the effectiveness of human resource management, leading to the refinement of some processes.

Leadership and management development

During January 2007, the well-known strategist and consultant, Tony Manning, was contracted to run a series of workshops

with campus managements, the Institutional Office and the Institutional Management. The aim was to promote and improve the effective implementation of strategy. During the year, managers also attended workshops on topics such as diversity management and personal effectiveness.

Talent management programme introduced

To enhance the NWU's ability to recruit, develop and retain top performers, a talent management programme was introduced for academic staff, integrating the elements of human resource management and development. This programme does not replace existing policies and programmes for performance management and remuneration management, but will provide an integrated management tool to develop and reward top-performing academic staff.

New initiative for staff development

Over and above the skills training opportunities for all staff members, a special initiative for support staff was introduced in 2007. This enables support staff members to study towards diplomas and degrees at either the NWU or UNISA. The option to enrol at UNISA, with the NWU paying the class fees, was introduced to provide study opportunities for staff members whose work circumstances do not allow them to study full time at the NWU. The aim of the scheme is to encourage employees to pursue lifelong learning.

Diversity management

The NWU encourages debate on diversity and the sharing of ideas among staff, in the interest of promoting mutual understanding, appreciation, respect and tolerance. This was put into practice through informal discussions held on all three campuses during 2007, culminating in the formulation of a Diversity Charter by a designated task team. Furthermore, the University is also collaborating with London South Bank University in the United Kingdom on the formulation of diversity structures and further guiding documentation.

Ongoing discussions with staff on the campuses are planned for 2008, as well as a roll-out plan for diversity training for staff at all levels.

Employment equity

The NWU, which has pledged to create equal opportunities for all employees and prospective employees, successfully finalised and began implementing the Employment Equity Plan during 2007. The effective management of employment equity has also been addressed at campus level through the development of campus plans and the submission of regular progress reports.

Further implementation of the Employment Equity Plan during 2008 will include activities such as regular staff consultation through the Institutional and Campus Employment Equity and Skills Development Forums (EESDFs). These forums are functioning well and ensure a transparent process of full participation and consultation.

Human rights

In order to place the University's Human Rights Commission on a sound footing and to make it visible and to carry out its mandate effectively, the assistance of a legal expert was contracted to lead a strategic planning exercise.

It was decided to make the commission a sub-committee of the Institutional Forum, which also deals with human rights issues.

HIV and AIDS programme

The University continued to play an active role in mitigating the impact of HIV/AIDS, both on its internal constituency of staff and students, and on society as a whole. With this approach as the cornerstone of the HIV and AIDS policy, the NWU HIV and AIDS programme addressed campus-specific needs in Mafikeng, Potchefstroom and the Vaal Triangle.

It was possible to accelerate the implementation of the programme following several successful applications for external funding. The funding received in 2007 included an amount of R250 000 from the Department of Education and R3,257 million for a 17-month period from the European Union (EU), through Higher Education South Africa (HESA). The NWU HIV and AIDS programme also constituted the Institutional Coordinating Committee of the Higher Education AIDS (HEAIDS) programme to assist HESA in coordinating and allocating funding from the EU.

The various programmes and interventions undertaken in 2007 are comprehensively covered in the campus overviews on pages 97-119 of this report.

Employee wellness

Employee health and wellness is an important driver of organisational success, given its potential impact on corporate governance, labour productivity, absenteeism and operating costs. The NWU has a well-structured Employee Wellness programme that takes into account the physical and emotional wellbeing of staff. Employees have access to a range of health and fitness services, including health days, work-life balance events, general fitness programmes, health screening, stress and time management workshops and support groups.

These programmes were well attended during 2007, with approximately 7 500 employees and their spouses having contact with Employee Wellness, including:

- 5 717 at the Institutional Office and Potchefstroom Campus;
- 1 566 at the Mafikeng Campus; and
- 638 at the Vaal Triangle Campus.

A first intercampus social day for staff took place in November 2007, with more than 350 staff members participating. The aim was to foster a sense of unity and belonging among all NWU staff members.

To evaluate the effectiveness of the NWU Employee Wellness Programme, the Centre for Business Mathematics and Informatics (BMI) assessed 11 of the 28 projects that were conducted on the Potchefstroom Campus in 2007. According to this evaluation, the total financial impact of the Employee Wellness Programme is estimated at R3 880 154,31 – mostly in the form of working days saved through health and stress-relief interventions.

Institutional Student Affairs and Sport

The pressing need for the coordination of student affairs and sports activities across the campuses of the NWU resulted in the appointment of an Institutional Director: Student Affairs and Sport from October 2007. The director convened the Institutional Student Representative Council, where the composition of the ISRC was finalised. A plan for 2008 was drafted, and the first activity of the year was scheduled for January 2008.

Conclusion

While containing growth in staff numbers and costs, the NWU continues to be able to attract and retain sufficient high-quality human capital for the core teaching-learning and research operations. Various mechanisms have been implemented to nurture the University's high-level skills pool, such as the new performance bonus system for top-performing staff with scarce and strategic skills. At the same time, the University is empowering staff in general to upgrade their skills, not just through formal and on-the-job training but also through innovations such as the newly introduced study assistance scheme for support staff. Good progress has been made in accelerating the implementation of the HIV/AIDS programme, for which more than R3,5 million in external funding was received in 2007, and in finalising and implementing the Employment Equity Plan. ●



Mr VL Mthobi
EXECUTIVE DIRECTOR: HUMAN CAPITAL DEVELOPMENT



REPORT OF THE EXECUTIVE DIRECTOR: CORPORATE AFFAIRS AND RELATIONS

The year 2007 was a year of notable change, development and achievement for the Corporate Affairs and Relations (CAR) Department. Following the restructuring of the Institutional Management (IM) at the end of 2006, central functions pertaining to Institutional Advancement and Business Development, Corporate Communication and Corporate Brand Identity were brought under the CAR Department, formerly established and identified as the Institutional Corporate Communication (ICC) office.



Ms PP Mmope, Executive Director: Corporate Affairs and Relations

This development laid the foundation for the formation and finalisation of CAR's core accountabilities, strategy and structure, informed by the Institutional Plan (IP). In addition, this contributed positively in the Department's ongoing efforts to align and streamline its core accountabilities with the three campuses in order to support the IP targets and deliverables optimally.

During the year under review, the CAR Department devoted itself to positioning the NWU as an established, vibrant, innovative and entrepreneurial university, striving to make a difference through the pursuit of knowledge and innovation. In addition to developing and promoting the NWU brand, there was a strong focus on engaging and mobilising the NWU's alumni to contribute funds, sponsorships and donations to establish an endowment fund for the University.

The brand development journey

The NWU's branding strategy was approved by the Council in March 2007, paving the way for the implementation of the new brand, featuring an evolved logo, with the name of the University written in English, Setswana and Afrikaans. A phase-in approach, spanning 2007 to 2009, was adopted for the roll-out of the brand.

One of the main challenges of a multi-campus university is to promote unity among its component parts. The new branding strategy was instrumental in promoting unity through developing a sense of belonging to the NWU and positioning the University in the minds of internal and external stakeholders as an "established, vibrant, innovative and entrepreneurial university". The initial roll-out has focused on unifying symbols such as the university flag, signage, ceremonial regalia, stationery, promotional items, communication tools and certificates. These elements reflect the unity of the NWU, yet also give an indication of the diversity of the three campuses.

The branding strategy has received wide acceptance and support from students, staff, alumni and other key stakeholders. This was evident from stakeholder participation in activities such as the competition launched in September 2007 to help find an institutional pay-off line to complement the new logo and brand essence. Once a final pay-off

line has been finalised and approved by the IM, it will be used by all divisions across the Institutional Office (IO) and the three campuses for institutional positioning and branding.

The NWU has applied for trademark registration of the logo in colour and in black and white. The application covers the Republic of South Africa and additional protection of the NWU trademark in sub-Saharan countries, including Botswana, Lesotho, Namibia, Swaziland, Zimbabwe, Malawi, Uganda, Tanzania and Zambia. This level of protection is important as a significant number of students enrolled at the Mafikeng Campus are from countries in the sub-Saharan region.

Strategic communication

To facilitate effective strategic communication with all stakeholders, Corporate Affairs and Relations established a task team to investigate the use of integrated internal and external communication channels. This functional alignment process is aimed at streamlining and integrating multiple communication vehicles to convey the strategic objectives of the University through clear and consistent messages. The team, which has representatives from the three campuses, is facilitating the development of an integrated communication strategy with clear roles, responsibilities, processes, procedures and policies across the IO and the three Campuses.

Corporate publications

Corporate publications played a vital role in conveying key strategic messages about the University to staff and external stakeholders, and served as a vehicle to introduce and promote the new NWU brand. Highlights of the year were:

- The establishment in May 2007 of a new quarterly internal newsletter, *Eish!*, which is published in Afrikaans, English and Setswana.
- The publication of the NWU's first printed Annual Research Report, reflecting the sustained growth in research output and funding achieved at the University, through a joint venture between Corporate Affairs and Relations and the Research Support Department.
- The submission of the NWU's 2006 Annual Report, reflecting the theme "2006 to 2008 and beyond" to the Department of Education on 30 June 2007. The report was also published in English and Afrikaans as a strategic marketing tool to position the University and reaffirm the NWU brand.



Ms PP Mmope
Executive Director: Corporate Affairs and Relations



Mr PFM Gordon
Director:
Institutional
Advancement
and Business
Development

The **new logo**, with its three chain links and campus colours, has been **applauded** by the whole NWU community, as a symbol of both the **essential unity** and the **practical diversity** of the University.
- Dr T Eloff, Vice-Chancellor

- The publication of the Corporate Profile and the Pocket Statistics, contributing towards enhancing the University's image among external stakeholders.

Electronic communication

An integrated, multilingual intranet that facilitates employee engagement and access to institutional information was successfully implemented in May 2007. The intranet incorporates a real-time translation and comprehension tool called TransTips, creating a functionally multilingual online environment. The first two navigation levels of the intranet are available in Afrikaans, English and Setswana, with TransTips used for the rest of the Intranet to translate 16 000 of the most frequently used words.

Following the successful launch of the NWU intranet in May 2007, the focus shifted to the development of two similar portals for students and alumni, to be implemented in 2008. Furthermore, an interim NWU home page was launched successfully on a single new web domain address, namely: www.nwu.ac.za. The revamped NWU website is due to be launched in 2008.

Other internal electronic communication channels include the daily electronic notification newsletter, the @NWU, that was launched in September 2007, as well as the monthly Vice-Chancellor's electronic newsletter sent to all staff and published on the internet. Similar electronic letters from the campus rectors and urgent and crisis communiqué have also been developed to facilitate internal communication.

External communication

During 2007, media coverage of the NWU increased significantly compared to the previous year, with over 2 800 articles featured in the media. Much of this coverage was on favourable developments such as the launch of the Soccer Institute at the Mafikeng Campus and the awarding of the prestigious European Union Descartes Prize to an international research team that has NWU members.

In addition to the positive media coverage received, the University actively targeted leading business and industry publications to proactively position itself as a new-generation university for the 21st century.

Stakeholder relations

Corporate Affairs and Relations coordinated eight networking business dinners, including one with the NWU Board of Donors, that were hosted by the Vice-Chancellor, Dr Theuns Eloff, in Johannesburg, Vereeniging, Pretoria, Mafikeng, Cape Town and Johannesburg. The purpose was to forge strategic relations with key stakeholders, with the overall aim of entering into an extensive range of business development partnerships. Dr Eloff also held a series of breakfast meetings with members of staff on the Mafikeng, Potchefstroom and Vaal Triangle Campuses to facilitate internal communication.

Institutional Advancement and Business Development

Regarded as a strategic priority, the Institutional Advancement and Business Development (IABD) Division was established in January 2007 through strategic funding from the University totalling R750 000. The IABD's main objectives include broadening the University's donor base, strengthening existing partnerships and developing new partnerships with the donor and business community as well as actively engaging and mobilising the NWU's alumni with the aim to secure funds, sponsorships and donation contributions locally, regionally, nationally and internationally.

This division's activities in 2007 included drafting a fundraising policy and a register of the many academic, sport, community and commercial projects that donors support. In all, the University has 62 recognised donor partners, who are represented by the NWU Board of Donors and on the NWU Council. Many of these donors are major corporations, including ABSA Bank, First National Bank, SASOL, Telkom, Engen and Eskom.

An Institutional Advancement Projects Committee (IPAC) was established in 2007 to oversee the prioritisation of fundraising projects and allocation of funds.

Forging close ties with donors, business and government enabled the NWU in 2007 to initiate a wide range of academic, sport, community and commercial projects whose benefit is being felt throughout the province, the country and even beyond South Africa's borders.

In 2007, this division and the Vice-Chancellor also embarked on a fundraising drive among key alumni to establish an

endowment fund for the University. For this purpose, the Vice-Chancellor hosted 10 alumni dinners across South Africa, including in Richards Bay, Durban, Witbank, Polokwane, Johannesburg, Mafikeng and Rustenburg. Three members of the Institutional Management have committed to contribute R1 000 a month for five years towards the Endowment Fund and 44 alumni have committed to the fundraising initiatives adopted to establish the fund.

Conclusion

The CAR Department also engaged with the three campuses to investigate a feasible process to streamline and align alumni related functions, ensuring efficient management of the University's alumni in the future.

With a final brand strategy approved and being implemented, the NWU has essentially completed its post-merger integration journey. The new logo and corporate identity are already proving their value as unifying symbols that resonate with stakeholders across the board. Under the banner of the new brand, interaction with stakeholders such as donors and alumni reached new levels during 2007, bringing the goal of establishing an alumni endowment fund a step closer and attracting growing interest in the NWU's research, innovation and community projects. As the roll-out of the brand strategy continues throughout 2008, CAR intends intensifying the drive to position the NWU as an established, vibrant, innovative and entrepreneurial university. ■



Ms PP Mmope
EXECUTIVE DIRECTOR: CORPORATE AFFAIRS AND RELATIONS



Intranet



Annual Research Report 2006



Pocket Statistics 2007



Annual Report 2006

REPORT OF THE EXECUTIVE DIRECTOR: RESEARCH AND INNOVATION

During 2007, the NWU continued to pursue its strategy of developing the Institution's research profile from the current status of a tuition-based university with focused research to that of a balanced tuition and research university.



Prof F van Niekerk, Executive Director: Research and Innovation

For the Research and Innovation Directorate, facilitating this transformation entails overseeing a multifaceted programme that strikes a balance between achieving immediate targets and attending to longer term imperatives that will secure the University's position among the top universities of South Africa. These imperatives include ensuring that the nature of research conducted matches the national development agenda, building greater research capacity, especially among emerging researchers, and providing a conducive environment in which research can flourish in the long term. Critical success factors for the NWU in attracting and retaining top research talent are the availability of leading-edge facilities and equipment, access to research funding and incentives, and ample opportunities to engage in world-class research initiatives.

Research investments deliver solid returns

Against the above backdrop, the NWU has for the past two years been intensifying its investments in research infrastructure and capacity building.

Where only R3 million was spent on research equipment and training in 2005, this was increased to R13,9 million in 2006, followed by a further R10 million investment in 2007. A considerable portion of this expenditure was devoted to improving the University's network of laboratories, especially for engineering and the natural sciences, and to creating new facilities such as a High-Performance Computing Centre.

In terms of capacity building, the focus has been on training emerging and established researchers in proposal writing and the preparation of funding submissions, encouraging academic staff members to upgrade their qualifications by undertaking master's, doctoral and postdoctoral studies, and improving the level of support provided to postgraduate students.

With regard to research publications, the NWU has revised its research incentives by introducing a weighting system that differentiates between articles published in local versus international journals. The new Institutional Research Excellence Awards (IREA) model was implemented during 2007, and is designed to increase publication output,

especially in international journals, without compromising quality in any way.

The impact of the NWU's research investment is also being felt through an increase in external funding received.

Overall, the NWU earned R89 million in external research funding in 2007, an increase of 20,22% compared to 2006. Industry-related research funding amounted to R38 million, while Agency Funding (NRF (including THRIP), SANPAD and WRC) amounted to R34 597 706.

In addition, the NWU developed and submitted a research development plan to build research capacity through staff development, mentoring and training, aimed specifically at the Mafikeng Campus. This endeavour resulted in obtaining the Department of Education's Research Development Grant of R4,5m for 2007.

In terms of its performance against key research output, the NWU had a satisfactory year in 2007. The number of PhDs conferred increased substantially, while the research master's degrees conferred declined. The University achieved a 16% increase in the number of researchers accredited with the National Research Foundation (NRF). The University experienced strong growth in the postdoctoral fellowship programme.

An overview of these achievements is given in the table below, covering the four years from 2004 to 2007.

Achievements	2004	2005	2006	2007
Article equivalents published	275	326	360,85	375*
Number of NRF accredited researchers	73	85	82	95
Research master's degrees conferred	262	293	383	313
Doctoral degrees conferred	87	82	110	124
Postdoctoral fellows	9	17	18	34

* Including an estimate for books and conference proceedings

Considering the ongoing exodus of research skills being experienced throughout South Africa's higher education sector, the NWU's success in expanding its pool of NRF-rated researchers



In terms of patents, the NWU is continuing to be the **leading university** in South Africa, not only with respect to the **number of patents** held, but also as far as the **income derived** from such patents is concerned. At the end of 2007, the NWU had 33 RSA patents, six of which are also registered in the USA.

- Dr T Eloff, Vice-Chancellor

is especially noteworthy. As at 31 December 2007, the University had 95 NRF-rated researchers, including one of only six scientists in the country with a P (Presidents award) rating. The coveted P-rating was awarded to Prof S Ferreira in the Unit for Space Physics at the Potchefstroom Campus.

After the latest applications, the Mafikeng and Vaal Triangle Campuses have two rated scientists each.

The table below details the categories of NRF ratings applicable at the NRF as at 31 December 2007.

Category	Number of NWU researchers
A ratings	2
B ratings	9
C ratings	65
P ratings	1
Y ratings	14
L ratings	4

Some of the returns on the University's research investments include a number of new innovative and impacting collaborative research networks or platform projects that were further developed, initiated or established.

Research model for optimal management

The NWU is committed to ensuring a maximum return on investment in research in the long term through optimal management of all participating entities and the initiatives they undertake. During the year under review, the Research and Innovation Directorate reviewed the University's research entity management model and began developing and implementing an enhanced model. The new model provides many more possibilities for development and growth, and is expected to result in increased research and innovation quality, participation, productivity, development and funding.

Briefly, the new management model makes provision for four categories or levels of research institutions within the NWU:

- Research niche areas: These are small research groups, usually located on a specific NWU campus and focusing on research with a local impact.
- Research focus areas: Focus areas conduct research linked to regional and national research priorities and obtain at least 50% of their funding from external sources.
- Research units: The work of these units is linked to national research priorities with national impact. At least 60% of their funding should come from external sources.
- Research centres of excellence: These are internationally recognised centres that engage in multidisciplinary and transdisciplinary research. Their research activities should be linked to national priorities and have international impact. At least 75% of funding should be drawn from external sources.

Commercialisation generates new opportunities

Given the ongoing declines in state subsidisation of higher education, universities are compelled to secure their financial viability through third income stream revenue. The NWU, which has one of the largest intellectual property portfolios in South Africa, has a successful track record in commercialising its expertise. Commercialisation entails making the NWU's expertise available to business, industry and government through product sales and licensing or royalties agreements, as well as through the establishment of spin-off companies.

Highlights of the NWU's commercialisation activities in 2007 included:

- The development of a framework for optimal commercialisation management, to be implemented during 2008 after all relevant stakeholders have been comprehensively consulted. Risk buffering entities will be further developed for approval by management.
- The establishment of the Hydrogen Centre of Competency (CoC), a collaborative partnership between the NWU and the Council for Scientific and Industrial Research (CSIR), with funding from the Department of Science and Technology (DST). The DST has allocated South Africa's third DST Hydrogen CoC to the NWU and the CSIR, with the NWU in the lead position for the first five years. The programme is expected to run for between five and 15 years and will focus on hydrogen production, storage, reticulation and codes and standards. The CoC will receive R6 million per year for management purposes, to be shared equally by the two partners.
- The creation of a new spin-off company, CFAM (the Centre for Advanced Manufacturing), with the NWU as shareholder.
- Finalisation of a range of innovation and commercialisation

contracts. The protection of Intellectual Property is an ongoing exercise involving academics, line management, finance, the research and innovation offices and the legal office. A policy for the management of research and innovation contracts has been developed and implemented.

The NWU also continued to generate significant amounts of revenue through product sales, licensing agreements and royalties.

The following tables illustrate the scope and value of the NWU's patent portfolio in the four-year period from 2004 to 2007:

Patent portfolio

Disclosures, filings and registrations	2004	2005	2006	2007
Disclosures			7	8
SA provisional applications	2	4	6	1
SA final registered	3	6	3	3
PCT applications	4	2	5	3
International final registrations	4	1	2	2
Total number of RSA patents		27	30	33
Models registered (this year/total)	1/1	1/2	0/2	0/2
Plant breeders rights (this year/total)	0/4	0/4	0/4	0/3

Note that one patent could be registered in many countries. It is reported here as only one. NWU has six USA registered patents to date and five USA pending.



Patent support

The Innovation Fund (DST) supports the NWU with 50% of the cost of patenting and awards incentives to individual inventors.

	2004	2005	2006	2007
Amount awarded to NWU	717 226	763 380	674 202	8 013 584
Number of individuals	6	10	2	4
Total awarded to individuals	120 000	202 000	50 000	85 000

Support is received for final filings in the previous year.

Licensing, royalties and product sales

	2004	2005	2006	2007
New licence agreements	7	3	2	0
Agreements terminated	1	1	1	1
Total active agreements	10	12	12	11
Total royalty income (excl. product sales)	860 387	1 153 931	1 427 496	1 363 754
Royalties distributed to inventors	160 852	141 440	173 070	129 836
Gross income from product sales based on own IP	1 523 415	2 228 050	4 262 250	1 659 271

Spin-off companies (independent, associated and subsidiaries)

	2004	2005	2006	2007
New spin-offs	1	1	3	1
Total technology spin-offs since '99	9	10	13	14
Technology spin-off companies still active	9	9	11	11
New investments in companies (including spin-offs)	1	1	2	0
Number of exits/divestments	1	1	0	1
NWU subsidiaries and associated companies at end of year	6	6	8	7
Income derived from disinvestments	0	250 000	0	0

Conclusion

In the field of research and innovation, the NWU maintained strong growth in terms of the number of successful NRF ratings and re-ratings, and the number of PhD degrees conferred increased substantially. The NWU did not show the strong growth achieved during previous years in terms of its research article and research master's degrees output. In 2008, the University will be pressing ahead with the roll-out of the new management model for research entities and the framework for optimal commercialisation management, enabling researchers and inventors on all campuses to benefit from the fresh development opportunities created for them. The prospects for continued high performance in 2008 and beyond are excellent. ●



Prof F van Niekerk
EXECUTIVE DIRECTOR: RESEARCH AND INNOVATION



REPORT OF THE EXECUTIVE DIRECTOR: FINANCE AND FACILITIES

During the year under review, the office of the Executive Director: Finance and Facilities made sure that the North-West University's finances remained stable and healthy, that its academic and student-centred facilities were expanded to support the Institution's core business, and that good progress was made with the integration of information technology systems.



Prof IJ Rost, Executive Director: Finance and Facilities

The portfolio of the Executive Director: Finance and Facilities includes the following:

- Managing the finances, cash flow, and money market activities of the NWU
- Managing the physical infrastructure of the NWU, including planning and construction of new buildings, and macro maintenance programmes
- Managing the NWU's information technology systems, programmes, and infrastructure

Finances

Highlights:

- At the end of the 2007 financial year, the NWU produced a healthy net surplus of R85 million, confirming its position as one of the very few South African universities that consistently produce a net surplus.
- During the year under review, the University's own generated income rose from R441 million in 2006 to R578 million in 2007.

For the financial reports of the NWU, please refer to page 122 to 133.

Physical Infrastructure and Planning

The physical infrastructure of the North-West University, comprising buildings (R476,1 million) and land (R10,1 million), is a strategic asset whose value must be unlocked for the benefit of current and future generations. To secure sustainable value for all stakeholders, the NWU is investing intensively in infrastructure that will improve the functioning of the core operations, support the University's strategic priorities, and sharpen the focus on generating the scarce skills needed for accelerated economic growth in South Africa.

The country's greatest skills shortages lie in the natural sciences, engineering and commerce. To contribute to skills development in these areas, the NWU is expanding and upgrading its network of laboratories and computer training facilities across the three campuses.

During 2007, more than R24 million was spent on expanding and modernising the teaching and research facilities used in disciplines such as animal health, biochemistry, chemical and mechanical engineering and pharmaceuticals. This expenditure accounted for almost 29% of the total approved budget for capital projects for the year.

Another priority for the Physical Infrastructure and Planning Department has been to improve the safety and quality of life of students. With this in mind, R14,2 million was spent in 2007 on completing new student residences, R14,4 million on refurbishing existing residences and R1,6 million on safety-related infrastructure such as fencing and access control. In addition, approximately R2,1 million was invested in improving parking facilities for students, staff and visitors on all three campuses. The only capital project undertaken at institutional level was the upgrading of the building that will house the Institutional Office as from March 2008.

In total, 23 capital projects were completed during the year under review, amounting to an investment of R82,1 million. Approximately 37% of this amount was paid out to Broad-Based Black Economic Empowerment contractors and suppliers.

Most of the larger capital projects, macro-maintenance and smaller renovation projects were undertaken by Physical Infrastructure and Planning. Although R4 million was awarded in 2007 for smaller renovations, a total of R4,2 million was spent to address some of the backlogs. As part of the University's 10-year macro-maintenance plan, R5,2 million of the awarded R6 million was spent on macro-maintenance in 2007.

The day-to-day and emergency maintenance was handled by the technical services departments on the campuses. Service level agreements were put in place to monitor the effectiveness of these functions on the campuses.

An external network infrastructure audit was conducted in November, and concluded that the **infrastructure** was both very **cost-efficient** and **stable**. Network availability was rated very high, above 99%.



Ms E de Beer
Director: Finance



Mr L van der Ryst
Director: Physical Infrastructure and Planning



Prof IJ Rost
Executive Director:
Finance and Facilities



Mr A Juyn
Director:
Institutional Information Technology



Mr WJH Jansen van Rensburg
Manager:
Money Market



Mr D Rothman
Director: Internal Audit*

* The Director: Internal Audit has free access to the Chairperson of Council and the Chairperson of the Audit, Compliance and Risk Management Committee and the Vice-Chancellor.

Capital projects in 2007

All three campuses benefited from the capital programme in 2007, although the Mafikeng Campus received the largest budget allocation owing to backlogs in its academic, research and student facilities, as well as in macro maintenance.

■ Mafikeng Campus

Of the R45,2 million spent on physical facilities at the Mafikeng Campus during the year, R9,1 million came from the Department of Education's Merger Fund. This Fund has provided an amount of R30 million for the macro maintenance of facilities on the Campus, to be spent over a three-year period that commenced in 2006. As at 31 December 2007, R14,3 million of the R30 million macro maintenance allocation had been utilised.

The major focus of the capital programme in 2007 was on expanding certain academic facilities and completing the construction of student residences. The new Animal Health facility was completed at a cost of R16,6 million, while R2,3 million was spent on a new laboratory for the Centre for Applied Radiation Science and Technology (CARST) and R1,8 million on additional computer training facilities. The final phases of the student residence project were completed at a cost of R14,5 million. In addition, palisade fencing was erected around the Mafikeng Campus, along with a new entrance gate and access control for pedestrians, and various parking areas were expanded.

Major capital projects planned for 2008 include phase two of the provision of extra laboratory space for CARST, the construction of a new student centre, houses for "house parents" and recreation halls at the new student residences. The macro-maintenance programme at the Mafikeng Campus will continue, targeting two student residences and the physical science building.

■ Potchefstroom Campus

Building on the foundation laid in the previous year, the drive to further enhance the Campus' academic infrastructure gained momentum in 2007 and an amount of R52,2 million was spent on new buildings and the macro-maintenance program. A new Chemistry laboratory and a computer laboratory for Chemical and Mechanical Engineering were completed

and the pharmaceuticals and biochemistry laboratories were upgraded. Various laboratories for the Research Institute for Industrial Pharmacy (RIIP) were revamped and at the Faculty of Engineering additional space was created for a training and a design laboratory. The improvement of laboratory facilities on the Campus was completed at a cost of R3,8 million.

Other capital projects completed on the Potchefstroom Campus were:

- The conversion of part of the De Klerk Guest House into laboratories and space for postgraduate students from the School of Environmental Sciences.
- Macro maintenance at two women's residences, to the value of R14,4 million.
- The relocation of the Faculty of Educational Sciences, which consisted of the construction of a new Educational Sciences Building and upgrading of the C6 Building.
- The development of additional parking.

In the coming academic year, 2008, laboratory facilities in various other disciplines will receive attention. Plans are in place to develop a new simulation laboratory for Pharmacy Practice and to upgrade the laboratories at the Schools of Chemistry and Biochemistry. An additional building for the School of Nursing is due to be completed and work will start on the construction of a new building for the Faculty of Theology and a new complex for support departments. Macro maintenance will focus on two women's residences, an academic building, the administration building, the library and the hockey field. The emergency power supply will also receive attention.

■ Vaal Triangle Campus

At this Campus, the main focus of infrastructure development was on creating additional parking areas, remodelling Building 3 for the library and revamping a second building to provide office space for the Student Representative Council. The total cost of new projects and macro maintenance was R7,3 million.

The amount spent on this campus is relatively small compared to the projects undertaken on the other two campuses, but in 2005/6 building projects to the value of R24 million were undertaken with merger funds. The year under review was utilised to round off these buildings and to start the planning process for additional lecture halls. A request to fund these

lecture halls was submitted to the DoE, but was not forthcoming in 2007. Due to the dire need on this campus, the University had no choice but to finance the project from its own funds. This was approved by Council for 2008.

The macro-maintenance programme will target one of the four student residence buildings in 2008.

Institutional Information Technology Support Services

Overview

While the past few years were mostly marked by merger-driven projects, such as the implementation of new systems, as well as standardisation of systems and procedures across all campuses, the year 2007 introduced a change in pace as most of the Department's attention was focused on the stabilisation of systems and infrastructure, and on expanding capacity for current and future growth.

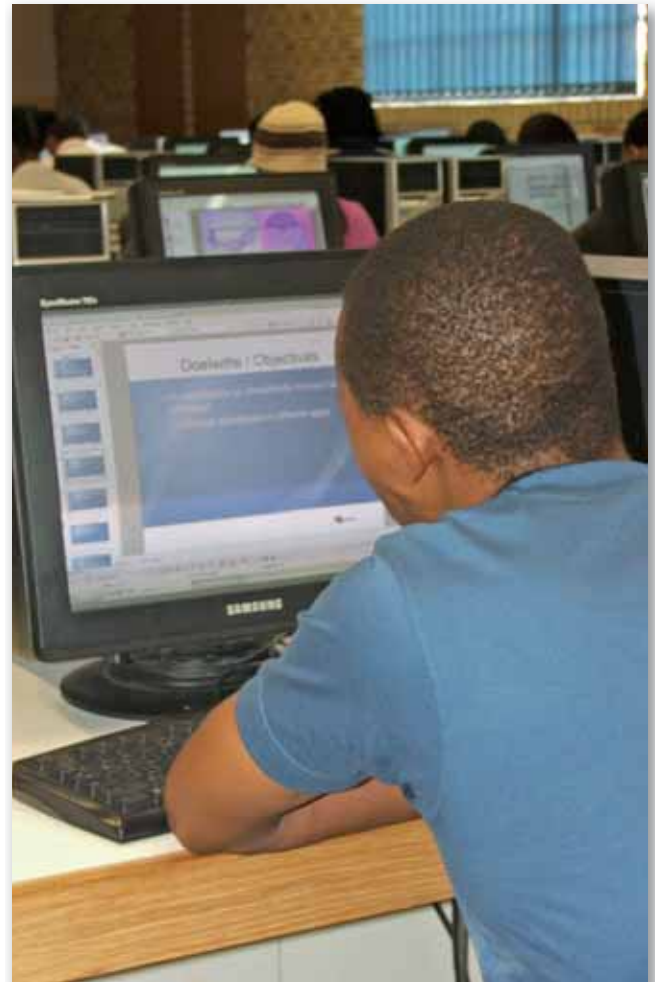
Most of the merger-related objectives have been achieved, and it can safely be said that the Information Technology Department (ITC) played a major role in establishing a well-organised and well-managed institution, reflecting the character of unity in diversity. During 2007, however, ITC managed to engage in a number of new strategies aimed at increased productivity, as well as improving the NWU's position in the tertiary sector.

Growth trends

The University's IT infrastructure is growing rapidly, both in volume and functionality. From the graph below, it can be seen that the network is approaching 12 000 nodes, with about 180 servers in four data centres. There was also an increased demand for disk space and internet bandwidth, the latter having been expanded from 11 MB/s to 20 MB/s. Although the pre-2004 figures exclude the Mafikeng Campus, the growth can still not be described as purely merger-driven.

Looking into the reasons for the exponential growth, it is found that:

- Students are increasing their use of Information and Communications Technology (ICT), especially the internet, for both academic and social purposes;



- Staff are increasingly making use of ICT facilities, as can be seen from the steep rise in eLearning activities;
- Fault-tolerant systems are more widely implemented, requiring multiple servers and alternative network routing, to ensure greater availability of ICT services;
- The disaster recovery strategy requires that the infrastructure be located in multiple data centres, causing an inevitable increase in infrastructure components.

Although the above trends contribute significantly to the total cost of ownership of ICT, it also translates to higher availability and productivity of users.

Research Support Systems

To support the institutional strategy to increase the research performance and to improve the NWU's positioning, ITC has initiated two major projects:

High Performance Computing Centre

In collaboration with prominent researchers at the NWU, ITC has formulated a strategy to establish a meaningful computational research facility, consisting of a large number of nodes configured in a reliable cluster. The project was approved and included in the 2008 budget.

InfoEd Research Management System

In collaboration with all major institutions, as well as the NRF and DoE, ITC has embarked on the implementation of a national research management system, which will standardise management information processing, and will facilitate research information flow among stakeholders. The proof of concept was completed in 2007, and implementation is to be finalised in 2008.

Business Systems

Varsité Student System

The Varsité Student Systems (VSS) has finally proved itself as stable and efficient, and the past year has been a very satisfying year for VSS. Much progress has been made in the implementation of the Java version of the system, and although the conversion is completed, it was decided to delay implementation of the last two modules in order to minimise risk during the 2008 registration period. A new Java platform was also built to accommodate this version, and care was taken to align the architecture with the general strategy of clustered application servers using Oracle middleware technology.

Oracle eBusiness Suite

Although the learning curve on the new Oracle

business systems is extremely high and the stability of the environment remains an elusive target, we feel confident that the systems will be stabilised during 2008.

A tremendous effort was spent on the post-implementation stabilisation and optimisation of the system. More than 900 incidents/queries were reported, of which all but 60 have been resolved.

Varsité Vending System

Implementation of this system was once again delayed. The system was originally developed according to specifications not making provision for the Oracle eBusiness Suite, and in November 2007 it was decided to develop a more sophisticated interface between these two systems.

Business Process Integration

Several business processes were optimized and implemented using the standard integration platform. This is an ongoing process, illustrated by the number of processes still under construction in initiation or development phases. From the table it can be seen that development of the department's current scope of processes is almost complete, as there are only eight processes in development that are not yet in production.

	Development Phase	Production
Systems involved	1	20
Processes	1	22
Services in processes	8	92

Teaching and Learning Support Systems

Varsité Learning Management System

Although this platform is still performing satisfactorily, the communities and content are being migrated to the new eFundi platform, to be completed during 2008. Further development of this platform has been discontinued.

eFundi Learning Management System

This system is now fully operational on all three campuses, with more than 500 active sites (communities). Many facilities have

been developed to facilitate operational processes, and the system is effectively supported by internal experts and a service desk, as well as the international Sakai community, of which the NWU is an active member.

● Improved licensing and security management in PC Labs

ITC has managed to standardise and improve a number of procedures and methodologies to improve the control of software usage and security management in student PC laboratories.

● Communication and collaboration

A number of new developments and enhancements have been completed during the past year, of which only a few are mentioned:

- The development and implementation of a dynamic intranet platform, introducing TransTips and a powerful Google search engine;
- The incorporation of our new corporate image into systems and applications;
- The continued upgrade of e-mail, calendaring and collaboration software (11 years with GroupWise);
- An extensive investigation into the possibilities and alternatives in Managing Content, usually referred to as unstructured information or information not in formal database. The IT industry calls this Enterprise Content Management (ECM);
- The implementation of a records management system;
- Further implementation of video conferencing facilities for the Mafikeng Campus;
- Upgrades to the Study Guide Production System (based on eWork technology); this system manages the entire process of producing study guides.

General infrastructure improvements

Institutional Infrastructure highlights and improvements

- An external network infrastructure audit was conducted in November, and concluded that the infrastructure was both very cost-efficient and stable. This audit was done with the help of the Sintrex Monitoring system that is now fully deployed at all campuses, for all facets of the ICT infrastructure. Network availability was rated very high, above 99%. The auditing panel concluded that the network is:



- Well designed,
- Cost-effective,
- In good health, and
- Compares well to other networks.

- Both the speed and the size of the Storage Area Network (SAN) were expanded with the implementation of the new EVA8100 and 4Gbps SAN switches. This allowed the expansion of storage space from 11 terabyte to 20 terabyte.
- The new eLearning platform for eFundi was also tested and implemented for the Sakai 2.4.
- The central Identity Management vault was completed, enabling functionality like single sign-on and system security integration, which is now much more feasible and attainable. This is part of the Zero Day start-up vision.
- The NWU's combined internet bandwidth was increased from about 10 Mbps to 22 Mbps.
- TENET Gen3 and SANREN (SEACOM).

Agreements have been negotiated to migrate the NWU's TENET-provided network services from Telkom to a new consortium of Neotel and Internet Solutions. For redundancy reasons, the department is now able to balance the internet connectivity across two independent providers, ensuring service availability.

In addition, the University has placed a sizeable order for capacity in the to-be-created national research network, of which the international portion will be based on the SEACOM east-coast fibre to Europe's research backbone. This link will enable the establishment of the SA National Research Network (SANREN).

Mafikeng Campus

■ LAN Upgrade and sub-netting

Continued sub-netting of the remainder of the campus network improved the stability and management of the network.

■ PC Lab Management

An additional teaching computer facility with a capacity of 181 PCs was completed for academic computer literacy classes. This addresses the demand for computer laboratories for teaching which has been an ongoing problem,

particularly as the number of modules requiring basic computer literacy has increased.

■ IT Empowerment

The Department initiated an IT empowerment programme aimed at improving the general IT skills of staff on the Campus. Nine courses were offered during the second semester and 46 staff members attended at least one of these courses.

■ eFundi Learning Management System (LMS)

The eFundi LMS was implemented on the Campus. Two modules made active use of the LMS to improve teaching and learning.

Potchefstroom Campus

Computing and communication facilities at the Potchefstroom Campus are heavily used, thanks to a very stable infrastructure, a streamlined service desk, and a vast array of available software and services. The service desk remains under constant pressure of a high volume of requests, mostly due to relocations of staff and departments, but also due to ad hoc or unplanned changes in requirements. Increasing attention is given to the IT literacy and empowerment of staff, to enable them to use the facilities in the most cost-effective manner.

Vaal Triangle Campus

A number of upgrades and new facilities were completed on this campus, further improving and extending the functionality of the infrastructure:

- LAN Extension to the Quest Conference Centre and Faranani Hostel;
- Server upgrades;
- A new internet link which will enable Vaal internet traffic to flow directly, instead of via Potchefstroom.

Moving into 2008, ITC will attend to the following challenges:

- Addressing historical imbalances and inadequate supply and support of ICT services in some sectors of the NWU;
- The electricity supply situation;

- Retention and recruitment of qualified staff to maintain and improve standards, whilst also transforming the demographic composition of our staff;
- Accomplishing increased collaboration, both internally and externally within the tertiary sector;
- Continually increasing our academic business alignment, emphasising ICT as a strategic enabler of productivity and success;
- Stabilisation and increased visibility/usability of services, at sustainable levels.

ICT at the NWU is in a healthy and vibrant state. The department is confident that the above challenges will be met, and that the service levels and quality of systems and infrastructure will be raised to even higher levels.


Conclusion

The year under review was a good financial year in which financial goals were generally achieved, a healthy surplus was once again produced and the NWU's own-generated income was increased. Good progress was also made with the integration of IT systems, bringing the infrastructure on the respective campuses on the same level. At the same time, owing to the significant capital investments being made in academic and student-centred physical infrastructure, the NWU is developing some excellent facilities that are becoming unique in South Africa. ●

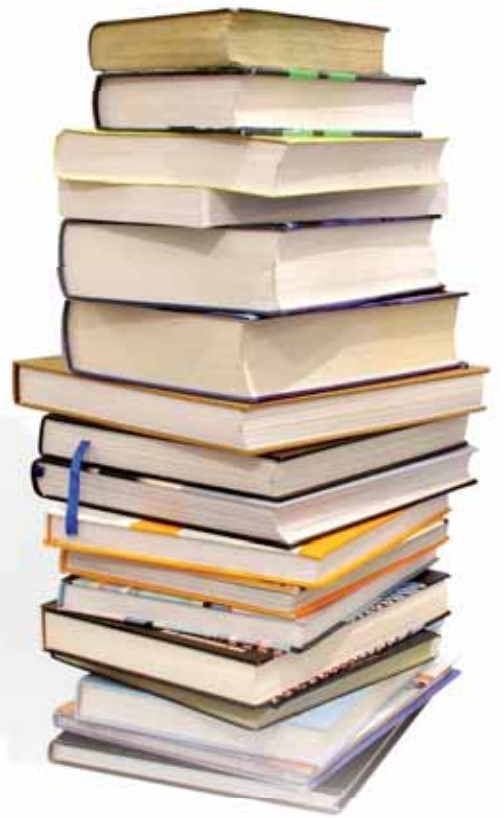


Prof IJ Rost
EXECUTIVE DIRECTOR: FINANCE AND FACILITIES





As a unitary **multi-campus institution**, the NWU offers its students the opportunity to be part of a **dynamically diverse** environment where functional **multilingualism** is practiced and **multiculturalism** celebrated.



CAMPUS OVERVIEW

Mafikeng Campus Overview	98
Potchefstroom Campus Overview	106
Vaal Triangle Campus Overview	114

MAFIKENG CAMPUS OVERVIEW



Prof ND Kgwadi, Campus Rector: Mafikeng

Student enrolments 2007

Undergraduate	7 891
Master's	662
Doctoral	149
TOTAL	8 702

Composition of undergraduate students

First-years	1 340
Seniors	7 362

Diplomas and degrees conferred in 2007

Certificates and diplomas	1 176
Bachelor degrees	926
Honours degrees	208
Master's degrees (including MBA)	62
Doctorates	5
TOTAL	2 377

Graduation ceremonies were held on 18, 19, 20 April and 11 and 12 October 2007.

A total of 2 377 certificates, diplomas and degrees were conferred in 2007.

Graduates per faculty in 2007

Faculty of Agriculture, Science and Technology	293
Faculty of Commerce and Administration	462
Faculty of Education	1 275
Faculty of Human and Social Sciences	251
Faculty of Law	96
TOTAL	2 377

Campus highlights of 2007

- The Faculty of Education had a major achievement in that two of its programmes, the MEd (Education Management) and the ACE (Maths/Science Education), received full accreditation from the Higher Education Quality Committee (HEQC).
- The Graduate School of Business and Government Leadership, together with partners, won a tender for R10 million to train provincial government leaders.
- The School of Agriculture, Science and Technology received funding of R12,5 million over five years to assist with the development of cattle farming among emerging farmers. Its partners in the North West Nguni Cattle Development Project are the North West Province's Department of Agriculture, Conservation and Environment and the Industrial Development Corporation.

Renewal was the golden thread that ran through the Mafikeng Campus in 2007, not only in the significant improvements made to its physical infrastructure but also in its academic programming quality, research, student support and financial viability. The Campus has been on an upward curve since the merger-incorporation and it is clear from the achievements of 2007 that the resources committed to redressing past imbalances are bearing fruit.

On the academic and research front, the Campus had a good year. Several international conferences were hosted, opportunities for collaboration with national and international partners were successfully explored and a number of flagship academic programmes received full accreditation after external quality evaluations. Research output was 25% up (albeit from a low base) and various faculties obtained sizeable amounts of external funding to implement their expertise, such as the R12,5 million North West Nguni Cattle Development Project.

The financial viability of the Campus has improved markedly as a result of the restructuring of non-core support services such as printing, cleaning, protection, grounds maintenance and gardening. Although the restructuring process posed certain labour-related challenges, these were successfully navigated. This enabled the Campus to proceed with restructuring, which will result in savings of an estimated R6,3 million a year. The Campus ended the year with a surplus of R2,3m for the first time in its history.

Teaching-learning

The dominant themes of the year were greater academic support for undergraduate students, the ongoing emphasis on academic quality assurance, the continued upgrading of the Campus' academic facilities and the broadening of collaborative partnerships.

The Supplemental Instruction (SI) procedures, designed to assist students in at-risk modules, were refined and improved for implementation at the Campus, and 25 SI facilitators were trained to work with these students. In addition to offering supplementary tuition, the Campus addressed a growing demand for basic computer literacy training by opening an additional training facility that can accommodate 180 students. Access to computers was further increased when the School of Economic and Decision Sciences received a donation of 100 computers from Telkom.

Students continued to benefit from the University's investment in improved academic facilities. Highlights of 2007 were the completion of the Campus' new Centre for Animal Health and the opening of the new laboratory for CARST.

On the academic and research front, the Campus had a good year. The **dominant themes** of the year were greater **academic support** for undergraduate students, the ongoing emphasis on academic quality assurance, the continued **upgrading** of the Campus' academic facilities and the **broadening** of collaborative partnerships.

The problem of vacant posts in key academic departments was partially alleviated when the Campus Rector's office made funds available for visiting professors and the appointment of essential academic staff, as well as to enable academic staff members to pursue their doctoral studies.

Compulsory institutional courses were offered for new lecturers, 44 of whom participated in this training in 2007. Five lecturers received the Institutional Teaching Excellence Award (ITEA) for their work during the year.

In terms of academic quality assurance, the Campus built on the foundation laid in the previous year, when faculty quality committees were established and standardised quality assurance techniques introduced. Proof of the progress made was the awarding in 2007 of full accreditation to two Faculty of Education programmes by the Higher Education Quality Committee (HEQC). These programmes were the MEd in Education Management and the ACE in Maths/Science Education. The ACE programme was fully accredited in the first round of its audit while the MEd received it after being awarded conditional accreditation in 2006.

The focus on quality assurance was also carried through in a series of internal and external programme evaluations during 2007.

The following programmes underwent internal evaluation:

- BSc (Biology) and BNSc in the Faculty of Agriculture, Science and Technology;
- BA (Social Work) and BA (Conservation, Tourism and Sustainable Development) in the Faculty of Human and Social Sciences;
- LLB in the Faculty of Law; and
- Transport Economics, a BCom subject in the Faculty of Commerce and Administration.

Following the internal evaluation, Transport Economics underwent external evaluation. The evaluation panel, which included Dr Vaughan Mostert of the University of Johannesburg, made certain recommendations for improvements, which have been incorporated into the programme improvement plan.

Another productive area for the Campus in 2007 was the development of partnerships for academic cooperation:

- A Centre of Excellence in Indigenous Knowledge Systems was established jointly between the Mafikeng Campus and the

University of Venda and the Turfloop Campus of the University of Limpopo.

- The Faculty of Law hosted delegations from Erasmus University and Tilburg University of the Netherlands, for the purpose of forging exchange student programme agreements.
- Mr Aaron Tshizumba of the Faculty of Human and Social Sciences was invited on a fact-finding mission to Michigan State University in the United States, and a student from Politics and International Relations, Tumelo Letsapa, participated in a five-week Student Leadership programme hosted by the United States Consulate.

Research

Research output has shown a slight decrease over 2006. A total of 10,08 articles were published in accredited journals, compared to 13,03 articles in the previous year. The greatest output, 5,58 articles, came from the Faculty of Agriculture, Science and Technology, with two articles each from the Faculty of Human and Social Sciences and the Faculty of Law. Prof B Mbenga of the History Department contributed to and also edited the book *New History of South Africa*, which has received impressive reviews.

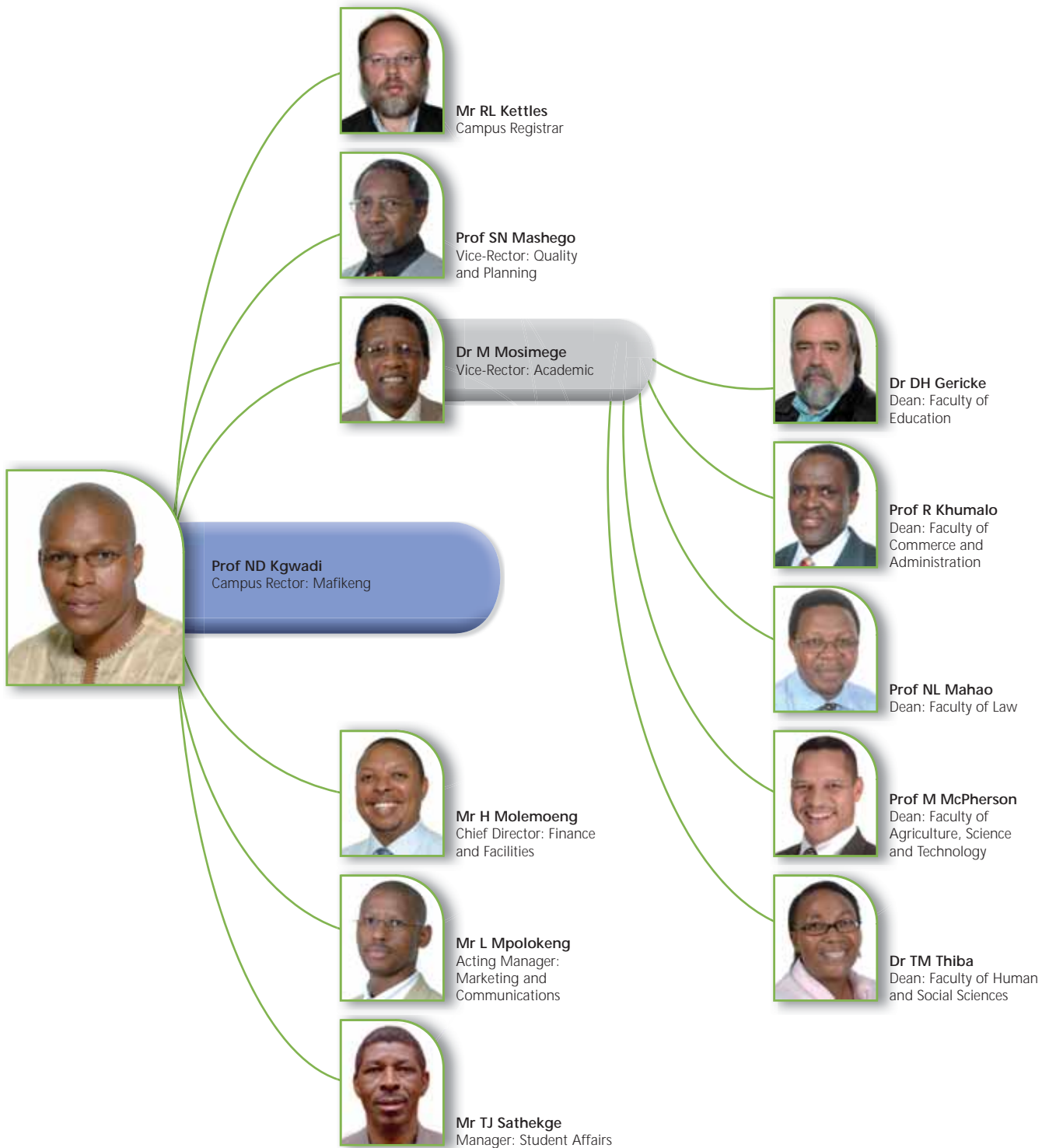
Another research-related milestone was the Population Unit's hosting of two international conferences. The first was Population and Development Africa: Research and Policy Dialogue for Action, held in March 2007, followed in September by the Second Annual Conference of the Population of Southern Africa (PASA).

A collaborative niche area between Population and Demographic Studies and Statistics was submitted and approved for the 2008 to 2011 cycle of funding by the University and the National Research Foundation. Research activities have already commenced.

To enhance expertise and improve research output at the Mafikeng Campus, seven workshops were organised and run by the Institutional Office during 2007.

Implementation of expertise

Demand for projects harnessing the Campus' expertise has come from industry, government and communities in the North West Province. During 2007, the Campus was awarded several major contracts, the biggest being the North West Nguni Cattle Development Project.



The main aim of this project is to support and develop disadvantaged and emerging black farmers through a loan of 12 cattle (one bull and 11 heifers) to each participating farmer. Beneficiaries were trained by the Faculty of Agriculture, Science and Technology in the art of handling a Nguni beef production business. So far, the project has been overwhelmingly successful, with beneficiaries almost doubling their herd in the first year. The Campus' partners in the project, which has received funding of R12,5 million over five years, are the North West Province's Department of Agriculture, Conservation and Environment and the Industrial Development Corporation.

Another important project initiated by this faculty was the establishment of its Centre for Air and Water Research, that will conduct research into air and water pollution in the North West Province. Furthermore, the faculty's Centre for Agribusiness has started offering refresher courses to North West government extension workers.

Another major tender, this time for R10 million, was awarded to the Graduate School of Business and Government Leadership for the training of provincial government leaders. The members of the consortium that won the tender are: Business Centre (NWU) Graduate School, ITO Focus (represented by Mrs S Swart of the Graduate School), RAK Solutions (auditing company), and Kgolo Consulting.

The Graduate School participated in the development of skills for the community through empowering workers at municipalities and the Provincial Government. This is done through the offering of modules in entrepreneurship and other short courses. Generally, most members of the Faculty of Commerce and Administration are engaged in community service in their individual capacities.

Restructuring of services

The Institutional Plan of the University emphasises the importance of ensuring that the Institution is financially viable, underlining the need to ensure the cost-effectiveness of each campus. With this in mind, the Mafikeng Campus Management engaged in a process of consultation around the restructuring of support services such as cleaning, protection, printing, grounds maintenance and gardening.

The central printing unit was outsourced to Nashua in 2006 and staff members redeployed to other divisions. Two

members of staff who refused redeployment to other divisions with the same conditions of service were dismissed. As a result of the outsourcing initiative, the price per photocopied page was reduced from 50 cents to 25 cents.

The consultation process with respect to the other services commenced on 4 August 2006 and, after 12 meetings with the Staff Association, was concluded on 4 June 2007. Since Management and the Staff Association were unable to reach consensus on the restructuring process, 107 affected employees were retrenched with effect from 31 July 2007. External service providers were then contracted to provide these services, with cost savings estimated at R6,3 million per year.

The affected staff members referred the matter to the Labour Court on an urgent basis. Management and the employees agreed to refer the matter to private arbitration and, on 31 August 2007, reached a settlement agreement. In terms of this, the retrenched staff received enhanced retrenchment packages. Management further agreed with the service providers that they would employ the bulk of the retrenched staff, except those eligible for retirement or early retirement.

Student activities

Once again, the year 2007 saw student activities on the Campus grow from strength to strength, encompassing student governance, wellness, and sport, cultural and social activities.

■ Governance

In 2007 the Campus Student Representative Council (CSRC) laid a solid foundation for future CSRCs by finalising the CSRC constitution. The CSRC elections were then held and concluded at the agreed time, and the election results were announced on 30 August 2007.

■ HIV/AIDS

The Mafikeng Campus played a significant role in the University's HIV and AIDS programmes, e.g. by participating in the soliciting and allocation of funding from the European Union for the Voluntary Counselling and Testing (VCT) programme.

Preventative activities continued to centre on condom distribution, voluntary counselling and testing services and awareness campaigns. HIV and AIDS awareness-raising

was also done during the orientation of first-year students and new staff members.

The Campus Clinic offered support to HIV-positive students and staff, and held regular sessions with support groups.

International Student Office

The International Student Office ran briefing sessions for 678 international students from 22 countries. It also hosted 10 South Korean students, together with their Dean of Students and his assistant. The South Korean students, along with the International Student Office and the CSRC, ran a community project at a nearby village called Lokaleng. The project, called Lokaleng Goat Banking, entailed the donation of 25 goats to the village to help alleviate poverty.

Sport

The Campus made a special effort to create opportunities for the participation of students with disabilities. After the Rector's office purchased four wheelchairs for physically challenged tennis players, a team took part in the South African Open Wheelchair Tennis Championships in December 2007.

Campus sports teams performed well at the various SASSU tournaments, winning three gold medals for aerobics and one gold for Ju-Jitsu. The women's table tennis team won silver medals in the singles and doubles events, while the athletics team earned silver medals in the marathon. One athlete won silver in the Comrades Marathon.

A **major tender**, R10 million, was awarded to the Graduate School of Business and Government Leadership for the **training** of provincial government leaders.



■ Culture

The Mafikeng Campus choir obtained first position in both Western and African renditions at the regional rounds of the Old Mutual/Telkom National Choir Competition, and also represented the North West Province at the National Finals.

The Dance Club participated in a range of shows and national competitions, winning a number of trophies and medals. The events in which they participated included the Leopard Challenge, a national event held in Mmabatho in July 2007, and the South African Championships and Medallist Dance Festival, another national competition held in Johannesburg in December 2008. The Club also showcased their achievements during the Rector's Lunch Hour Dance Show.

Conclusion

Many of the backlogs that typified the Mafikeng Campus at the time of the merger had been addressed by the end of 2007. The macro-maintenance programme, which was in its second year, has already greatly improved the safety and quality of life of students. The Campus' upgraded infrastructure, including academic, computer training and laboratory facilities, are strengthening its teaching-learning and research capacity, as is the relentless focus on quality assurance. Two flagship academic programmes in education were awarded full accreditation during the year, while other disciplines, notably Animal Health, continue to reinforce their competitive position in the higher education sector. The Campus' profile in the sporting arena was significantly boosted with the opening in April 2007 of the new Soccer Institute. In the coming year, further new developments such as the construction of the Centre for Applied Radiation Science and Technology will fuel the mood of growth and renewal that is sweeping the Mafikeng Campus. ■



Prof ND Kgwadi
CAMPUS RECTOR: MAFIKENG



Two flagship academic programmes in education were awarded **full accreditation** during 2007, while other disciplines, notably Animal Health, continue to reinforce their **competitive position** in the higher education sector.

POTCHEFSTROOM CAMPUS OVERVIEW

Student enrolments 2007

Undergraduate	30 382
Master's	1 773
Doctoral	568
TOTAL	32 723

Composition of undergraduate students

First-years	4 048
Seniors	28 675

Diplomas and degrees conferred in 2007

Certificates and diplomas	3 942
Bachelor degrees	2 346
Honours degrees	1 272
Master's degrees (including MBA)	516
Doctorates	108
TOTAL	8 184



Prof AL Combrink, Campus Rector: Potchefstroom

Graduation ceremonies were held during 2007 as follows:

- Educational Sciences: 12 to 14 March, 21 to 23 May, 10 to 12 September, 5 and 6 November.
- Economic and Management Sciences: 15 and 16 March.
- Natural Sciences and Engineering: 19 March.
- Arts and Philosophy, Theology and Law: 20 March.
- Health Sciences: 22 to 24 March.
- Economic and Management Sciences and MBA: 18 May.
- Arts, Natural Sciences, Theology, Educational Sciences, Economic and Management Sciences, Law, Engineering, Health Sciences: 13 September.
- Master's degrees: 24 May and 13 September.
- Doctoral degrees: 25 May and 14 September.

A total of 8 184 certificates, diplomas and degrees were conferred in 2007.

Graduates per faculty in 2007

Faculty of Arts	323
Faculty of Natural Sciences	356
Faculty of Theology	162
Faculty of Educational Sciences	4 694
Faculty of Law	157
Faculty of Economic and Management Sciences	1 279
Faculty of Engineering	199
Faculty of Health Sciences	1 014
TOTAL	8 184

Campus highlights of 2007

- The Campus ended the year with 91 NRF-rated researchers, up from 80 in 2006.
- Electronic registration and payment processes have significantly reduced waiting times experienced by students during registration.
- Research output increased substantially, rising from 331 article equivalents in the previous year to 360 in the year under review.
- Two new research chairs awarded to the NWU by the National Research Foundation are located at the Potchefstroom Campus. These are the Chair in Astrophysics and Space Physics, and the Chair in Applied Molecular Modelling.
- A total of 3 805 international students were associated with the Campus, representing 11,6% of the student body.
- In the Faculty of Arts, the Focus Area on Sustainable Social Development has become a national player in Disaster Management initiatives and has been instrumental in establishing links with the South African Management Development Institute for the training of government officials in leadership and management.
- The Faculty of Educational Sciences underwent two HEQC programme reviews in 2007 and its off-campus programmes were evaluated by the Open University of the United Kingdom, resulting in a very positive report.
- In the Faculty of Natural Sciences, the Desert Margins Programme was continued, with the completion of a film which was screened internationally.

As the largest and oldest of the three NWU campuses, with approximately 70% of all registered students in 2007, the

Potchefstroom Campus has a well-established academic and research infrastructure and a solid track record in delivering strategic expertise to business and government partners. These assets enable the Campus to contribute significantly to the NWU's overall targets for teaching-learning, research and the implementation of expertise. At the same time, the Campus is well aware of the challenges posed by the University's transformation agenda. Chief among these are the creation of a new organisational culture, the transition towards becoming a balanced teaching-learning and research university and the importance of developing the scarce skills required for South Africa's accelerated economic growth. Mindful of these opportunities and challenges, the Campus' goal in 2007 was to leverage its existing strengths while preparing for the future.

Teaching-learning

Two main priorities informed the Campus' teaching-learning programme for the year. These were to prepare for the implementation of the NWU's new admissions strategy and to further streamline student-centred administrative and support processes.

Admissions strategy

The strategic plan for admissions has to be completed in February 2008 to ensure a smooth transition. The plan is based on an admission points score (APS) model that corresponds with the new National Senior Certificate and meets the Department of Education's minimum requirements for admission to diploma and degree studies. In this regard, the Potchefstroom Campus is well prepared. Screening and admission of students have been facilitated because all matric results are now obtained electronically and linked to records before students report to the Campus.

Furthermore, the Campus has for the past two years consciously steered its student enrolments towards the science, engineering and technology and business groupings. This is in line both with national higher education priorities and the NWU's strategy of promoting enrolments in these disciplines, and is already achieving results. Commerce and business enrolments for 2007 stood at 3 242, representing an increase of four percent compared to 2006. Enrolments in engineering and the natural sciences were stable and consistent with 2006.

However, Educational Sciences is by far the dominant discipline in terms of numbers when taken overall, accounting for just

over 54% of all enrolments in 2007. Of these enrolments, 16 107 were distance students, enrolled in Teacher Further Training programmes. There was also a discernible increase in undergraduate enrolments in 2007.

Streamlining student-centred processes

The already efficient registration processes on the Potchefstroom Campus were further improved during the year under review. The Varsity Student System, which is stable and running smoothly, was enhanced to improve service delivery to students, who can now pay their fees electronically. This, together with the online registration capabilities, has reduced student waiting times, as has the streamlining of study guide distribution. Students are able to collect their pre-packaged study material on the basis of their registration documents and collection processes are continuously monitored so that any problem areas identified can be quickly addressed. It became apparent that the problem of unauthorised sales of study material has been resolved.

The delivery of funding assistance for students in need was also attended to. As a result, the student financial section received an “excellent” rating and a silver award from the National Student Financial Aid Scheme (NSFAS). The section also extended the “meal a day” scheme for needy students and joined forces with Eduloan in a plan to issue debit cards to students for the purchase of books.

In addition, the Faculty of Engineering is further implementing a Cadet Lecturers’ project, which involves the identification of promising black students for bursaries. These students are then mentored and developed with a view to eventually becoming eligible for lecturing positions within the Faculty.

Arrangements for the examinations ran smoothly, with the Campus making use of 69 national and 13 international examination centres. Examination results were made available via the internet, by SMS and by mail, resulting in minimal delays.

Regrettably, the Campus noted several isolated incidents of examination dishonesty and the possible leaking of two papers. These incidents were investigated and a complete examinations audit was conducted to obviate any future problems.

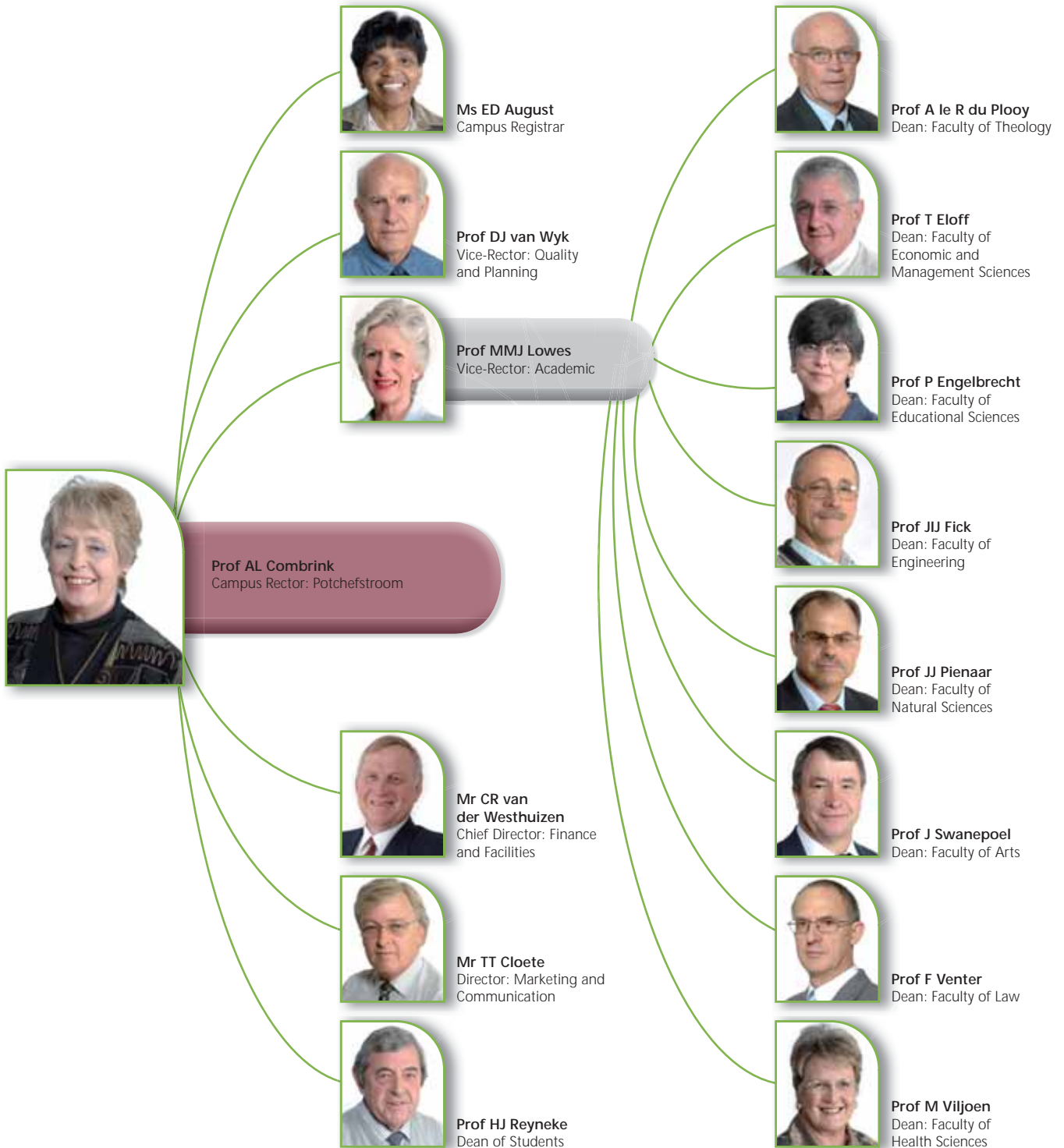
The second examination opportunity provided to students was utilised by approximately one-third as many students as the first, as outlined in the tables below.

Number of modules per examination opportunity in 2007		
Opportunity	Residential	Distance
June - 1 st opportunity	917	370
July - 2 nd opportunity	673	207
November - 1 st opportunity	976	375
December - 2 nd opportunity	702	201

Number of papers written in 2007		
Opportunity	Residential	Distance
June - 1 st opportunity	55 376	7 684
July - 2 nd opportunity	9 913	5 012
November - 1 st opportunity	49 933	10 249
December - 2 nd opportunity	10 435	6 935

Research and innovation

The Potchefstroom Campus is fully engaged in helping to improve the research status and output of the NWU, in line with the strategic objective of moving towards becoming a balanced teaching-learning and research university. In 2007, the Campus generated 320,80 article equivalents, a small increase over the previous year’s tally of 313 articles. At the same time, the Campus succeeded in increasing its pool



of researchers with National Research Foundation (NRF) ratings to 91, up 17% on the 78 rated researchers recorded in 2006.

The main strategic research activity of the year was the comprehensive review conducted into the effectiveness of existing research entities and the development of new entities to help capture all the research activities on the Campus in a meaningful structure. The research structures of the Campus and the NWU are critical success factors in ensuring that all resources are harnessed in a focused manner so as to achieve optimal research results.

Another important focus was the renewal and expansion of research facilities and equipment on the Campus. During 2007, new laboratories were completed for chemistry and chemical and mechanical engineering, and the pharmaceuticals, biochemistry and environmental laboratories were upgraded.

A pioneering development was the establishment of a metabolic and neonatal laboratory in the Faculty of Natural Sciences, with the further inclusion of a metabonomics platform funded by the Department of Science and Technology (DST).

Implementation of expertise

In terms of the implementation of expertise, there have been substantially better spin-offs through the delivery of an increased number of innovative products and services. Some of the highlights of the achievements of 2007 included:

- **Arts:** The Centre for Text Technology (CTeX) not only developed spelling checkers for all of the official South African languages, but also five new spelling checkers for African languages north of the Limpopo. Furthermore, the Centre contributed towards the development of multilingualism through the development of new products such as interactive multimedia language acquisition programmes in Afrikaans, isiZulu, isiXhosa and Setswana. CTeX also started with the development of a real-time translation tool for the NWU intranet, called TransTips.
- **Education:** Further contracts for teacher training were awarded by the North West Province's Department of Education.
- **Economic and Management Sciences:** The Faculty established a Black Economic Empowerment (BEE) company called Afri-Forte.
- **Engineering:** Two spin-off companies were established, one for the Centre for Advanced Manufacturing, CFAM, and the other for the manufacture of the JS1 glider. In addition,

the Faculty launched the South African Power Quality Initiative and commenced development of a wind turbine generator. It also continued its research for the Pebble Bed Modular Reactor project, using the Heat Transfer Test Facility (HTTF), which is now fully functional. A Fablab (fabrication laboratory), which is a world-class facility where users, from school children to engineers, can use the technology to transform a simple idea into a design, was established.

- **Health Sciences:** The Faculty, which provides healthcare-related services to various national and international agencies, including the South African Medicine Control Board and the World Health Organisation, received a R10 million grant from the Department of Science and Technology for innovation in the field of drug delivery. Other activities include blood-level monitoring of anti-epilepsy drugs, effectiveness testing of cosmetic products and the marketing of technology, known as Pheroid, which is aimed at the more effective absorption of drugs in the treatment of infectious diseases.
- **Natural Sciences:** Work was completed on the development of the intelligent spark plug and the Faculty expanded its work on the "woodchip" approach to the rehabilitation of mines. Other existing activities that were further extended include an environmental laboratory, Eko-Analitika, the marketing of student lab small-scale chemistry sets in the North West Province and Gauteng and the building of science centre apparatus for centres in Gauteng, the Free State and Limpopo.

Student activities

Aside from the academic element of university life, the Campus offers students opportunities for personal growth through participation in student leadership structures, access to wellness facilities and involvement in sports and cultural activities. During 2007, the Student Representative Council on the Campus played an increasingly 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, student associations and Campus Management. The single most important achievement has been the real activation of the Institutional SRC, under the chairpersonship of Ms MM Tromp, the new Campus SRC Chairperson.

Campus SRC activities during the year included:

- The establishment of permanent structures and funding

and reporting mechanisms for needy students in conjunction with the Financial Aid Section.

- 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 and input.
- The re-alignment of student life, focusing on quality rather than quantity, the management of diversity on campus and the involvement of the new "town residences" in organised student life. This included advocacy among students for the new system for tests and other forms of academic assessment.

■ Student wellness

Personnel for the long-awaited campus clinic were appointed. They are working in temporary accommodation while the planning and construction of the clinic are in progress.

The Campus HIV/AIDS programme has been operational for the past six years but gained additional capacity in 2007 through the appointment of a health promoter/youth educator. The coordinator works closely with the HIV/AIDS programme coordinator on a range of preventative activities, including education, training, awareness campaigns, condom distribution, voluntary counselling and testing, peer education and peer helper programmes, research and knowledge creation, curriculum development and community outreach programmes.

■ Sport

The Campus is well known for its strong performance in the sports arena, as well as for the quality of its sports facilities, which include the High Performance Centre, and its involvement in sport development. Athletics, hockey, netball, rugby, soccer and tennis are the main sports codes, although a large number of smaller codes such as karate are also offered.

Major achievements on the sports field in 2007 included:

Athletics: The athletics club produced seven national athletes and came third overall in the SASSU championships.



The women's team missed the first place by one point.

Rugby: The Rugby Institute continued to do well, winning the SASSU tournament, the FNB Superbowl, the Pirates League and the Intersarsity game against the University of the Free State.

Netball: The club undertook a tour to New Zealand and came fourth in their championship league.

Hockey: The men's club won their league and were promoted to the first league. The women came fourth in their league. A new hockey manager, Paul Revington, the former national coach, was appointed.

Soccer: This sport has grown tremendously in popularity, with the number of residence league teams increasing from five to 34 teams. Apart from winning the intersarsity, the PUK Tawana team was also promoted to the Vodacom League.

Cricket: The appointment of a new manager/coach augurs well for the continued improvement of the cricket club following difficulties in the management and coaching structures.

Tennis: For the first time, the men's tennis team took second place in the national championships, while the women's team came third.

Among the smaller sports codes, the karate team has now won the national championships (SASSU) eight times in a row.

■ Cultural matters

On the cultural front, the Campus continued to make its mark in music, choral and singing circles.

The Institute for Arts Management and Development, which offers two academic music modules through its School of Music, also presented 11 short courses and workshops through which 192 people were trained. The Institute's third learnership programme, offered in conjunction with the Media Advertising Publishing Printing and Packaging Sector Education Training Authority, attracted 780 applications during the year.

Student cultural groups and clubs frequently found themselves in the spotlight:

- The University choir had a highly successful tour in July 2007 and was involved in the final Aardklop show, Rossini's Petit Messe Solenelle. The choir also participated in the Kuesta Choir Festival in Stellenbosch and recorded a full CD. The NWU also hosted the World Youth Choir during their South African tour.
- The Buzzin' brass band became a full student society under the Arts Committee.
- The Boulevard Harmonists completed a new CD and three of their members sang with the World Youth Choir.
- The PUK-Serenaders, in their new uniforms, took third place in the Old Mutual National Choir Competition and did well in the ATKV Applous Choir Festival. Two of their members also sang in the World Youth Choir.
- The Alabama Student Company is being recreated as a musical production house that will develop its own CD label and music publications.
- Other groups include Flip-a-Coin, which has now gone semi-professional.
- Student projects included the First-Year Concert, the Talent Festival and the Sêr competitions. In the national Sêr we did very well, with Veritas men's residence coming first nationally and Vergeet-My-Nie women's residence third.

The Institute for Arts Management and Development (Artéma) offered 11 short courses/workshops, attended by 192 people, and hosted the second National Arts Management Symposium in June, which was attended by people from across the country.

Conclusion

For the Potchefstroom Campus, 2007 was the smoothest, most stable year yet since the merger-incorporation. The work done to streamline and automate student administration systems and processes has paid off, delivering faster, better service to students while preparing for the transition to the new admissions model in 2008. The Campus is well prepared for this because of the extensive use made of electronic processes linked to the screening and admission of students. It is also ready to manage increased enrolments in commerce, engineering and the natural sciences, having consciously steered

enrolments in this direction for the past two years. Another transition for which the Campus is gearing is next year's move to the new management model for research entities, which is expected to support ongoing increases in research output and capacity. Campus Management looks forward to 2008. ●



Prof AL Combrink
CAMPUS RECTOR: POTCHEFSTROOM



As the **largest** and **oldest** of the three NWU campuses, with approximately 70% of all registered students in 2007, the Potchefstroom Campus has a **well-established** academic and research infrastructure and a **solid track record** in delivering strategic expertise to business and government partners.

VAAL TRIANGLE CAMPUS OVERVIEW



Prof PJJ Prinsloo, Campus Rector: Vaal Triangle

Student enrolments in 2007

Undergraduate	3 022
Masters	194
Doctoral	109
TOTAL	3 325

Composition of undergraduate students

First-years	650
Seniors	2 675

Diplomas and degrees conferred in 2007

Certificates and diplomas	149
Bachelor degrees	375
Honours degrees	210
Master's degrees (including MBA)	40
Doctorates	11
TOTAL	785

A total of 785 certificates, diplomas and degrees were conferred at graduation ceremonies held on 3 and 4 May and on 19 September 2007.

Campus highlights of 2007

- The prestigious Absa-Beeld Economist of the Year competition for 2007 was won by Mr André Mellet, a lecturer in Economics. Most of the participants in the competition were seasoned economists from the corporate sector and Mr Mellet scored top in five of the 10 categories.
- The first three phases of a R30-million building project have been completed. The project included the construction of offices for academic staff, lecture halls and computer laboratories. The library was upgraded and its study area extended. In addition, an ATM was installed on the Campus.
- Functional multilingualism reached new levels on the Campus, with four different modes of delivery employed for undergraduate teaching-learning.

Throughout 2007, the Vaal Triangle Campus reinforced its position as a regional asset in Gauteng, the industrial heartland

of South Africa. While student enrolment decreased by 1%, the number of graduates increased. In total, 785 qualifications were conferred during the year. The Campus also reported strong growth in research output, significantly improved the qualifications profile of its academic staff, and mobilised its academic and research expertise in a number of dynamic community service projects that directly address the socio-economic challenges of communities in the region.

Teaching-learning

As in the previous year, the main teaching-learning focus of the Campus in 2007 was on improving undergraduate throughput rates. However, this went a few steps further than in 2006. Having already identified the most challenging undergraduate modules, the next step was to strengthen the practical interventions introduced to assist struggling students enrolled for these modules. This took the form of supplemental instruction (SI), which in 2007 was expanded to include 51 modules, of which 21% had been reporting below-average pass rates. There is growing evidence of the success of the SI programme. When an analysis was done of the final module marks of the students in one of the SI modules, it was found that the final mark was 12% higher than the class average.

Multilingual delivery is also being used much more effectively. The Campus is proud of the fact that four different modes of delivery were being used in undergraduate classes during 2007. While a unilingual delivery mode was used in classes, this was supplemented with double and parallel medium teaching modes, as well as educational interpreting services. In another step forward for functional multilingualism, the Campus ensured that all study guides were available in both English and Afrikaans.

Academic quality assurance continued to be a focal point. The Honours BA (Theology) programme was part of the external programme evaluation process, while the internal evaluation process applied to the following programmes: BSc IT (undergraduate and honours), Industrial Sociology (undergraduate and honours), Political Studies (undergraduate) and Sesotho (undergraduate and honours). One new programme, a Bachelors degree in Social Work, was approved.

Other factors that contributed to the overall improvement of quality were the completion of the process of incorporating former Vista students and staff, the commissioning of new

lecture rooms and staff facilities at the School of Educational Sciences, and the ongoing recognition of teaching excellence. Five of the Campus' lecturers received the Institutional Teaching Excellence Award during the year.

Research

In line with the NWU's overall research strategy, the Vaal Triangle Campus is moving from a tuition-based model with focused research, to a balanced tuition and research campus. Currently, the Campus participates in seven of the University's research focus areas.

This shift is being achieved by ensuring that academic staff allocate more time to research, and the Campus is steadily moving towards the ideal time management model for academic staff of 40:40:20 (40% of time on teaching-learning, 40% on research and 20% on the implementation of expertise through commercialisation or community service projects).

At the same time, a concerted effort is being made to improve the qualifications of academic staff. Whereas there were 25 staff members in 2006 with master's degrees and 38 with doctoral degrees, this increased to 31 and 40 respectively in 2007. In all, 83% of the Campus' academic staff hold either a master's or a doctoral degree.

The year under review was a good one for the Vaal Triangle Campus, which recorded **increases** in research output and graduation rates, as well as **improvements** in the skills profile of its academic staff.

As a result of such initiatives, the Campus produced 27,34 article equivalents in 2007 as opposed to 25,1 in 2006. Good progress is also being made in obtaining accreditation for journals edited by Campus staff. One staff member, Prof Elize van Staden, edits two journals. These are *New Con-tree*, an interdisciplinary journal of history that has already been accredited, and *Yesterday & Today*, which is in the process of being accredited. Prof Johann Tempelhoff edits the *Journal for Transdisciplinary Research in Southern Africa*, which has been granted accreditation status with effect from 2008.

Another highlight for the Campus was the approval by the National Research Foundation of the niche research area, 'Cultural Dynamics of Water', led by Prof Johann Tempelhoff from the School of Basic Sciences.

Implementation of expertise

Schools across the Campus are actively using their academic and research expertise to find solutions to the socio-economic challenges of communities and businesses in the region. The following are only a few of the projects undertaken during 2007:

- The School of Educational Sciences initiated the *Siyakulisa* Early Childhood Development programme to empower pre-school caregivers from community care centres to deliver quality education to pre-primary children. The programme, which was accredited and registered as a short course on levels four and five, is targeted at caregivers with minimal educational qualifications.
- The Resilient Educators (REDS) empowerment programme for educators affected by HIV/AIDS, headed by Prof Linda Theron from the School of Education Sciences, was implemented in Mpumalanga, the Free State and the North West Province. The programme, which is funded by the Thuthuka programme of the NRF, was evaluated externally and highly commended as a world-class programme.
- The Newspaper in Education Project, in collaboration with Media24, was launched. More than 4 000 learners from schools in the Vaal Triangle area stand to benefit from the project, aimed at promoting the acquisition of analytical skills and highlighting the role of newspapers in a democratic society.
- Prof Thapelo Selepe from the School of Languages participated in a project of the Sesotho Language Research

and Development Centre at the University of the Free State whereby HIV/AIDS terminology in Sesotho is being developed in cooperation with the Department of Health.

- Members of the School of Languages have presented short courses for translators and specialised translation (subtitling). A course in Sesotho communication for non-mother tongue speakers was also presented and very well attended.
- Members of the School of Economic Sciences, in co-operation with the Sedibeng District Council, undertook an initiative to assess the potential development of secondary steel industries in the Vaal Triangle. This research programme received a substantial financial contribution from the industrial giant M-Tech.
- Members of the Cultural Dynamics of Water research niche in the School of Basic Sciences conducted research on the consequences of water pollution in the Wonderfontein-spruit, which flows through parts of Gauteng and the North West Province. A second project, dealing with the wastewater treatment infrastructure of the Vaal River Bar- rage, was also completed.
- The Ikateleng project reached 166 final-school-year learners from secondary schools in historically disadvantaged communities in the area. Of these learners, 90 passed with endorsement and four with distinction.
- During the school holidays, 60 historically disadvantaged teachers in science, mathematics and technology partici- pated in the Sediba project, which focuses on training and empowering black teachers through part-time study.

Student support services

Counselling services are available to students on a continuous basis at the Vaal Triangle Campus. A peer helper group, known as CH@S (Connecting Helpers and Students), has been trained to identify students in need of psychosocial or academic assistance. These students are then referred for intervention sessions.

The Department of Student Development continued to provide assistance and guidance to students in choosing study programmes, enabling them to set appropriate and realistic educational goals and make sound career choices. Workshops were presented to enable undergraduate and graduate stu- dents to present their academic profiles and individual compe- tencies in a professional manner.

Student activities

■ Governance

During August 2007, the new Campus Student Representative Council (CSRC) and house committees were elected. In 2007 the participation rate among eligible voters was 25% for the CSRC and 66% for the house committees compared to the 2006 participation rate of 25% for SRC elections and 47% for house committees.

The student leaders participated in a focused leadership training session during the first week of October 2007. The objectives of the training, which were achieved, were to acquaint the student leaders with their respective roles and functions, to strengthen their interpersonal, intergroup and cross-cultural relationships, and to do their strategic planning for 2008. The vision of the 2007/8 CSRC is to strive for maximum accountability, effective communication and progress in student life, creating a welcoming environment for all students.

In addition, student leaders actively participated in the Institutional Student Representative Council and the management structures of the Campus and the University.

■ Sport

A number of student athletes and sports teams represented the Campus at regional, national and international events during 2007:

- The Campus cricket team hosted the highly successful SASSU 'B' section cricket tournament. The team won the SASSU 'B' and will participate in the SASSU 'A' group in 2009.
- The netball team participated in the SASSU tournament, winning all their games and the SASSU 'B' section. In 2008, the team will participate in the 'A' section.
- Athlete Thandi Vilakazi competed in the World Student Games in Bangkok and won the 100 m for women at the qualifying meeting.



Prof PJJ Prinsloo
Campus Rector: Vaal Triangle



Ms ME Steyn
Campus Registrar



Prof AMC Theron
Dean: Vaal Triangle
Faculty



Mr FA Visser
Chief Director: Finance
and Facilities

During 2007 the Campus **produced 27,34 article equivalents** as opposed to 25,1 in 2006. In addition, the National Research Foundation **approved the niche research area**, Cultural Dynamics of Water.

- At the intervarsity, the NWU Vaal women's football team won their game against the University of the Free State. They also participated in the annual inter-campus football games, where they were crowned as the intercampus champions.
- The men's football team lost to the Mafikeng Campus in the final game on a penalty shootout.
- The Campus extended the range of sporting choices available to students by establishing a cycling club. One team participated in the SASSU intervarsity cycle challenge, hosted by the Campus during September.
- The Campus also improved its sports facilities by opening an upgraded gymnasium.
- Volleyball and soccer inter-residence matches were played and well attended by supporting residents.

● Culture

The cultural life of the Campus was vibrant and diverse in 2007 as students showcased their talent for music, public speaking and drama:

- The choir participated in a choral competition in Mafikeng and in the Old Mutual choir competition in Pretoria.
- A branch of the Hirs Young organisation has been established on the Campus.
- The Toastmasters participated in various public speaking events and assisted various secondary school learners in the area to improve their public speaking skills.
- The drama group hosted an intercultural event featuring plays, poetry and singing.
- The Student Christian Fellowship, an interdenominational group, presented a conference on the Campus.

● Alumni

The Campus reached out to its alumni by establishing an alumni association and database, which already has 2 000 entries. A reunion was held for former CSRC members and was attended by 120 alumni, some from as far afield as Britain and France. The Campus also hosted a reunion of alumni industrial psychologists and human resource managers.

● Community engagement

The Campus subscribes to the NWU ethos of developing well-rounded students who embrace opportunities to be of

service to the community. In 2007, students in the BEd programme voluntarily performed community service at local children's homes, shelters for the homeless, old age homes and the SPCA. Another project initiated by students, also from the School of Educational Science, was regular visits to Dulas Ministries that cares for HIV-positive children.

● HIV/AIDS

The campaign to raise awareness of HIV/AIDS on campus and in surrounding communities gained momentum in 2007. The Campus participated in the 'know your status' drive, an HIV/AIDS Advisory Committee was established and an awareness and prevention plan was prepared for the Campus. Other activities included the purchasing and installation of 50 condom dispensers at student residents, and the provision of HIV/AIDS counselling and testing services on student wellness day and at the annual candlelight memorial day.

Conclusion

The year under review was a good one for the Vaal Triangle Campus, which recorded increases in research output and graduation rates, as well as improvements in the skills profile of its academic staff. By the end of the year, 83% of academics on campus had either a master's or a doctoral degree. This skills profile is one of the factors contributing to the steady increases in the Campus' research output, which rose nine percent in 2007 compared to the previous year, and in its throughput and graduation rates. Recognising the strategic importance of the Campus, especially in economics, public management and administration, water research, theology, modelling sciences, political sciences, behavioural sciences and education sciences, the NWU has been actively upgrading its academic and research facilities, positioning the Campus to add further value to students, communities and partners in business and government. ●



Prof PJJ Prinsloo
CAMPUS RECTOR: VAAL TRIANGLE

The Campus **reported** growth in research output, significantly **improved** the **qualifications** profile of its academic staff, and mobilised its academic and research **expertise** in a number of dynamic community service projects that directly **address** the socio-economic **challenges** of communities in the region.



The NWU could end the
2007 financial year
on yet another **healthy**
overall **surplus**
of **R85 million**.



FINANCIAL OVERVIEW

Report of the Executive Director: Finance and Facilities	122
Consolidated Balance Sheet as at 31 December 2007	132
Consolidated Income Statement for the year ended 31 December 2007	133

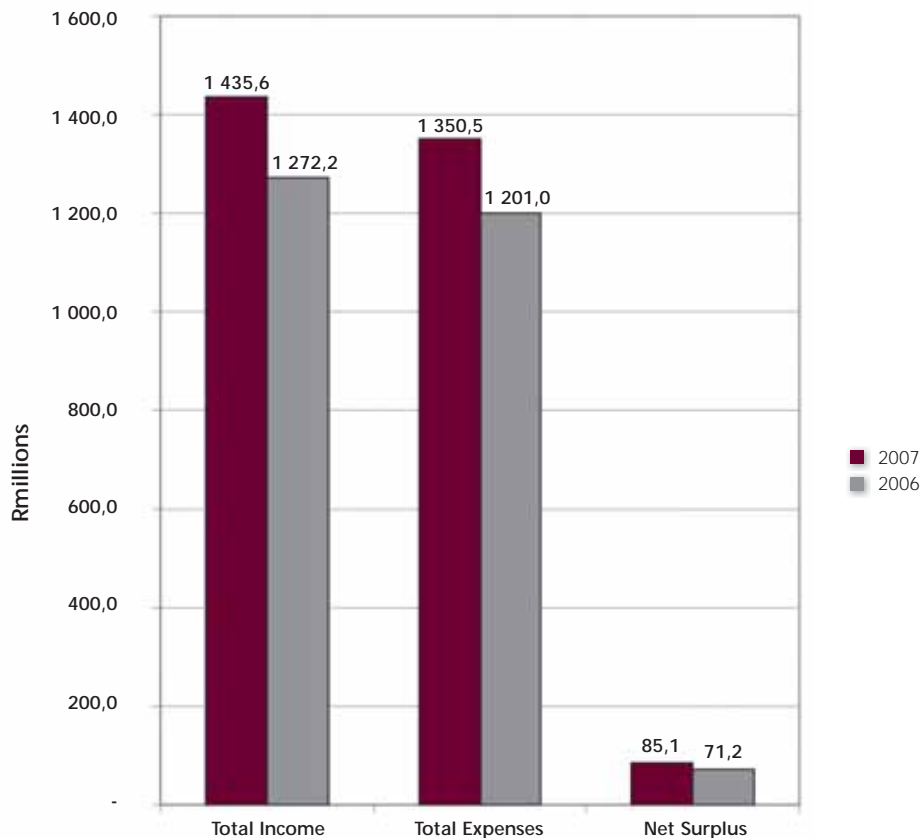
REPORT OF THE EXECUTIVE DIRECTOR: FINANCE AND FACILITIES

The financial review for the year ended 31 December 2007 is presented under the following headings:

Profitability and growth

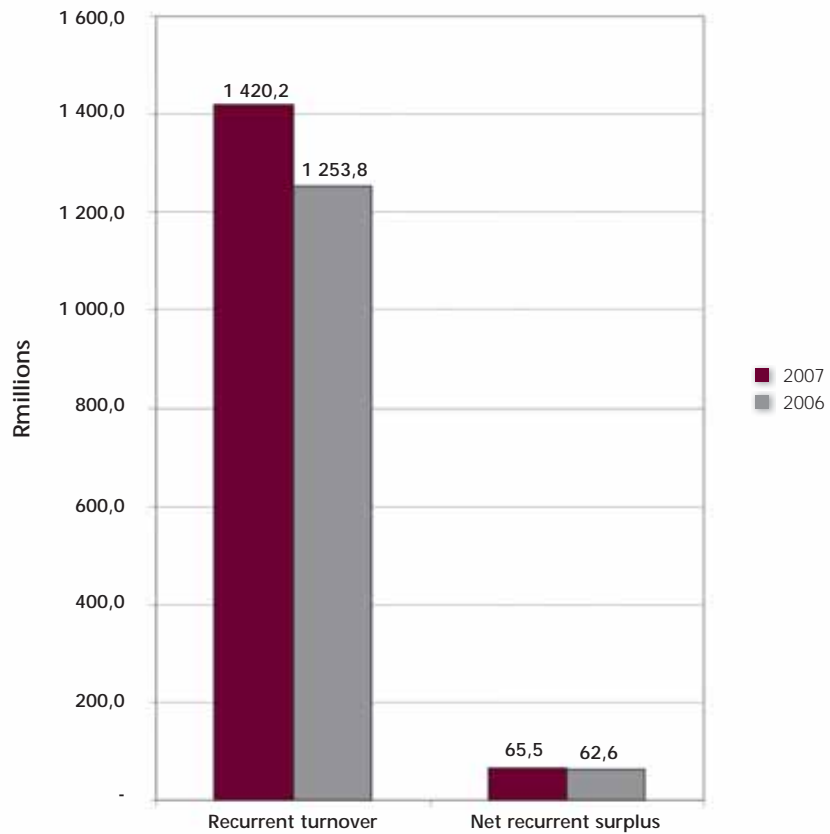
The North-West University's accumulated reserves have improved in the 2007 financial year due to a net surplus of R85,1 million, which represents 5,9% (2006: 5,6%) of the total income. The total income of the University increased by 12,8% to R1 435,6 million, while the total expenses increased by 12,4% to R1 350,5 million for the 2007 financial year. The surplus of the 2007 financial year has been earmarked for specific purposes.

Profitability and growth



The total income of the University from recurrent activities (excluding disposal of PPE, disposal of investments, adjustment to provision for impairment and merger funds) increased by 13,3% to R1 420,2 million, while the total expenses from recurrent activities increased by 13,7% to R1 354,7 million for the 2007 financial year. The surplus of the 2007 financial year from recurrent activities represents 4,6% (2006: 5,0%) of the total recurrent income, which is well within the norm of the sector and an indication of sound financial stability.

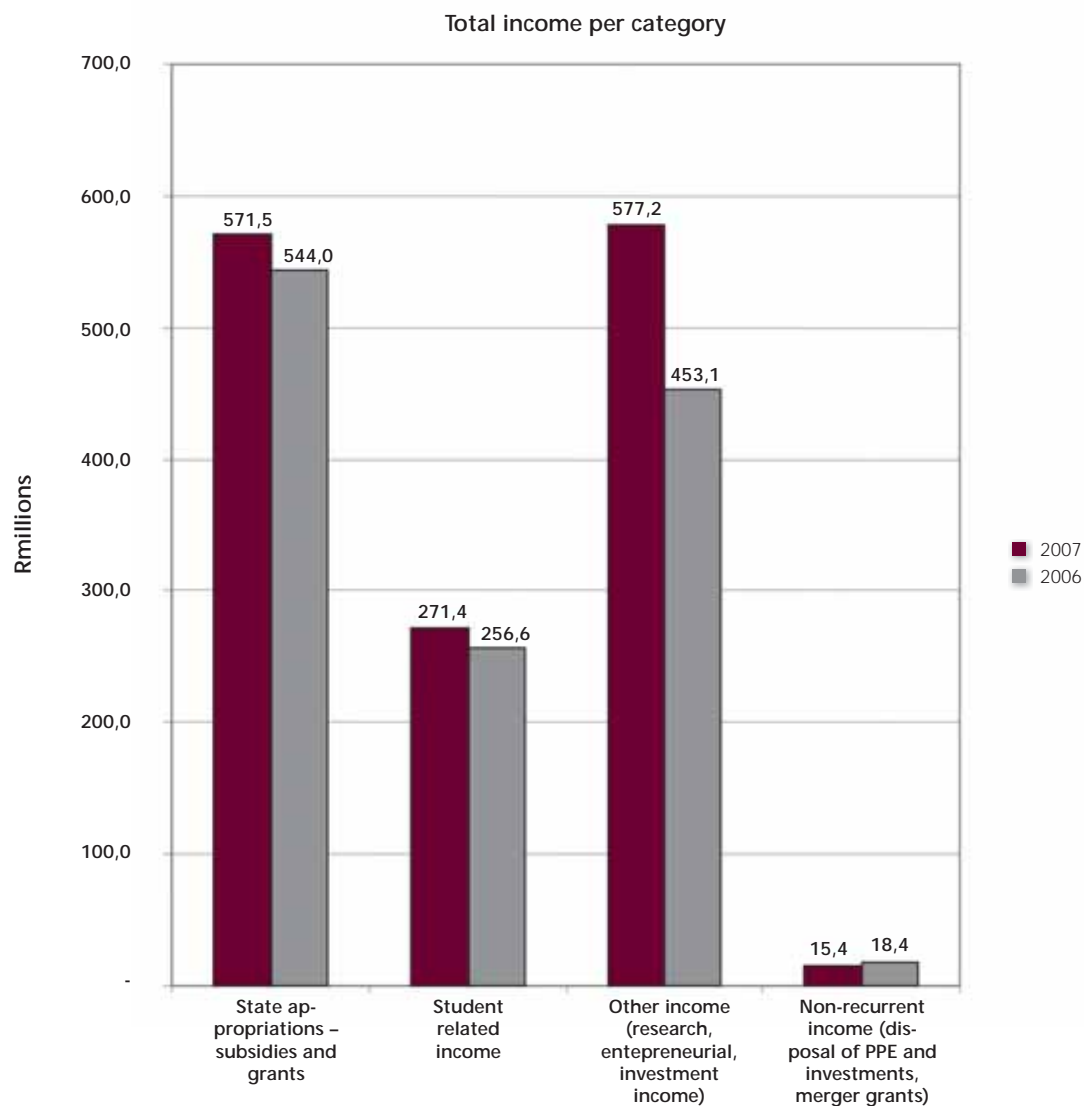
Surplus to turnover from recurrent activities



The University's income from state subsidy represents 39,8% (2006: 42,8%) of the total income.

The student-related income increased by 5,8% for the 2007 year. For the 2007 year there was a 5,5% increase in tuition fees for the Potchefstroom and Vaal Triangle Campuses and an 11,5% increase for the Mafikeng Campus, in order to harmonise the fees over a seven-year period.

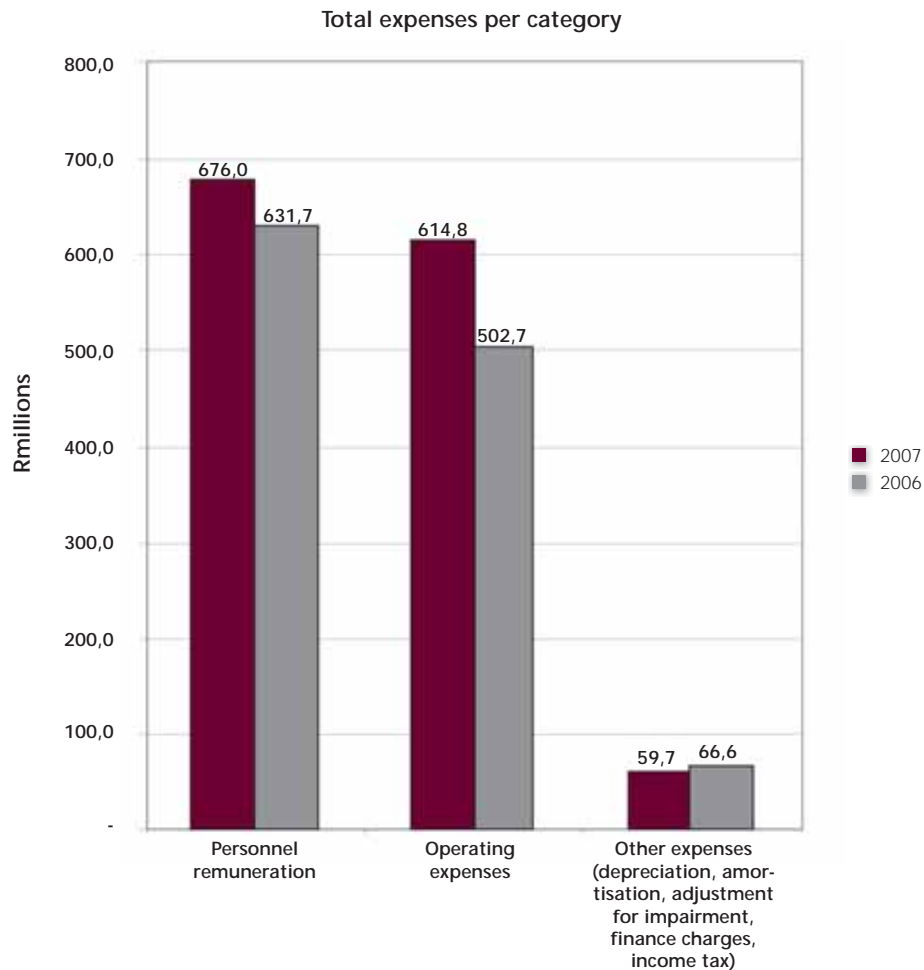
The declared financial goal of the University, to continually reduce its dependency on the state, is therefore maintained, mainly due to the sustained growth of 27,4% in other income, which comprises research, entrepreneurial and investment activities.



Total expenditure increased by 12%. Personnel remuneration increased by 7% (2006: 13%). The total cost of personnel expenditure was 47% (2006: 50%) of total income, which is well within the norm of the sector. Certain support activities of the Mafikeng Campus were outsourced during 2007, which resulted in a transfer of expenses from personnel remuneration to recurrent expenses; therefore, there is a decrease in the ratio personnel remuneration to total income.

Operating expenses increased by 22% (2006: 11%) and represents 42% (2006: 39%) of total income; the reason for this being the outsourcing of support activities on the Mafikeng Campus as mentioned above, and the increase in maintenance costs.

Other expenditure relating to depreciation, amortisation, finance charges and impairment losses decreased by 1,1%. This is mainly due to provision for impairment losses written back as a result of increased maintenance done. The University has a ten-year rolling plan according to which large-scale building maintenance takes place and which is evaluated annually in order to properly maintain the buildings.



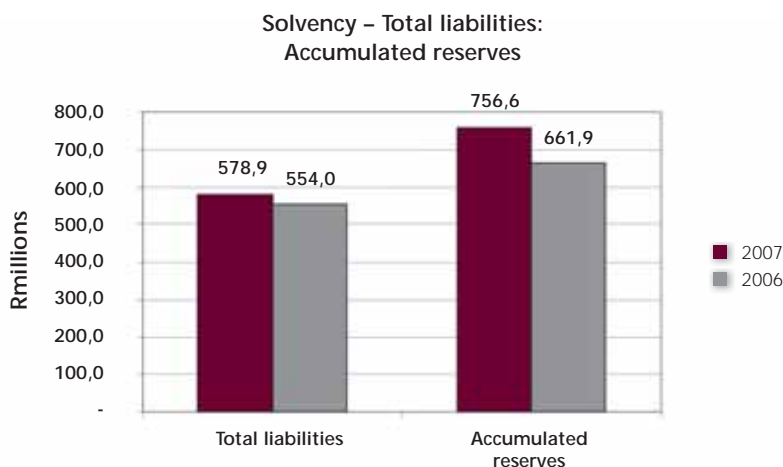
Added value

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:

- 11 346 students received degrees and diplomas during 2007
- R58,9 million was awarded as bursaries to students

Solvability

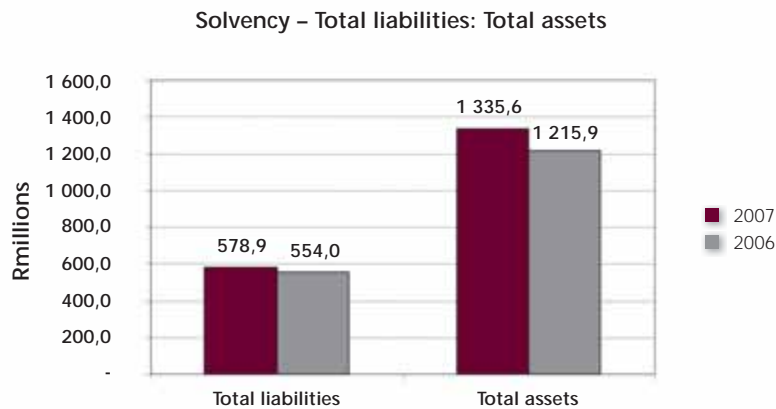
The total liabilities (R578,9 million) expressed over accumulated reserves (R756,6 million) indicate that the University's ratio of debt to funds available has decreased to 0,77 (2006: 0,84).



During the year under review, the NWU again **added material value** to the economy, with 11 346 students receiving degrees and diplomas.

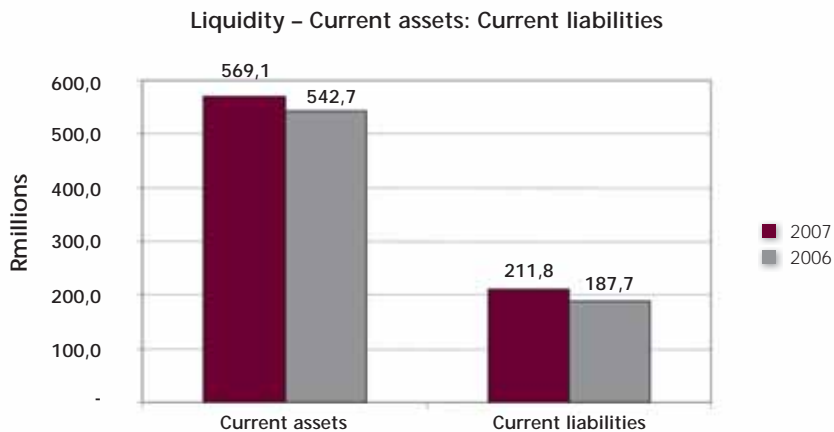
The total liabilities expressed over total assets have decreased for the 2007 financial year. The total liabilities are covered 2,31 times (2006: 2,19) by total assets.

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

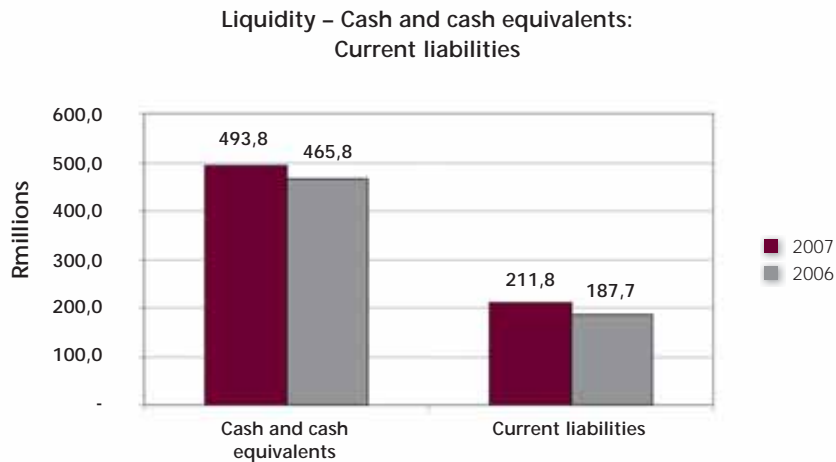


Liquidity

The working capital ratio indicates that the current liabilities are covered 2,69 times (2006: 2,89 times) by the current assets. Expressed in rand value, the current assets increased by R26,3 million for the 2007 financial year, whilst current liabilities for the same period increased by R24,2 million. The growth in current assets is mainly a result of the increase in cash and cash equivalents.



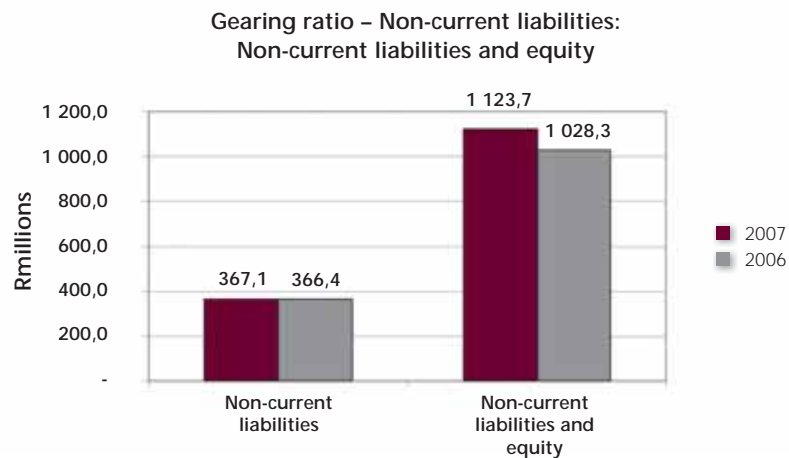
The University's ratio of cash and cash equivalents to current liabilities decreased from 2,48 in 2006 to 2,33 during the 2007 financial year.



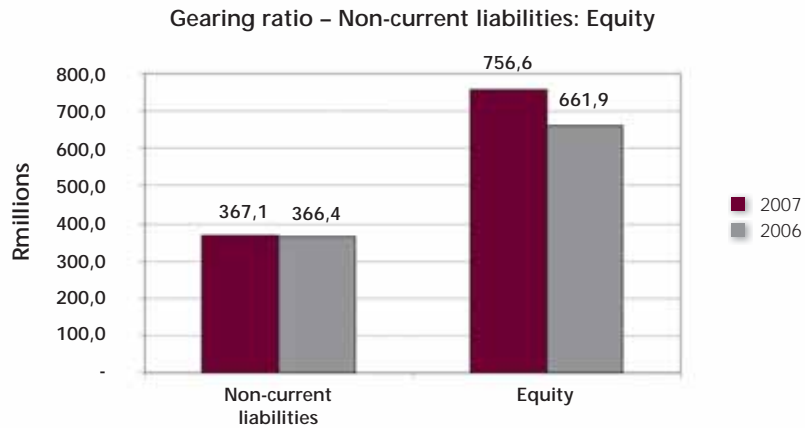
Gearing ratios

Gearing ratios analyse the extent to which long-term finance is used as a source of financing. It is a longer-term indication of liquidity.

Non-current liabilities represent 32,7% (2006: 35,6%) of total funds employed.



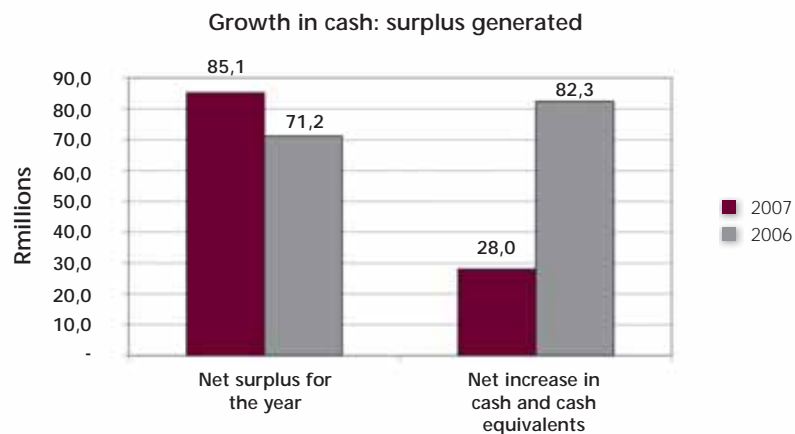
The total non-current liabilities expressed over equity has decreased for the 2007 financial year to 48,5% (2006: 55,4%).



Cash flow

Surplus generated relating to cash flow

The University generated a surplus of R85,1 million for the 2007 financial year. The net cash flow increased by R28,0 million for the same financial year, which represents 33% of the total surplus. For the 2006 financial year the net cash flow increased by R82,3 million due to amounts that were received that did not meet the recognition criteria for income during that year, and therefore these amounts were deferred to later periods.



Conclusion

The University was able to achieve the following financial goals during the 2007 financial year:

- To continually reduce its dependency on the state (the subsidy income is less than 40% of total income for the first time);
- The net surplus from recurrent activities must be between 3% and 6% (2007: 4,6%);
- To ensure that the NWU is a going concern by strengthening its solvency position and maintaining sound liquidity levels during the 2007 financial year.

Although 2007 was a good financial year in which the financial goals were generally achieved, the University will certainly find it difficult to keep it up in 2008, due to the large increase in inflation and interest rates. The Council and Management are jointly committed to manage these difficulties in such a way that the University will suffer the minimum consequences. ●



Prof IJ Rost

EXECUTIVE DIRECTOR: FINANCE AND FACILITIES



The NWU acknowledges and embraces its responsibility to **develop future leaders** with **character** and **conscience** as well as economically **useful skills**.

- Dr PS Molefe, Chancellor

CONSOLIDATED BALANCE SHEET

as at 31 December 2007

	2007		2006	
	R'000	%	R'000	%
ASSETS				
Non-current assets	766 489	57,4	673 187	54,4
Property, plant and equipment	439 712	32,9	397 824	32,7
Investment properties	25 117	1,9	25 633	2,1
Intangible assets	28 870	2,2	31 148	1,6
Long-term investments	272 790	20,4	218 582	18,0
Current assets	569 062	42,6	542 749	45,6
Inventories	13 718	1,0	12 153	1,0
Trade and other receivables	61 521	4,6	64 805	5,3
Cash and cash equivalents	493 823	37,0	465 791	39,3
Total assets	<u>1 335 551</u>	<u>100,0</u>	<u>1 215 936</u>	<u>100,0</u>
FUNDS AND LIABILITIES				
Funds available				
Accumulated funds	756 635	56,7	661 909	54,4
Total liabilities	578 916	43,3	554 027	45,6
Non-current liabilities	367 075	27,0	366 368	29,9
Long-term loans	25 815	1,7	28 405	1,9
Post-employment benefits	256 068	19,1	247 951	20,0
Deferred income	85 192	6,2	90 012	8,0
Current liabilities	211 841	16,3	187 659	15,7
Trade and other creditors	192 964	15,2	161 427	13,3
Current income tax liability	253	0,0	69	0,0
Current portion: Long-term loans	2 590	0,1	9 004	0,8
Current portion: Post-employment benefits	4 349	0,2	8 068	0,8
Student deposits and prepaid income	11 685	0,8	9 091	0,8
Total funds and liabilities	<u>1 335 551</u>	<u>100,0</u>	<u>1 215 936</u>	<u>100,0</u>

CONSOLIDATED INCOME STATEMENT

for the year ended 31 December 2007

	2007		2006	
	R'000	%	R'000	%
RECURRENT ITEMS	65 698	4,6	62 633	5,0
Income	1 420 193	98,9	1 253 763	98,7
State subsidies and grants	571 531	39,8	544 047	42,8
Tuition and other fees	271 447	18,9	256 635	20,2
Income from contracts (research and other)	82 350	5,7	55 488	4,4
Residence and catering services	119 941	8,4	110 355	8,7
Services - entrepreneurial activities	242 809	16,9	190 823	15,0
Private gifts and grants	38 012	2,6	29 931	2,4
Investment income	94 103	6,6	66 484	5,2
Expenditure	1 354 495	94,3	1 191 130	93,7
Personnel remuneration	676 030	47,1	631 723	49,7
Operating expenses	614 417	42,7	499 792	39,3
Depreciation and amortisation	53 844	3,8	51 109	4,0
Finance charges	10 204	0,7	8 506	0,7
NON-RECURRENT ITEMS	19 549	1,3	8 588	0,6
Income	15 402	1,0	18 439	1,4
Profit/(loss) on disposal of PPE	3 849	0,2	347	0,0
Profit/(loss) on investments	1 246	0,1	11 089	0,8
Other non-recurrent income	10 307	0,7	7 003	0,6
Expenditure	(4 147)	(0,3)	9 851	0,8
Operating expenses	351	0,0	2 941	0,2
Impairment loss (Assets - PPE)	(4 498)	(0,3)	6 910	0,6
Net surplus before income tax	85 247	5,9	71 221	5,6
Income tax expense	184	0,0	69	0,0
Net surplus for the year	85 063	5,9	71 152	5,6

LIST OF ABBREVIATIONS

ACE	Advanced Certificate in Education	FNB	First National Bank
ACSSS	Advisory Committee on Student Support Services	FTE	Full Time Equivalent
ADC	Academic Development Centre	HEMIS	Higher Education Management Information System
ADS	Institutional Academic Development and Support Office	HEQC	Higher Education Quality Committee
AIDS	Acquired Immune Deficiency Syndrome	HESA	Higher Education South Africa
APS	Admission Point Score	HIV	Human Immunodeficiency Virus
BEE	Black Economic Empowerment	HRC	Human Rights Commission
CA	Chartered Accountancy	HREE	Human Resources and Employment Equity Committee
CAR	Corporate Affairs and Relations	HTTF	Heat Transfer Test Facility
CARST	Centre for Applied Radiation Science and Technology	IABD	Institutional Advancement and Business Development
CFAM	Centre for Advanced Manufacturing	ICAS	Institutional Committee for Academic Standards
Ch@s	Connecting Helpers and Students	ICC	Institutional Corporate Communication
CoC	Centre of Competency	ICNL	Institutional Course for New Lecturers
CPUT	Cape Peninsula University of Technology	ICRI	Institutional Committee for Research and Innovation
CSIR	Council for Scientific and Industrial Research	ICT	Information and Communications Technology
CSRC	Campus Student Representative Council	IF	Institutional Forum
CTexT	Centre for Text Technology	IM	Institutional Management
CUT	Central University of Technology	InfoEd	The NWU's research management system
DoE	Department of Education	IO	Institutional Office
DPSA	Disabled People South Africa	IP	Institutional Plan
DST	Department of Science and Technology	IPAC	Institutional Advancement Projects Committee
ECM	Enterprise Content Management	IPE	Internal Programme Evaluations
eFundi	The NWU's e-learning system	IREA	Institutional Research Excellence Awards
Eish!	The NWU's internal staff newsletter	ISRC	Institutional Student Representative Council
EPE	External Programme Evaluations	ITC	Information Technology and Communication
EQUIP	Education Quality Improvement Partnerships Programme	ITEA	Institutional Teaching Excellence Award
Eskom	Electricity Supply Commission	MBA	Master of Business Administration
eWork	The NWU's system that manages the entire process of producing study guides		
Exco	Executive Committee		

NGO	Non-Governmental Organisations	SASSU	South African Students Sports Union
NRF	National Research Foundation	SATAP	Standardised Assessment Tests for Access and Placement
NSFAS	National Student Financial Aid Scheme	Senex	Senate Executive Committee
NWU	North-West University	SI	Supplemental Instruction
Oracle-ERP	Oracle Enterprise Resource Planning	SRC	Student Representative Council
PASA	Population of Southern Africa	THRIP	Technology and Human Resources for Industry Programme
PBMR	Pebble Bed Modular Reactor	TransTips	Translation tool
PC	Personal computer	TransVox	Interpreting services and training to clients
REDs	Resilient Educators	UCT	University of Cape Town
RIIP	Research Institute for Industrial Pharmacy	UJ	University of Johannesburg
RSA	Republic of South Africa	UK	United Kingdom
SAKAI	This is a community source project and hundreds of universities (including the NWU) take part in it. It is for the development of a learner management system.	UNISA	University of South Africa
SANCB	South African Council for the Blind	UP	University of Pretoria
SANPAD	South Africa-Netherlands Research Programme on Alternatives in Development	VCT	Voluntary Counselling and Testing
Sasol	South African Coal, Oil and Gas Corporation	VERKA	Improvement of the quality of academic staff (replaced by ITEA)
		VSS	Varsité Student System
		WRC	Water Research Commission

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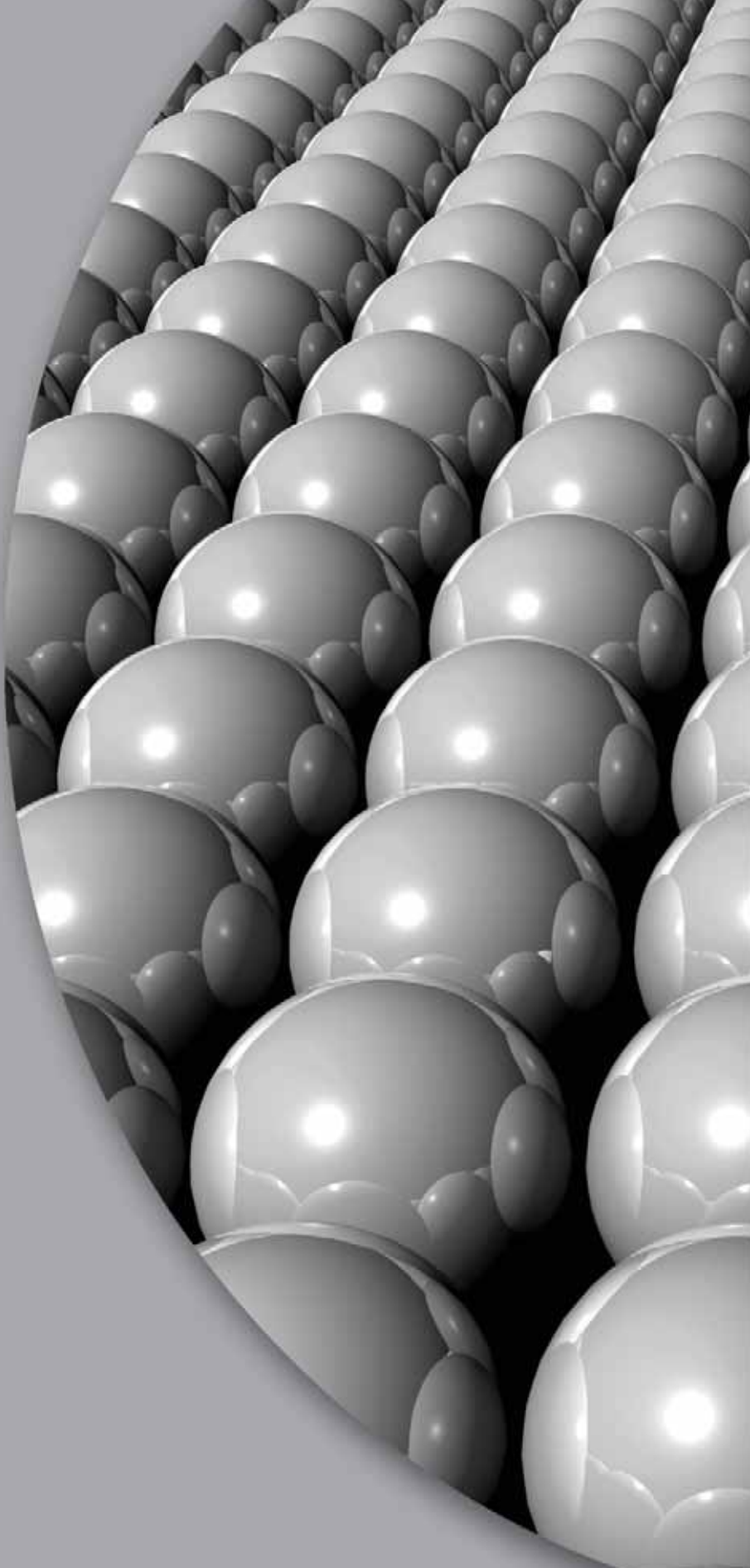
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