

VISION, VALUES AND MISSION

Vision

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

Values

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

Mission

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

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 recognised 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 by remaining 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** of our 2008 annual report is inspired by our pay-off line, **Innovation through diversity**. These characteristics run **across all our activities** and operations, from our academic offerings to the research we conduct, to our management model, campus structure, student body, community engagement and sports achievements.

"Since the merger, the NWU has always considered the **unique diversity** of the NWU community as **an asset** instead of a drawback. I believe that, if managed carefully, diversity contributes towards synergy – in other words it allows the NWU to be more than the sum of its parts. Over the years, I have often witnessed how the **combination of the unique talents**, expertise and qualities of our diverse community lead to **fresh, innovative ideas**."

– Dr Theuns Eloff, Vice-Chancellor.



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EXECUTIVE SUMMARY



While the North-West University faced its share of challenges during 2008, the year was one of its best to date, with the University exceeding many of its own performance targets and winning some of the most prestigious awards in the higher education environment.

The external recognition received for the NWU's leadership in a range of fields was a major highlight of the year. In the field of corporate governance, the University emerged as the best-governed higher education institution in South Africa by winning the 2008 PricewaterhouseCoopers Higher Education Excellence Award for Corporate Governance.

Similarly, in the National Innovation Fund Competition, the NWU excelled by being named as the Most Technologically Innovative Higher Education Institution. Yet another accolade, this time from the Pan South African Language Board (PanSALB), saw the NWU receiving a special award for its decade-long contribution to multilingualism and nation building.

This strong performance went hand in hand with ongoing improvements in the University's core business of teaching-learning, research and implementation of expertise, as well as in its financial position.

At the end of 2008, for the fifth successive year, the NWU again produced a net surplus. This amounted to R71 million, underlining the effectiveness of financial management at the University.

Teaching-learning at the NWU remained healthy and robust during the year under review. For instance, the institution achieved good increases in graduation rates, rising to 26% for undergraduate degrees and diplomas, compared to 24% in 2006 and 25,3% in 2007.

This is reflected in the record number of 12 337 qualifications conferred during the autumn and spring graduation ceremonies.

Research also reached a number of high notes. Based on a 100% success rate for new rating applications, the University ended 2008 with 103 researchers with ratings from the National Research Foundation, up from 95 in the previous year.

Total research output increased to 1 089 units in 2008, up from 1 061 in 2007. An important milestone in preparing for future gains in research output was the implementation of the new Research Entities model on all three campuses.

Quality and unity were two other important themes of 2008. In the case of quality, the spotlight was squarely on completing preparations for the Higher Education Quality Committee audit planned for early 2009. With this in mind, the University worked throughout 2008 to perfect the self-evaluation report and portfolio, which was submitted to the HEQC early in December.

In terms of unity, which has been a focal point at the University since the merger in 2004, the NWU reached a crucial milestone by adopting the new pay-off line, Innovation through diversity. This completed the final step in the new branding strategy, ensuring a unified institutional branding position as the NWU enters the next stage of its development.

BESTUURSOPSOMMING



Hoewel die Noordwes-Universiteit gedurende 2008 wel sekere uitdagings die hoof moes bied, was die jaar een van die beste tot op datum en het die Universiteit talle van sy eie prestasietekens oortref en van die mees gesogte toekennings in die hoërondewysomgewing verower.

Die eksterne erkenning wat die NWU vir sy leierskap op 'n verskeidenheid gebiede ontvang het, was een van die groot hoogtepunte van die jaar. Op die gebied van korporatiewe bestuur het die Universiteit as die bes bestuurde hoërondewysinstelling in Suid-Afrika na vore getree deur PricewaterhouseCoopers se Korporatiewebestuurstoekening vir Uitnemendheid in Hoëronderdig vir 2008 te verower. Eweneens het die NWU in die Nasionale Innovasiefondskompetisie uitgeblyk deur as die Mees Tegologiese Innoverende Hoëronderdiginstelling aangewys te word. Nog erkenning wat die NWU ontvang het, was dié van die Pan-Suid-Afrikaanse Taalraad (PanSAT), wat 'n spesiale toekening aan die Universiteit gemaak het vir sy dekadellange bydrae tot meertaligheid en nasiebou.

Hierdie sterk prestasie het hand-aan-hand gegaan met voortgesette verbeterings in die Universiteit se kernbesigheid van onderrig-leer, navorsing en die implementering van kundigheid, sowel as in sy finansiële stand. Aan die einde van 2008 het die NWU vir die vyfde agtereenvolgende jaar 'n netto surplus opgelewer. Dit het R71 miljoen beloop, wat die doeltreffendheid van die finansiële bestuur by die Universiteit onderstreep.

Onderrig-leer aan die NWU het gedurende die oorsigjaar gesond en lewenskragtig gebly. Die instelling het byvoorbeeld goeie toenames in graadueringskoerse behaal, wat tot 26% vir voorgaande grade en diplomas toegeneem het, vergeleke met 24% in 2006 en 25,3% in 2007. Dit word weerspieël in die rekordgetal van 12 337 kwalifikasies wat gedurende die herfs- en lentegradeplegtighede toegeken is.

Navorsing het ook 'n aantal hoogtepunte behaal. Op grond van die 100%-sukseskoers vir nuwe graderingsaansoeke het die Universiteit 2008 afgesluit met 103 Nasionale Navorsingstigting-gegradeerde navorsers, 'n toename vanaf 95 die vorige jaar. Totale navorsingsuitset het in 2008 tot 1 089 eenhede toegeneem, vanaf 1 061 in 2007.

'n Belangrike mylpaal ter voorbereiding vir toekomstige stygings in navorsingsuitset was die implementering van die nuwe navorsingsentiteitemodel op al drie kampusse.

Kwaliteit en eenheid was nóg twee belangrike temas in 2008. Wat betref kwaliteit het die kollig vierkantig op die afhandeling van die voorbereidings vir die oudit van die Hoëronderwyskwaliteitskomitee geval, wat vir vroeg in 2009 beplan is. Met dit in gedagte het die Universiteit regeur 2008 aan die verfyning van die selfevalueringsverslag en -portefeulje gewerk, wat vroeg in Desember aan die HOKK voorgelê is.

Ten opsigte van eenheid, wat sedert die samesmelting in 2004 'n fokus by die Universiteit was, het die NWU 'n noodsaaklike mylpaal bereik deur die nuwe slagspreuk te aanvaar, naamlik Innovasie deur diversiteit.

Dit het die finale stap in die nuwe handelsmerkvestigingstrategie voltooi, wat 'n eenvormige institusionele handelsmerkposisie verseker terwyl die NWU die volgende stadium van sy ontwikkeling betree.



KGUTSUFATSO YA BOLAODI



Le ha Yunivesithi ya Leboya-Bophirima e bile le diphephetso tsa yona ka 2008, selemo seo e bile se seng sa tse molemo haholo, moo Yunivesithi e ipabotseng ka makgabane le ho hapa dikgau tsa bohlokwa lebatoweng la thuto e phahameng.

Thoholetso e tswang ka ntle ya botsamaisi ba NWU mafapheng a mangata e bile sehlohlolo sa selemo seo. Lefapheng le puso ka kopanelo, Yunivesithi e bile ka sehlohong mabapi le tsamaiso ho tsa thuto e phahameng. Afrika Borwa ka ho hapa Kgau ya 2008 ya PricewaterCoopers ya Makgabane Thutong e Phahameng. Ka mokgwa o jwalo, Phehisanong ya Naha ya Ntlafatso Thutong e Phahameng, NWU e nnile ya tswa tjaro ya mabonwa ka ho hlwauwa e le e Fetisang Phehisanong ya Naha Ntlafatsong ya Theknoloji. Tlotlo e nngwe e amohetsweng ke NWU e bile e tswang Lekgotleng la Dipuo Afrika Borwa (PanSALB) ka baka ntshetsopele ya dipuo le kaho ya setjhaba.

Tshebetso ena e matla e tsamaelana le dintlafatso tse tswelang pele Yunivesithing tshabetsong ya yona ya motheo ho ithuteng le ho ruta, diphuputso ekasitana le tshebediso ya bokgoni le maemo a ditjhelete. Mafelong a selemo sa 2008, lekgetlo la bohloko ka tatelano, NWU e bile le tshallo ditjheleteng. Sena e bile dimilone tse R71 tse supang tshebediso e ntle ya ditjhelete Yunivesithing.

Ho ithuteng le ho ruta NWU e maemong a matle le a hlamatsehang selemong se boletsweng. Ho tea mohlala, institushene e bile le keketseho kabong ya dikgau, e nyolohetseng ho 26% dikring tse qalang dopoloma papisong le 24% ka 2006 le 25.3% ka 2007. Sena se pakwa

ke mangolo a 12 337 a abilweng dikapesong tsa hwetla le tsa selemo.

Diphuputso le tsona di fihletseboemo bo hodimo. Ho itshetlehlwe ka katleho ya 100% katlehong ya dikopo tse entsweng bakeng sa ho fuwa maemo, Yunivesithi e kwetse selemo sa 2008 ka bafuputsi ba 103 ba filweng maemo ke Letlole la Naha la Diphuputso, ho tloha ho 95% ya selemo se ka pele. Diphuputso tsohle tse phethilweng e bile diyuniti tse 1 089 ka 2008, ho tloha ho 1061 ka 2007. Phihlollo ya bohlokwa boitokisetsong ba ka moso diphuputsong e bile ho kenya tshabetsong Maqulwana a Diphuputso dikhampaseng tsohle tse tharo.

Boleng le bonngwe e bile bile meoko ya bohlokwa ka 2008. Mabapi le boleng, mahlo a ne a tsepamisitswe boitokisetsong ba ho oditwa ho neng ho reretswe maqalo a 2009. Ho shebilwe taba ena, Yunivesithi e sebeditse 2008 yohle ho kutletswa tlaleho le potfolio ya boitekolo e fetiseditsweng HEQC maqalong a Tshitwe.

Mabapi le bonngwe boo e bileng ntlha e shebilweng ho tloha nakong ya momahano ka 2004, NWU e ile ya fihlella kgato ya bohlokwa Ntlafatsong ka karohano. Sena e bile kgato ya ho qetela moralong wa lepetjo, o kgonahatsang NWU moralo oo ha e kena kगतong e latelang ya ntshetsopele.

TSHOBOKANYO YA KHUDUTHAMAGA



Le fa Yunibesiti ya Bokone-Bophirima e ile ya nna le mathata a yone ka 2008, ngwaga e e ne yea nna e e gaisitseng tse dingwe tsotlhe ka gonne Yunibesiti e kgonne go fitlhelela tiro e e fetang mekgele e e neng e beilwe le go fenya diawate dingwe tse di tumileng mo go tsa thuto e e kwa godimo.

Mo ngwageng e e fetileng, go amogela dikakgolo tse di tswang kwa ditheong tse di kwa ntle malebana le boeteledipele jwa YBB mo ditirong tse di farologaneng e ne e le selo se se kwa setlheong. Mo tirong ya go tsamaisa kgwebo, Yunibesiti e ne ya its'hupa e le setheo sa thuto e e kwa godimo se se laolwang ka tsela e e molemo go di gaisa tsotlhe mo Aforika Borwa ka go ikgapela Awate ya Botsamaisi Jwa Kgwebo ya Thuto ya Maemo a a Kwa Godimo ya PricewaterhouseCoopers. Gape, mo Kgaisanong ya Bosetšhaba ya Letlole la Mekgwa e Meša ya go Dira Dilo, YBB e ne ya di goga kwa pele ka go kaiwa e le Setheo sa Thuto e e Kwa Godimo se se di Gogang Kwa pele go Gaisa Tsotlhe mo Thekenolojeng ya Mekgwa e Meša ya go Dira Dilo. YBB e ne ya newa kabelokhuno e nngwe gape e e kgethegileng go tswa kwa Pan South African Language Board (PanSALB), ka ntlha ya go bo e feditse dingwaga di le lesome e rotloetsa tiriso ya dipuo tse di farologaneng le go aga setšhaba.

Tiro eno e e dirilweng ka mabogo a a duleng diatla e ne e tsamaisana le go tokafadiwa ga dilo mo tirong ya konokono ya Yunibesiti ya go ruta le go ithuta, go dirwa ga patlisiso le go dirisiwa ga bokgoni mo tirong, le mo tirong e e amanang le ditšhelete. Kwa bokhutlong jwa 2008, ngwaga ya botlhano ka go tlhomagana, YBB e ne ya boa gape ya nna le madi a lefetiso. E ne e le bokana ka R71 milione, mme seno se ne se bontsha tiro e ntle e e dirwang ke setlhopha sa botsamaisi mo Yunibesiting.

Mo ngwageng ya go sekasekwa kafa ditiro di neng di dirwa ka gone, go ruta le go ithuta mo YBB go ne go dirwa ka tsela e e molemo le ka natla. Ka sekai, palo ya baalobi mo setheong e ne ya gola go fitlha go 26% ya baithuti ba ba ngwaga ya ntlha ba ba iponetseng di dikerii le di dipoloma, fa e bapisiwa le 24% ka 2006 le 25,3% ka 2007. Seno se ne

sa bontshiwa sentle ke palo e kgolo ya ditshwanelego di le 12 337 tse di neng tsa newa baithuti ka nako ya meletlo ya kalogo ka letlhabula le ka dikgakologo.

Tiro ya patlisiso le yone e ile ya gola thata. Yunibesiti e ne ya wetsa 2008 e na le babatlisisi ba le 103 ba Setheo sa Bosetšhaba sa Patlisiso se neng se ba neile maduo a a simololang ka 95 go ya kwa godimo, fa dikopo tse dintšha tse di neng di tla tsennngwa e ne e le tse go neng go lebeletswe gore di atlege ka maduo a 100%. Tiro yotlhe ya bobatlisisi e ne ya oketsega go fitlha go diyuniti di le 1 089 ka 2008, go tswa go di le 1 061 ka 2007. Phitlhelelo e e botlhokwa thata ya go baakanyetsa go nna le matswela a a seng kana ka sepe mo go tsa patlisiso e ne e le go tsennngwa tirisong ga mokgwa wa Ditlamo Tsa Patlisiso mo dikhamphaseng ka boraro jwa tsone.

Ditlhogo tse dingwe tse di botlhokwa ka 2008 e ne e le boleng le kutlwano. Malebana le boleng, go ne go tlhomilwe mogopolo thata mo go felelediweng ga dithulaganyo tsa boruni jwa 2009 jwa Komiti ya Boleng Jwa Thuto e e Kwa Godimo.

Malebana le kutlwano, e e ntseng e le selo sa botlhokwa mo Yunibesiting fa e sa le di kopanngwa tsotlhe ka 2004, YBB e nne le phitlhelelo e e gakgamatsang ka go amogela moano o moša, *Poposešwa ka pharologano*. Seno e ne ya nna kgato ya bofelo mo thulaganyong ya go dirwa ga leinakgwebo le leša, go tlhomamisa gore setheo sotlhe se dira dilo ka go tshwana malebana le tiriso ya leinakgwebo fa YBB e tsena mo setlheng se seša sa tlabololo ya yone.

Bokhutlo





*"THE NWU'S POWER LIES IN OUR **DIVERSITY**. COMING FROM **DIVERSE BACKGROUNDS**, WE COMBINE OUR DIFFERENT **TALENTS, EXPERTISE AND CHARACTERISTICS**, RESULTING IN NEW, **INNOVATIVE IDEAS FOR THE FUTURE OF OUR INSTITUTION.**"*

– INSTITUTIONAL OFFICE STAFF



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INSTITUTIONAL HIGHLIGHTS

Effective management

- After successfully steering the NWU merger for the past four years, Dr Theuns Eloff has been reappointed for a second term as Vice-Chancellor by the NWU Council.
- The NWU has once again been recognised as the best-governed university in South Africa. Improving on its 2007 record as co-winner of the PricewaterhouseCoopers Higher Education Excellence Award for Corporate Governance, the University was named as the overall winner of 2008.
- The University received a special recognition award from the Pan South African Language Board (PanSALB) for making the biggest contribution to multilingualism and nation building in the South African higher education sector during the past 10 years.
- In adopting a new pay-off line, *Innovation through diversity*, the NWU completed the final step in its post-merger branding strategy. This overarching pay-off line applies to the entire institution – including the Institutional Office and the three Campuses – ensuring a unified institutional brand positioning.

Teaching-learning

- The statistics published by the Department of Education in April 2008 rank the NWU as the fifth largest university in South Africa. It had the best graduation rate for master's degrees in the sector in 2006, the second best for undergraduate degrees and the fourth best for doctoral degrees. The NWU also delivered the fourth highest number of undergraduate and master's degree students and the third most doctoral students in the country.
- Some 47 008 students were enrolled at the NWU during 2008, supported by a total of 2 753 permanent academic and support staff members.
- The NWU conferred a record number of qualifications in 2008. A total of 6 075 degrees and diplomas were conferred during the autumn graduation ceremonies and more than 6 262 during the spring graduation ceremonies.

Research and implementation of expertise

- In November 2008, the Department of Science and Technology announced that the NWU had won the National Innovation Fund Competition category for the Most Technologically Innovative Higher Education Institution.
- The NWU's unique research capabilities in the field of nuclear engineering gained additional momentum early in 2008 when a new cooperation agreement was signed with Pebble Bed Modular Reactor (Pty) Ltd. The new agreement provides for the sponsorship of a range of projects designed to ensure practical solutions for the energy crisis confronting South Africa. Projects being covered include research on femtochemistry and laser spectroscopy, as well as the testing and development of modular reactor plant components.
- The University Senate approved a new model for research entities, which has the potential to enhance research output to such an extent that the NWU may soon rank among the top five or six research universities in South Africa. In terms of the new model, a group of researchers at any school or campus can apply for a niche area, focus area, unit or centre of excellence.
- In 2008, the NWU had 11 new researchers with ratings from the National Research Foundation, and 103 rated researchers in total.
- The NWU's research publication output continued its upward trend. In 2008, the University produced an estimated 512,64 publication output units (including books, conference proceedings and article equivalents), compared to 376,20 in 2007 and 360,85 in 2006.
- In another vote of confidence in the NWU's expertise, the Department of Science and Technology has awarded the University the R400 000 contract to develop a business plan for the proposed North-West Science Park (NWSP).



The NWU was announced the Most Technologically Innovative Higher Education institution in 2008. Here Dr Rudi van der Walt (centre), Institutional Director: Innovation, receives the award from Dr McLean Sibanda (left), Acting Executive Director of the Innovation Fund and Mr Mosibudi Mangena (right), former Minister of Science and Technology.



*WHILE THE NORTH-WEST UNIVERSITY FACED ITS SHARE OF CHALLENGES DURING 2008, THE YEAR WAS ONE OF ITS **BEST TO DATE**, WITH THE UNIVERSITY **EXCEEDING** MANY OF ITS OWN PERFORMANCE TARGETS AND **WINNING** SOME OF THE MOST PRESTIGIOUS AWARDS IN THE HIGHER EDUCATION ENVIRONMENT.*

Prof Marlene Verhoef, Institutional Director: Language Directorate, with the recognition award the University received from PanSALB for contributing the most towards multilingualism and nation building in the South African higher education sector during the past ten years.

COMPOSITION OF COUNCIL

The composition of Council as at 31 December 2008:



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

Deputy Chairperson: Dr SD Mthembu-
Mahanyele (Ministerial appointee)

MINISTER OF EDUCATION'S APPOINTEES



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

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

Dr SD Mthembu-Mahanyele: BA (University of the North); Teaching Diploma (University of the North), Postgraduate Diploma in Financial Economy (London School of Economics); appointed for a three-year term, from 2008 to 2011.

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

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); elected for a five-year term, from 2006 to 2011.

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

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

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

COMMUNITY DESIGNATES



Ms H Rupert-Koegelenberg: BMus (cum laude) and HonsBMus (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), Teacher's Licentiate of Music (with distinction) (UNISA); appointed for a three-year term, from 2007 to 2010.

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

Dr D Breed: BA, ThB, ThM (cum laude) and ThD, (Potchefstroom University for Christian Higher Education); appointed for a three-year term, from 2008 to 2011.

Mr S Mohapi: Graduate of the Stock Market College (SA), Diploma in Investment Management (Rand Afrikaans University), Certificate of Proficiency (Planning & Administration of Estates), Qualified Assessor and Facilitator (ETDP SETA), Graduate Diploma in company direction (NQF7) (Graduate Institute of Management and Technology in collaboration with the Institute of Directors); appointed for a three-year term, from 2008 to 2011.

MEMBERS DESIGNATED BY THE CONVOCATION



Mr PJW Buys: HonsBA (Rand Afrikaans University); designated for a four-year term, from 2006 to 2010.

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

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

*"I KNOW THAT MY FELLOW MEMBERS OF COUNCIL WILL SUPPORT ME IN SAYING THAT **WE ARE PROUD** TO HAVE HAD THE OPPORTUNITY TO SERVE THE UNIVERSITY IN 2008 AND **LOOK FORWARD** TO THE PRIVILEGE OF CONTINUING TO SERVE IN THE YEAR AHEAD."
– MR PEET VAN DER WALT,
CHAIRPERSON OF COUNCIL.*

MEMBERS WITH SPECIAL EXPERTISE



Mr T Mokgatla: BCom (University of North West), HonsBCompt (UNISA), CA(SA); appointed for a three-year term, from 2007 to 2010.

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

INTERNAL MEMBERS MANAGEMENT MEMBERS



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

Dr MN Takalo (Vice-Principal): BA and BEd (University of the North), MA (Boston University); EdM and EdD (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 Education); elected for a three-year term, from 2006 to 2009.

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

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

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

MEMBERS FROM OTHER ACADEMIC STAFF

MEMBERS FROM NON-ACADEMIC EMPLOYEES



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

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



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

Prof MM Verhoef: Higher Education Diploma, Higher Education Diploma in Librarianship and PhD (Potchefstroom University for Christian Higher Education); designated for a 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 ISRC members held office until October 2008:



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

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

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

REPRESENTATIVES OF THE INSTITUTIONAL STUDENT REPRESENTATIVE COUNCIL

From November 2008, the following ISRC members served on the Council:



Mr P Lethobeng: LLB (currently) (NWU, Mafikeng Campus).

Ms A Croucamp: BEd (North-West University), Honours in Industrial Psychology (currently) (NWU, Potchefstroom Campus).

Mr S Mbatha: BCom (International Trade and Marketing) (North-West University), Honours in Economics (currently) (NWU, Vaal Triangle Campus).

SECRETARY TO COUNCIL



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

"BECAUSE OF THE DIVERSE BACKGROUNDS AND EXPERIENCE OF MEMBERS, COUNCIL IS ABLE TO FORM A WELL-BALANCED VIEW OF WHATEVER ISSUE WE ARE DEBATING."

– MR PEET VAN DER WALT, CHAIRPERSON OF COUNCIL.

OUTGOING COUNCIL MEMBERS

Minister of Education's appointees

Mr G Mayet: 13 February 2004 to 11 February 2008

Dr LK Sebege: 13 February 2004 to 11 February 2008

Community designates

Dr CJ Smit: 13 February 2004 to 11 February 2008

Mr S Ngwenya: 13 February 2004 to 11 February 2008

Member with special expertise

Adv MNS Sithole, SC: 13 February 2004 to 11 February 2008

MESSAGE FROM THE CHANCELLOR

What a vast amount of ground the North-West University (NWU) has covered in the past five years.



Dr Popo Molefe
Chancellor

Looking back to the day I was appointed as Chancellor in 2004, I acknowledge having felt some trepidation as to how two institutions with such contrasting cultures could conceivably shrug off their differences and prejudices and come together as one. On one side of the fence was an institution historically and rigidly committed to Christian values; on the other was a rural African university steeped in homeland ethnic traditions.

How could two such unlikely partners possibly overcome their mutually exclusive heritages and create something bigger and better than the sum of its parts?

Well, the fact is that they have. While the NWU of today is no paragon of perfection, it is certainly one of the most compelling success stories in South African higher education. Not only has the University succeeded in being ranked as the best-governed in South Africa, it has also earned the accolade of having contributed more to multi-lingualism and nation building over the past 10 years than any other university in the country.

On top of that, the NWU has twice – first in 2005 and again in 2008 – been named South Africa's most technologically innovative higher education institution.

Let us also not forget that the NWU has been edging determinedly up the academic and research ladder, moving from a relatively uncharted status into the following pole positions: We currently rank among the top seven universities in the country for research, among the top five for our undergraduate graduation rate, and in the top two for innovation.

But perhaps the most cherished achievement of all is the steady progress the University is making in pursuit of transformation and especially in developing a truly non-racial institution. Admittedly, we are still working towards the day when students now attending one NWU campus would be equally comfortable attending another campus. However, I do believe we have reached a point from which there is no turning back. Among students and staff alike, there is a high level of awareness that there is no room for prejudice, intolerance or any other violation of human dignity. And, as an academic community that embraces

the Constitution, the NWU sees itself as duty-bound to investigate and speak out against any act or omission that detracts from the values it stands for.

This commitment has been honoured a number of times over the years, not least in 2008 after the so-called Facebook incident on the Potchefstroom Campus, which culminated in disciplinary action being taken against several students implicated in a racial incident. It was also in evidence following the xenophobic attacks on foreigners living in South Africa, prompting the NWU Senate to issue a strongly worded statement reiterating the values it holds dear: "Our University unequivocally embraces the principles of human dignity, equality and fairness enshrined in our Constitution," the Senate statement said. "This university stands for the respect of fellow human beings; we stand for performing our various mandates and responsibilities with integrity and commitment."

Far from merely responding to negative incidents, the NWU has also been proactive in setting the standards of conduct required of all in the University community. In the past year, the institution has established its own Human Rights Committee, headed by one of the country's most respected legal minds, and commissioned a survey into the levels of social cohesion and integration among its residential students.

Throughout the past five years that I served as Chancellor, it was obvious that neither Council nor management is afraid to take the bull by the horns when dealing with the pricklier aspects of South Africa's socio-political heritage. This quality, together with the NWU's core values of integrity, commitment, accountability and respect, give me hope for its future as a model institution of higher learning and a prototype of how communities can live, work and prosper together.

My term as Chancellor expires at the end of May 2009, but I will be keeping track of this university reaching even greater heights. I believe that it would be just as great an honour for my successor to serve this institution as it has been for me.



DR PS MOLEFE
CHANCELLOR

AT THE NWU, ALL POLICIES ARE ALIGNED, ALL PROCESSES DOCUMENTED AND ALL MANAGERS HAVE PERFORMANCE AGREEMENTS. THIS CONSISTENCY PROVIDES THE BASIC BLOCKS FOR PROPER GOVERNANCE.



REPORT OF THE CHAIRPERSON OF COUNCIL

In reviewing the performance of the NWU in 2008, stakeholders can rest assured that their university is doing very well. Our finances are healthy, student throughput continues, research output is growing and corporate governance has again been recognised as the best in South Africa's public higher education system. The decision taken five years ago to focus on the core business of the NWU while implementing the merger has proved to be right one.



Mr Peet van der Walt
Chairperson of Council

This is not to say that the year was without its challenges, or that we are doing so well that the future will take care of itself. The point is rather that the University, led by Council, is dealing effectively with change, challenge and conflict.

Council is made up of a diverse group of people with one thing in common: the wish to serve the best interests of the University. Bear in mind that NWU Council members are not remunerated for their services. If you are appointed, the expectation is that you have come to serve and are part of a community effort.

Because of the diverse backgrounds and experience of members, Council is able to form a well-balanced view of whatever issue we are debating. Enough space and time is provided to give everyone the opportunity to speak their minds and to debate the pertinent issues properly. Furthermore, our debates and decisions are not only based on proper argument but are thoroughly documented so that there is a paper trail for every matter that lands on our table. This combination of characteristics, together with our joint commitment to do what is best for the NWU, generally results in Council conducting fruitful discussions and taking constructive decisions.

This was so with all Council's critical decisions of 2008, including the reappointment of Dr Theuns Eloff as Vice-Chancellor, whose term of office was due to expire early in 2009. Aware of the uncertainty that a leadership vacuum could create, Council wasted no time in setting up an ad hoc committee to oversee the filling of the position of Vice-Chancellor. This committee was formed in March 2008 and, in November 2008, Council unanimously approved the reappointment of Dr Eloff for another five-year term.

His reappointment is excellent for continuity and will allow the Vice-Chancellor to complete everything he has started. The work that he and his management team have been doing over the past five years contributed significantly to the University being named as the best-governed univer-

sity in the 2007 and 2008 PricewaterhouseCoopers awards for corporate governance. At the NWU, all policies are aligned, all processes documented and all managers have performance agreements. This consistency provides the basic building blocks for proper governance. The ultimate test of the effectiveness of the NWU Council is reflected in the self-evaluation results of Council and its committees. The periods under review were characterised by yet another exercise that identifies areas of continuous improvement in institutional governance as emphasised by the codes of good practice according to the King Report II.

Two other major decisions Council grappled with during 2008 were the student unrest on the Mafikeng Campus and the action taken against the Potchefstroom Campus students implicated in a racist group on Facebook.

The NWU is a values-based institution where all decisions are taken in the context of our defined values and also in the context of the Constitution of South Africa and relevant legislation. This approach provides the framework for dealing effectively and decisively with any incident at the NWU.

In the case of Mafikeng, where student violence and vandalism had disrupted teaching and learning, Council's view was that a firm stance had to be taken against criminal activity. The University's position on this was made clear to the student leadership as well as the fact that this stance could not be compromised. Calm has since been restored to the Campus.

Late in 2008, the Minister of Education appointed a task team to investigate the causes of disruptions, instability and discontent at the North-West University campuses, with specific reference to the Mafikeng Campus, in the context and goals of the merger and the National Plan for Higher Education. Council gave her our full cooperation. We do not agree with all the claims and recommendations made in the task team report, but we have acknowledged that the report pointed out areas where we can effect improvements. This process has already started. Council advocates a balanced approach to everything, meaning we should be open-minded enough to acknowledge where we can do better while speaking up when we disagree.

On the whole, the University has done well in achieving transformation in the broadest sense, meaning providing quality education to everyone and achieving redress by investing in buildings, residences and facilities that level

the playing field. Transformation in the area of employment equity remains an important focus area, especially at the senior levels, and I am confident that we will succeed in this area as well. The Council has a can-do attitude towards transformation in its broadest sense.

We continue the journey towards becoming a balanced teaching-learning and research university. While some South African universities place more emphasis on tuition and others focus more on research, the NWU wants to strike a balance between teaching-learning, research and the implementation of expertise, the third leg of the University's core business. As we move forward towards this transformation, we have a view of the future that runs all the way through to 2020.

On behalf of Council, my sincere thanks to management, staff, students and all other stakeholders, including government, who are helping to shape the NWU as a national asset that is vibrant, progressive, proud and achieving. I know that my fellow members of Council will support me in saying that we are proud to have had the opportunity to serve the University in 2008 and look forward to the privilege of continuing to serve in the year ahead.



MR PJ VAN DER WALT
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) and the Regulations for Annual Reporting by Public Higher Education Institutions as published on 1 August 2007.

The role and functions of Council

In terms of the Higher Education Act of 1997, Council must govern the University subject to the Act and the 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 effective. 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 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 2008, the fifth 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

Designees from Senate, the Convocation and Board of Donors

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 the Senate, Convocation and the Board of Donors had to be elected before that date.

• Senate

The Senate was duly constituted on 10 May 2006 and the following four Senate members were elected to Council:

- Prof A le R du Plooy
- Prof MW Lumadi (replacing Prof NL Mahao as of August 2007)
- Prof TC Rabali
- Prof F Venter

These designees were still serving as Council members during 2008.

• 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 2008:

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

• 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 by the Board of Donors from the ranks of the donors to serve in Council, were still Council members during 2008:

- Dr JJ van Zyl, Albert Wessels Trust/Toyota

- Mr PJ van der Walt, FNB and later as individual donor
- Mr T Makubire, PBMR
- Dr C Reinecke, SASOL and later as individual donor

The full membership of the Board of Donors during 2008 was as follows:

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



However, in November 2008 a re-election of the Board of Donors took place and the following members were elected or re-elected:

- Mr J de Winnaar, ABSA
- Prof CJ Reinecke, Dagbreek Trust
- Mr A van der Merwe, DM Kisch Incorporated
- Mr Jan Kitshoff, Eduloan
- Ms Z Mpati, Engen
- Mr B MacColl, Eskom
- Mr Kobus Venter, Janssen-Cilag
- Mr T Makubire (Chairperson), PBMR
- Mr R Heydenreich, SASOL
- Mr S Fourie, Telkom SA
- Dr T Eloff, NWU Vice-Chancellor
- Prof IJ Rost, NWU Executive Director: Finance and Facilities
- Mr W Booysen, Director: Institutional Advancement and Business Development, NWU

2008 Composition of Council

The terms of six Council members expired early in 2008. Of these six members, three were Ministerial appointees, two were representatives of the community and one was a member with special expertise.

The Ministerial appointees whose terms expired on 11 February 2008 were Dr LK Sebego, the Chairperson of Council, Mr OJJ Tabane and Mr G Mayet. The Minister then reappointed Mr Tabane for a second term and appointed two new Council members, namely Dr SD Mthembu-Mahanyele and Mr NM Fuzani. The two community representatives whose terms of office expired were Dr CJ Smit and Mr S Ngwenya. Dr D Breed and Mr SM Mohapi succeeded them.

Adv MNS Sithole, SC was the member with special expertise whose term expired on 11 February 2008. Mr T Mokgatla, a financial expert, replaced him. Furthermore, the longstanding vacancy in the category of members with special expertise was filled through the appointment of Ms I Poole, who is a communications and tourism expert.

At the Council meeting of 20 June 2008, Mr PJ van der Walt, former Deputy Chairperson, was elected as Chairperson. His election resulted in a vacancy in the position of Deputy Chairperson, to which Dr SD Mthembu-Mahanyele was elected.

The following NWU staff members were non-voting members of Council during 2008:

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

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 2008:

- 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



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

Total (30)	Category	Name	Term
External (18)	Ministerial appointees (4)	Ms NML Letlape	3 years (2007 – 2010)
		Mr NM Fuzani	4 years (2008 – 2012)
		Dr SD Mthembi-Mahanyele	3 years (2008 – 2011)
		Mr OJJ Tabane (term ended on 1 February 2008 but was re-appointed)	4 years (2008 – 2012)
		Dr LK Sebege (term ended on 11 February 2008)	
		Mr G Mayet (term ended on 11 February 2008)	
	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	5 years (2006 – 2011)
	Community leaders / Original founders (4)	Ms H Rupert-Koegelenberg	3 years (2007 – 2010)
		Mr TJS Thabane	3 years (2007 – 2010)
		Dr D Breed	3 years (2008 – 2011)
		Mr SM Mohapi	3 years (2008 – 2011)
		Dr CJ Smit (term ended on 11 January 2008)	
		Mr S Ngwenya (term ended on 11 January 2008)	
	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 T Mokgatlha	3 years (2008 – 2010)
		Ms I Pooe	4 years (2008 – 2011)
		Adv MNS Sithole, SC (term ended on 11 January 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)
		Prof TC Rabali	3 years (2006 – 2010)
		Prof F Venter	3 years (2006 – 2009)
		Dr MW Lumadi	3 years (2007 – 2010)
	Other academic (2)	Prof C de W van Wyk	4 years (2007 – 2011)
		Prof E van der Schyff	5 years (2007 – 2012)
	Non-academic (2)	Prof AS Coetzee-Van Rooy	4 years (2007 – 2011)
		Prof MM Verhoef	5 years (2007 – 2012)
	Students (2)	<u>Until October 2008:</u> Mr A Atau-Rahman Mr M Tebakang Ms MM Tromp <u>From November 2008:</u> Ms A Croucamp Mr P Lethobeng Mr S Mbatha	Determined by ISRC
Secretary	Institutional Registrar	Dr NT Mosia	Ex officio



Committees of Council

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

Executive Committee

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

The two vacancies in the Executive Committee were filled through the election of Dr SD Mthembu-Mahanyele as the new Deputy Chairperson of Council, and the election of Prof LA van Dyk as another Council member.

The members of the Executive Committee in 2008 were Mr PJ van der Walt (Chairperson), Dr SD Mthembu-Mahanyele (Deputy Chairperson), Mr PWJ Buys, Prof LA van Dyk, Dr T Eloff (Vice-Chancellor), Dr MN Takalo (Vice-Principal) and Dr NT Mosia (Institutional Registrar and Secretary to Council).

During 2008, five Executive Committee meetings were held. These meetings took place on 21 February, 29 May, 15 September, 9 October and 12 November.

Remuneration Committee

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

Owing to the nature of its duties, the Remuneration Committee consists of the four external members of the Executive Committee of Council as well as the Chairperson of the Human Resources and Employment Equity Committee, who is also an external member of Council. The members were Mr PJ van der Walt (Chairperson), Dr SD Mthembu-Mahanyele (Deputy Chairperson), Prof LA van Dyk, Mr PWJ Buys and Dr C Reinecke (Chairperson of the Human Resources and Employment Equity Committee).

The Remuneration Committee met on 29 May and 21 November 2008.

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 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 Dr C Reinecke (Chairperson), Ms NML Letlape, Mr T Makubire, Mr TJS Thabane, Prof AS Coetzee-Van Rooy, Prof A le R du Plooy, Prof C de W van Wyk, Dr T Eloff (Vice-Chancellor), Dr NT Mosia (Institutional Registrar and Secretary to Council), Mr VL Mothobi, Mr C de Wit, and Prof MS Zibi.

The Human Resources and Employment Equity Committee met on 7 May and 9 October 2008.

Transformation Oversight Committee (TOC)

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

The members during 2008 were Prof LA van Dyk (Chairperson), Prof MM Verhoef, Ms I Poole, Mr T Makubire, Mr OJJ Tabane, Dr T Eloff (Vice-Chancellor), Dr MN Takalo (Vice-Principal), Dr NT Mosia (Institutional Registrar and Secretary to Council) and Mr VL Mothobi.

Mr Tabane's term of office expired on 11 February 2008 but he was again designated to the Transformation Oversight Committee on being reappointed for a further term as a Ministerial appointee. The Transformation Oversight Committee met on 22 May and 10 October 2008.



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

The term of office of the Chairperson of the Committee, Mr G Mayet, expired on 11 February 2008 and Mr NM Fuzani replaced him. Council also appointed Mr T Mokgatla, a Chartered Accountant, in the category of persons with special expertise to serve in the Audit, Compliance and Risk Management Committee.

The members of the Committee during 2008 were Adv JSM Henning, SC (Chairperson), Mr NM Fuzani, Mr T Mokgatla, Prof F Venter and Prof E van der Schyff. Two independent financial experts, Ms H Möller and Mr MP Tjie, advised the Committee.

The representatives of the external auditors are required to be in attendance at Committee meetings, as are Dr T Eloff (Vice-Chancellor) and Dr NT Mosia (Institutional Registrar and Secretary to Council), Prof IJ Rost (Executive Director: Finance and Facilities) and Mr D Rothman, the Director: Internal Audit.

This Committee met on 27 May and 4 November 2008.

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 terms of both Dr CJ Smit and Mr OJJ Tabane as Council members expired on 11 February 2008. Dr D Breed and Mr SM Mohapi were designated by Council to serve on the Finance Committee. The members of the Finance Committee were Dr JJ van Zyl (Chairperson), Dr D Breed, Dr FJ Kok, Mr SM Mohapi, Adv JSM Henning, SC and Dr T Eloff (Vice-Chancellor). The Committee's ex officio members were Prof IJ Rost (Executive Director: Finance and Facilities) and Dr NT Mosia (Institutional Registrar and Secretary to Council).

During 2008, the Finance Committee met on 9 June and 4 November. 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 D Breed, who replaced Dr CJ Smit on expiry of his term. The ex officio members are Dr T Eloff (Vice-Chancellor), Prof IJ Rost (Executive Director: Finance and Facilities) and Dr NT Mosia (Institutional Registrar and Secretary to Council).

The Tender Committee met on 11 February 2008.

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, including the Chairperson, Mr J van den Berg, and two to three independent investment experts. The ex officio members are Dr T Eloff (Vice-Chancellor), Prof IJ Rost (Executive Director: Finance and Facilities) and Dr NT Mosia (Institutional Registrar and Secretary to Council).

Council designated Mr SM Mohapi to serve on the Investments Committee in the light of his expertise in the field.

During 2008, the Investments Committee met on 22 February, 8 May, 13 August and 14 November.

Assets Committee

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

The Assets Committee has two external members and three ex officio members. The external members were Dr FJ Kok (Chairperson) and Mr SM Mohapi, who replaced Mr OJJ Tabane on the expiry of his term. The ex officio members were Dr T Eloff (Vice-Chancellor), Prof IJ Rost (Executive Director: Finance and Facilities) and Dr NT Mosia (Institutional Registrar and Secretary to Council).

This Committee met on 8 May and 9 October 2008.

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 2008 to consider nominations for Honorary Doctorates.

Advisory Committee on Student Support Services (ACSSS)

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.

The members during 2008 were Ms H Rupert-Koegelenberg (Committee Chairperson and Council member), Ms NML Letlape (Council member), Dr T Eloff (Vice-Chancellor), Dr EM Sedibe and Dr NT Mosia (members of management),

Prof A Combrink, Prof ND Kgwadi and Prof PJJ Prinsloo (campus rectors), Mr VL Mothobi (Executive Director: Human Capital Development), Mr SS Mokoena (Deputy Registrar) and Ms M Tromp (ISRC Chairperson). Mr H Stavast was nominated to attend on behalf of Prof PJJ Prinsloo, Rector of the Vaal Triangle Campus.

On the recommendation of the ACSSS, Council resolved on 21 November 2008 that the Committee would be disbanded and replaced by the Institutional Committee on Student Support Services (ICoSSS). This Committee would be operational as from 2009.

The structure for the Institutional Committee on Student Support Services was furthermore approved, as was the recommendation that Ms H Rupert-Koegelenberg be designated to serve on the Human Resources and Employment Equity (HREE) Committee, to which the ICoSSS would in future report. The Advisory Committee on Student Support Services met on 3 March and 31 October 2008.

Attendance of meetings

During 2008 four ordinary Council meetings were held: on 14 March, 20 June, 19 September and 21 November, and an extraordinary Council meeting was held on 16 October. The attendance record for Council and its committees for 2008 was as follows:

Committee	%
Council	76%
Exco	100%
Finance	90%
Transformation Oversight	72%
Human Resources and Employment Equity	75%
Tender	83%
Honorary Awards	67%
Audit, Compliance and Risk Management	64%
Remuneration	83%
Assets	90%
ACSSS	95%

The total average attendance figure was 81%.

Important matters to which Council and its committees attended

During 2008 a number of significant matters that affected the institution were on the agendas of Council and its committees, including the reappointment of the Vice-Chancellor, the unrest at the Mafikeng Campus, the appointment of a Ministerial Task Team to conduct an investigation into the affairs of the NWU, transformation at the University and crucial teaching-learning developments such as the 2009 minimum admission requirements. At the end of 2008 no significant matters were outstanding on the agenda of Council.

• Reappointment of the Vice-Chancellor

Council established an Ad Hoc Committee on 14 March 2008 to consider the process to be followed for the appointment of the Vice-Chancellor. This was necessary in the light of the expiry of the term of office of the existing Vice-Chancellor, Dr T Eloff, in May 2009. On 21 November 2008 Council approved the reappointment of the Vice-Chancellor, Dr Eloff, for a further five-year term until 2014.

Council herewith not only recognised the important role played by Dr Eloff in positioning the North-West University as a leading university, but also wished to grant him the opportunity to finalise the various strategies implemented since the merger in 2004.

• Student unrest at the Mafikeng Campus

The student unrest at the Mafikeng Campus, the consequent closure of the Campus in March and May 2008 and the student disciplinary action resulting from the unrest were a major concern and priority for Council. Council received regular reports from the Vice-Chancellor and management and deliberated extensively on the matter at its meetings. Furthermore, Council nominated external members of Council to investigate the students' allegations to make sure that the correct processes had been followed in taking disciplinary action against the students and to advise Council and management on various aspects.

After considering all the facts and reports submitted by various role players, Council expressed its satisfaction with the measures taken by management to resolve the situation and also voiced its support of management's further plans for the normalisation of activities at the Mafikeng Campus. Following complaints of alleged misconduct lodged against the Campus Rector, Prof ND Kgwadi, by the

Mafikeng Campus Student Representative Council (CSRC), Council called for an independent investigation into this matter. Two external Council members and the NWU's Department of Internal Audit conducted this investigation. At its meeting on 21 November 2008 Council accepted the findings of the investigating committee that all the available facts indicated that complaints against Prof Kgwadi were without any substance.

Council also cooperated with the Ministerial task team that was appointed to investigate the unrest at the Mafikeng Campus.

• 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 2008:

- Policy on students with disabilities
- Policy for feedback about teaching and learning by students
- Policy for academic programme management
- Policy for management of research and innovation contracts
- The Web Policy for the North-West University

The development of new, fully aligned policies, rules and procedures is an ongoing activity as part of the process of entrenching the NWU culture of management effectiveness.

Council took note of the final report of the 2007 Culture and Climate survey conducted among NWU staff. Management made a commitment to include the relevant recommendations of the report in the Institutional Plan.

Council considered a report compiled by a sub-task team of the NWU Human Rights Committee (HRC) that investigated the levels of social cohesion among a representative sample of NWU undergraduate students. Council recognised the need for diversity training and made

constructive suggestions on how racial or cultural conflict could be countered. Various research projects and programmes were approved and commenced with, or will be launched in 2009.

A Ministerial Committee on progress towards transformation, social cohesion and the elimination of discrimination in public higher education institutions visited the Potchefstroom Campus on 20 June 2008. The outcome of the investigation is yet to be published by the Minister to the higher education sector.

• Teaching-learning

Council approved the 2009 minimum admission requirements for generic and professional qualifications offered by the NWU. These requirements were then reported to Higher Education South Africa (HESA) and published on the NWU website. The NWU's Varsity Student System is being 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 being provided as widely as possible.

Input was also 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 University is closely monitoring the practical implications of the new approach to admission, assessment and the results regime, among others.

• Other important matters attended to by Council

- Approved the Financial Statements for the year ended 31 December 2008.
- Approved the 2009 budget, which corresponded with the elements of the funding formula and is aligned with the Institutional Plan.
- Elected a new Council Chairperson and Deputy Chairperson and nominated members to serve on the Council Committees where vacancies had occurred due to the expiry of former Council members' terms of office.
- Approved amendments to the ISRC Constitution.
- Approved the awarding of the following honorary doctorates: a Doctor of Philosophy to Mr JM Ntsime, a Doctor of Pharmaciae to Mr APG Goossens and a Doctor of Statistical Sciences to Mr JH Venter.
- Approved a Charter for the Audit, Compliance and Risk Management Committee.

- Adopted the Institutional Plan 2009-2011, which will be submitted to the Department of Education in early 2009.
- Considered and approved the HEQC Institutional Audit self-evaluation portfolio.
- Approved the disbandment of the Advisory Committee for Student Support Services and its replacement with the Institutional Committee on Student Support Services.

Employee and student participation

A wide spectrum of participatory structures was in place on the campuses and in the Institutional Office in 2008. These structures were designed to enhance relationships through consultation, the effective exchange of relevant information and the identification and resolution of differences. Students and employees have full voting rights in all the structures in which they are represented.

Code of Ethics and Codes of Conduct

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

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 an institution-wide change management exercise focusing on the application of shared values in the day-to-day operations of the University.

During the ensuing process four instrumental or 'do' values, namely integrity, commitment, accountability and respect, were elected by management for incorporation into every aspect of NWU operations. The process was consolidated with the identification of 11 NWU end-values i.e. human dignity, equality, freedom, integrity, tolerance, respect, commitment to excellence, scholarly engagement, academic freedom, justice and transparency. All staff and students were encouraged to participate in an institution-wide change process by practically demonstrating these do-values in their daily activities.

The final step of this process is the adopting of a coherent Code of Ethics and Codes of Conduct for the NWU. The importance of engaging the various structures at the University in the process of establishing a comprehensive Code of Ethics was, however, recognised. It was resolved that the Diversity Charter, developed by a Task Team of the Institutional Employment Equity and Skills Development Forum (IEESDF), should also be incorporated into the Code of Ethics as both embrace diversity and aim to establish a unifying ethos within the institutional culture.

The Institutional Forum, in collaboration with the NWU Human Rights Committee and other relevant structures will continue to finalise the process in 2009 and to advise Council as it is required by the Higher Education Act, 101 of 1997.

Statement on conflict management

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

Structures and processes are in place within these groups to deal with conflict and to prevent its escalation. These include policy documents, procedures and committees and forums that create opportunities for consultation and the airing and debating of views. In areas where new structures have not yet been established 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 meetings and workshop agendas since mid-2005 and this focus continued throughout 2008.

An important corporate governance benchmark is the annual PricewaterhouseCoopers Higher Education Excellence Awards. In August 2008 the NWU was awarded first place from a total of 10 submissions, 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 2008 to further improve the functioning of Council and its committees. The questionnaire used for the 2007 round of self-evaluation was reviewed and amended in line with national and international best practice. On approval of the amended questionnaire, a self-evaluation process was undertaken during October and November 2008 to assess the effectiveness and accountability of Council and its committees.

Council will consider the results of the 2008 self-evaluation process early in 2009. The Council of the NWU has increased the effectiveness of its governance and oversight function during 2008. It is evident that Council is independent in making decisions and over and above the business of Council is always concluded at its meetings. Furthermore, Council understands its oversight governance role in relation to day-to-day management assigned to the Vice-Chancellor. Lines of responsibility are clearly demarcated. Council evaluates its performance as standard practice.

This report was approved by the NWU Council on 19 June 2009.

IN THE FIELD OF CORPORATE
GOVERNANCE, THE UNIVERSITY EMERGED
AS THE BEST-GOVERNED
HIGHER EDUCATION INSTITUTION IN
SOUTH AFRICA BY **WINNING** THE 2008
PRICEWATERHOUSECOOPERS HIGHER
EDUCATION **EXCELLENCE AWARD**
FOR CORPORATE GOVERNANCE.



REPORT OF SENATE

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 2008 to fill the vacancies in Senate, as well as to elect Senate's designates to Council in accordance with the Statute.

Four ordinary meetings of Senate were held during 2008: on 5 March, 27 May, 13 August and 22 October. The average attendance at Senate meetings was 61%.

Senate standing committees and task teams attended to specific tasks such as the revision and development of

policies, the implementation of the Critical Cross-Field Outcomes at the NWU, institutional research and innovation activities and the alignment of academic programmes and research.

The following Senate Standing Committees were in place during 2008:

- 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 and 2008, report to ICRI and thus also to Senate:

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

Institutional Research Support Commission

The Institutional Research Support Commission annually evaluates the progress of each research entity (niche area, focus area, research unit and 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. The Institutional Senate appoints its members.

Research Ethics Committee

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 research project regulated by the ethical guidelines may commence without a letter of approval and if it does, the researchers and subjects/participants will not be covered by the NWU's insurance.

During 2008 a total of 99 applications were directed to the Committee, of which 76 came from the Potchefstroom Campus, 19 from the Vaal Triangle Campus and four from the Mafikeng Campus.

Higher Degrees Committee

The Higher Degrees Committee has the following Terms of Reference:

- Evaluate and monitor all processes currently in use on the three campuses for the awarding of higher degrees, with the aim of optimising processes, standardising procedures and assuring 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 research degrees 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, review outcome details and statistical reports for all higher research 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 workload 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.

Committee for the Classification of Theses and Dissertations

Applications for classification of theses and dissertations as either confidential or secret, are handled by this standing committee of the Institutional Committee for Research and Innovation (ICRI), which consists of:

- The Institutional Director: Research Support
- The Chairperson of the University’s Ethics Committee
- The Director of the Institutional Legal Office
- The Institutional Deputy-Registrar (secretary)
- A member of the Senate (chairperson and convener)

The director of the research entity/school associated with the research or subject field of the particular thesis or dissertation attends the meeting at which the application concerned is discussed. Applications are accompanied by motivations from the student, research director and/or company involved. When considering such an application, the ethical implications are also taken into account.

After classification, all persons involved must meet certain security requirements and, if applicable, sign confidentiality agreements.

Part of the Committee’s mandate is also to raise awareness at the Mafikeng and Vaal Triangle Campuses about the necessity for classifying dissertations and theses and the applicable research conducted.

Senate task teams

The Task Team on Shared Disciplines, established to determine principles and/or guidelines for subject-related applications from academic faculties, continued its activities in 2008. A standing committee of Senate was convened to perform a coordinating and quality assurance function for the implementation of the Critical Cross-Field Outcomes Academic Literacy modules. Similarly, a standing committee with the same coordinating and quality assurance function was established for the Understanding the World modules that were introduced at the NWU after the xenophobia attacks experienced country-wide. These modules are aimed at promoting and instilling values conducive to a diverse but peaceful nation.

A task team was also appointed to revisit the effectiveness of consultation during the appointment of senior managers.

Objectives achieved

During 2008 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”.

Senate’s main responsibilities and objectives were to govern the academic business by, among other things, monitoring the progress of the academic alignment process and finalising the 2009 minimum admission requirements for generic and professional qualifications. Senate also monitored the implementation of the new Research Entity Development Model and advised Council on strategic academic issues with an impact on the Institutional Plan.

• 2009 admission requirements

The University approved the 2009 minimum admission requirements for generic and professional qualifications offered by the NWU. These requirements were then reported to Higher Education South Africa (HESA) and published on the NWU website. The NWU’s Varsity Student System was adapted to deal with the student registration period of 2009 and to support the phasing out of the Senior Certificate dispensation. The NWU also contributed to the HESA process of developing the new admission regulations to be promulgated by the Minister of Education in terms of the Higher Education Act.

The practical implications of the new approach to admission, assessment and the results regime are being closely monitored.

• The new Research Entity Management Model

During the previous year the NWU reviewed its research entity management model and developed an enhanced model designed to put research on a high-growth, high-performance path. The focus in 2008 was on implementing the new management model, which encourages the formation of more research start-up groups and creates a growth path for existing focus areas.

The new model makes provision for the following four categories or levels of research entities:

- Research niche areas: These are small research groups usually located on a specific campus and focusing on research with a local impact.
- Research focus areas: Focus areas that 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 be 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.

These entities were identified after the reports of external reviewers, all specialists in the field, were studied by the Institutional Research Support Commission. Recommendations were then made to the Institutional Management (IM) and the Institutional Committee for Research and Innovation (ICRI). By the end of the year the NWU had formed one new centre of excellence, 11 research units, three focus areas and seven research niche areas.

• Changes in academic structures

The realignment of academic structures across the three campuses is linked to a review of the NWU's range of academic programmes. One of the biggest changes in academic structures during 2008 took place on the Vaal Triangle Campus. After a restructuring process on this campus, the Vaal Triangle Faculty was divided into two. On the Mafikeng Campus good progress has been made

with the establishment of schools and the appointment of school directors.

In all, the NWU had 15 faculties in 2008, 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. The Niche Area on the Mafikeng Campus is known as Population and Health.
- Two faculties and seven schools at the Vaal Triangle Campus. The faculties are the Faculty of Humanities and the Faculty of Economic Sciences and Information Technology. The seven schools are Behavioural Sciences, Languages, Basic Sciences, Education Sciences, Accounting Sciences, Economic Sciences and Information Technology.
- Eight faculties, 32 schools, 21 research entities, four institutes and 14 research focus areas at the Potchefstroom Campus. The eight faculties are Arts, Natural Sciences, Theology, Education Sciences, Economic and Management Sciences, Law, Engineering and Health Sciences. The research entities are:
 - Educational Technology for Effective Teaching, Learning and Facilitation
 - Musical Arts in South Africa: Resources and Applications
 - Medical Usage in South Africa (MUSA)
 - Socio-economic impact of Tourism
 - Hypertension in Africa Research Team (HART)
 - Physical Activity Sport and Recreation (PhASRec)
 - Sustainable Social Development
 - Chemical resource beneficiation
 - Teaching-Learning organisations
 - Unit for Business Mathematics and Informatics
 - Research Unit: Development in the South African Constitutional State
 - Unit for Drug Research and Development
 - Unit for Environmental Sciences and Management
 - Unit for Languages and Literature in the South African context
 - Unit for Energy systems
 - Unit for Reformed Theology and the Development of the South African Society
 - Unit for Space Physics
 - Africa Unit for Transdisciplinary Health Research (AUTHeR)
 - Workwell: Research Unit for People, Policy and Performance
 - Think!Well: Economic Value of Wellness Research
 - Centre of Excellence for Nutrition (CEN)

Academic programme alignment

As a result of the merger in January 2004 it became necessary for the NWU to review and align its academic programmes to ensure uniformity in terms of academic standards, delivery and structures. Senate has been actively contributing to academic programme alignment through the involvement of its Institutional Committee for Academic Standards (ICAS), together with the four academic committees of ICAS. Together, these cover all learning fields and faculties at the University.

Implementation of the programme alignment framework proceeded in 2007 and continued throughout 2008. By 31 December 2008 some 32% of undergraduate programmes had been aligned and rationalised, equating to 114 out of a total of 355 programmes. Over the same period, 22 postgraduate programmes were aligned and rationalised, equating to 6% of all programmes at post-graduate level.

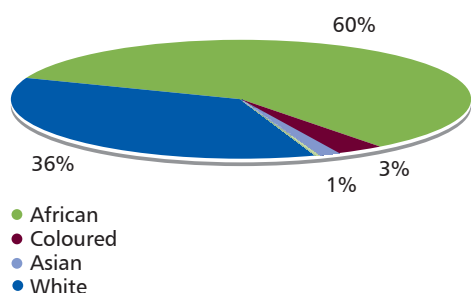
In a related development ICAS handled a total of 128 academic programme applications and 123 short course applications during 2008.

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

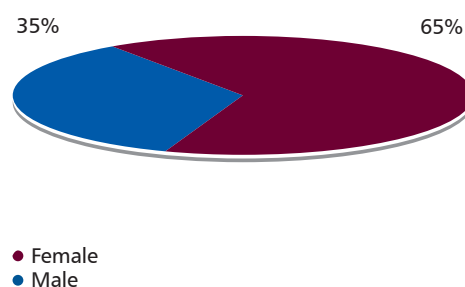
• Racial and gender composition of the student body 2008

Year	Race					Gender		Total
	White	African	Coloured	Asian	Unknown	Male	Female	
2003	11 446	21 717	1 050	325	1 860	14 052	22 346	36 398
2004	12 657	24 975	1 255	321	938	15 344	24 802	40 146
2005	13 389	23 454	1 195	338	220	14 866	23 730	38 596
2006	14 288	22 412	1 221	616	172	14 766	23 943	38 709
2007	16 209	26 440	1 359	701	17	16 128	28 598	44 726
2008	17 071	27 722	1 602	585	28	16 279	30 729	47 008

Race 2008



Gender 2008

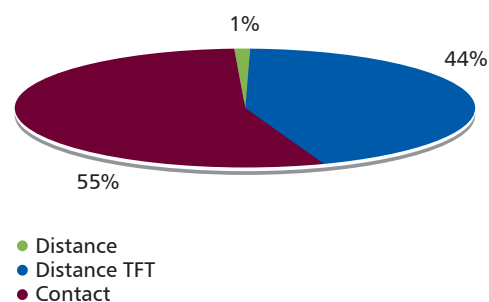


Teaching-learning Student enrolment

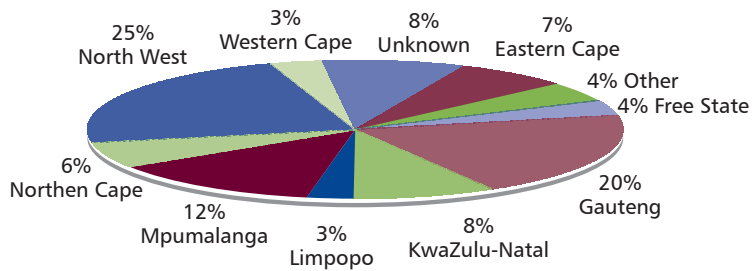
• Students enrolled for 2008

	Mafi-keng	Potchefstroom	Vaal Triangle	Total
First-years	1 146	3 300	672	5 118
Seniors	6 944	31 874	3 072	41 890
Total	8 090	35 174	3 744	47 008

• Students enrolled 2008 - Contact and distance



• Geographical origins of students



THE NWU SUBSCRIBES TO THE VALUES OF *ACADEMIC FREEDOM, JUSTICE AND TRANSPARENCY.*



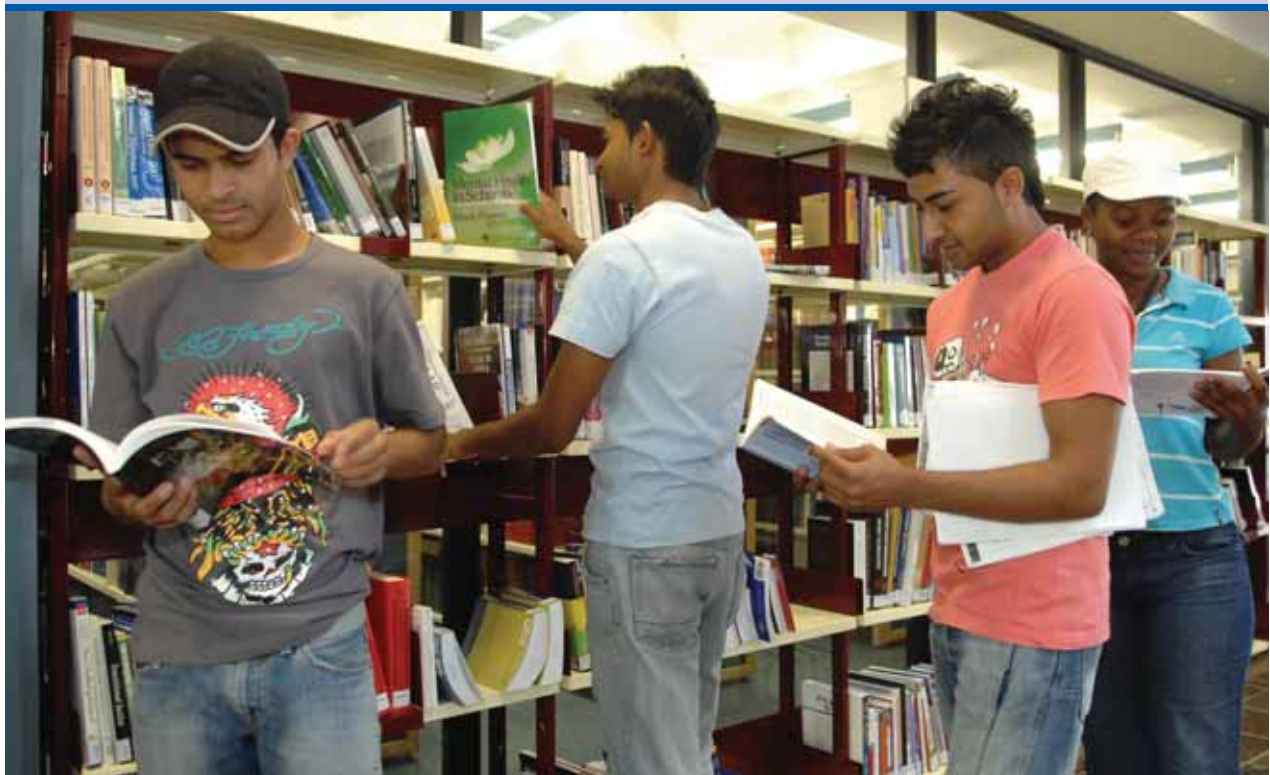
• Registration by qualification type

2008*	Attendance mode			Grand total
	Distance	Contact	Distance TFT ¹	
General academic first bachelor's degree	2	10 051		10 053
Doctoral degree	24	734		758
Honours degree	78	1 840	4 533	6 451
Master's degree	13	2 464		2 477
Postgraduate bachelor's degree				
Postgraduate diploma		1 049	13	1 062
Undergraduate diploma (1 and 2 years)		1 020	12 406	13 426
Undergraduate diploma (3 years)		363	3 553	3 916
Professional first bachelor's degree (4 years)	117	6 758	263	7 138
Professional first bachelor's degree (3 years)	263	1 287		1 550
Occasional student	2	174	1	177
Grand total	499	25 740	20 769	47 008

* As at 1 May 2009 (as per 2nd HEMIS submission 2008).

¹TFT 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 2008

Second examination: 7 to 17 July 2008

Second semester

First examination: 27 October to 15 November 2008

Second examination: 20 November to 1 December 2008

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:

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 2008:

- 46 peer helpers were trained and deployed in the faculties and at student residences.
- The Disability Desk, which has one full-time staff member, assisted 20 students with disabilities and liaised with the South African National Council for the Blind (SANCB) and Disabled People South Africa (DPSA).

Student Counselling Services:

Potchefstroom Campus

This campus has extensive student counselling services, including:

- The Student Support System, which in 2008 consisted of about 180 trained peer helpers (students). The peer helpers referred a significant number of students to the Student Counselling Services and the Institute for Psychotherapy and Counselling, which held a total of 764 counselling sessions. A crisis line for the handling of trauma cases was also in use throughout 2008.
- Testing, screening and counselling services, which were provided to more than 11 000 students during 2008, compared to 9 000 in 2007.
- In 2008, for the first time, the Faculty of Law introduced a faculty-specific screening process. This will be streamlined in 2009.

- Assistance for students with disabilities, which will be coordinated by the Student Counselling Service on the Campus. A procedure document has been drafted to ensure effective cooperation among different sections such as Academic Administration, Communications, the Library and Accommodation and Catering Services. A draft policy on disability has been compiled at institutional level and is in the process of completion.
- Workshops on multicultural psychotherapy and on the profiling of successful students with a view to extrapolating from their experience so that other students can benefit from it.

Student Counselling Services:

Vaal Triangle Campus

Counselling services are available to students on a continuous basis through structures such as:

- The peer helper group known as CHS (Connecting Helpers and Students), which assists students in need of psychosocial or academic support and refers them for professional intervention sessions.
- The Department of Student Development, which assists students in making appropriate and realistic study and career choices. Workshops were also presented to enable undergraduate and graduate students to present their academic profiles and individual competencies in a professional manner.
- The Career Centre, which assists with CV compilation and preparation for job interviews and also connects students with prospective employers, etc. Apart from a very successful career event with 12 employers participating, various employer days were also hosted on the Campus.
- The primary healthcare clinic, which renders acute and chronic primary healthcare services for flu, diabetes, reproductive health and Voluntary Counselling and Testing (VCT), among others.

Financial aid

During 2008 Financial Support Services played an indispensable role in the handling of student financial aid. One of the main activities of this division was the administration of funds made available by the National Student Financial Aid Scheme (NSFAS) to assist needy students. All three campuses utilised these funds during 2008.

Various factors contributed to Financial Support Services' success in acting as an effective one-stop shop for student support. For instance, the improved NSFAS payout system

resulted in a faster, more professional service to students. In addition, streamlined communication with students to increase general compliance with rules resulted 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 2008:

Source	Campus	Value (Rmillion)
University funds	Mafikeng	1,0
University funds	Potchefstroom	27,2
University funds	Vaal Triangle	2,0
Total	NWU	30,2

The table below shows the allocation of financial assistance to postgraduate students from the NWU's own resources in 2008:

Source	Campus	Value (Rmillion)
University funds	Mafikeng	1,6
University funds	Potchefstroom	7,3
University funds	Vaal Triangle	1,7
Total	NWU	10,6

*DIVERSITY SHOULD ALWAYS BE
ACCOMPANIED BY
A SENSE OF UNITY,
TOLERANCE AND RESPECT.*

The next table shows the allocation of financial assistance to undergraduate students from external funding sources in 2008:

Source	Campus	Value (Rmillion)
External funds	Mafikeng	23,4
External funds	Potchefstroom	25,8
External funds	Vaal Triangle	6,0
Donations and trust funds	Mafikeng	0,8
Donations and trust funds	Potchefstroom	1,5
Donations and trust funds	Vaal Triangle	1,8
Total	NWU	59,3

The following table shows the allocation of financial assistance to undergraduate students from Government funding (NSFAS) in 2008:

Source	Campus	Value (Rmillion)
NSFAS	Mafikeng	25,1
NSFAS	Potchefstroom	18,2
NSFAS	Vaal Triangle	16,5
Total	NWU	59,8

The following table shows the allocation of financial assistance to postgraduate students from Government funding (NSFAS) in 2008:

Source	University funds	Value (Rmillion)
NSFAS	Mafikeng	2,4
NSFAS	Potchefstroom	20,3
NSFAS	Vaal Triangle	1,1
Total	NWU	23,8
Overall total	NWU	183,7

Tuition and registration fees for 2008

On average tuition fees at the Potchefstroom and Vaal Triangle Campuses increased by 7% and those at the Mafikeng Campus by 13%.

Registration fees at the Potchefstroom and Vaal Triangle Campuses increased by R800 and by R600 at the Mafikeng Campus.

THE NATIONAL STUDENT FINANCIAL AID SCHEME (NSFAS) AWARDED THE NWU'S FINANCIAL SUPPORT SERVICE TEAM AN "EXCELLENT" RATING FOR ITS BURSARY MANAGEMENT ABILITIES.



• **Residence and meal fees**

Details	2008 R
Mafikeng Campus	
- Residence fee - on campus	
- Undergraduate	6 500
- Postgraduate	8 000
- Residence fee - Gloria Park	14 500
- Meal fees	N/A
Potchefstroom Campus	
- Residence fees	9 640
- Meal fees increased by 8,5% on average	
Vaal Triangle Campus	
- Residence fees	10 275
- Meal fees	6 800

• **Fees payable on registration**

Details	2008 R
Mafikeng Campus	
- Registration fee	600
- Tuition fees 1st payment	2 500
- Residence fee per semester	Full amount
Potchefstroom Campus	
- Registration fee	800
- Additional levy for full-time non-resident students	50
- Tuition fees 1st payment	3 400
- Residence fees 1st payment	3 200
- Compulsory payment for meals: Boarding first-year students	600
- Suggested payment for meals	1 500
- Residence deposit for 2009: First-year students	1 500
- Residence deposit for 2009: Senior students	500
Vaal Triangle Campus	
- Registration fee	800
- Additional levy for full-time non-resident students	70
- Tuition fees 1st payment	3 500
- Meal deposit	850
- Residence fees 1st payment	3 000
- Residence deposit for 2008 - First-year students	550
- Residence deposit for 2008 - Senior students	280

• **Success rates**

The ratio between the number of undergraduate students and the total full-time equivalents (FTEs) increased in 2008 in both the contact and the distance categories.

Key ratios of FTE to head-count enrolments – contact	Contact	
	2007	2008*
FTE undergrads as % of undergrad heads	89%	95%
FTE postgrad < master's as % of postgrad heads < master's	87%	65%
FTE intermed postgrad as % of master's heads	32%	31%
FTE higher postgrad as % of doctoral heads	52%	50%
Total FTE as % of total heads	83%	84%

* As at 1 May 2009 (as per 2nd HEMIS submission 2008)

Key ratios of FTE to head-count enrolments – distance	Distance	
	2007	2008*
FTE undergrads as % of undergrad heads	67%	47%
FTE postgrad < master's as % of postgrad heads < master's	30%	44%
FTE intermed postgrad as % of master's heads	31%	43%
FTE higher postgrad as % of doctoral heads	55%	49%
Total FTE as % of total heads	59%	46%

* As at 1 May 2009 (as per 2nd HEMIS submission 2008)

ACCORDING TO THE STATISTICS PUBLISHED BY THE DEPARTMENT OF EDUCATION IN 2008 THE NWU HAD THE **BEST GRADUATION RATE FOR MASTER'S DEGREES** IN THE SECTOR IN 2006, THE SECOND BEST FOR UNDERGRADUATE DEGREES AND THE FOURTH BEST FOR DOCTORAL DEGREES.

Throughput rate of contact undergraduate students *	Heads 2008	Graduates 2008	Throughput rate 2008	Throughput rate 2007	Throughput rate 2006
1st certificates and diplomas of 2 years or less	1 020	360	35%	49%	59%
1st diplomas and bachelor's degrees: 3 years	11 701	2 497	21%	20%	21%
Professional 1st bachelor's degree: 4 years and more	6 758	1 152	17%	18%	18%

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

Throughput rate of distance undergraduate students	Heads 2008	Graduates 2008	Throughput rate 2008	Throughput rate 2007	Throughput rate 2006
1st certificates and diplomas of 2 years or less	12 406	4 178	34%	32%	26%
1st diplomas and bachelors degrees: 3 years	3 818	780	20%	15%	15%
Professional 1st bachelors degree: 4 years and more	380	93	24%	26%	27%

Throughput rate initiatives

The NWU continues to focus intensively on initiatives aimed at improving student throughput rates. One of the most important strategies employed for this purpose is Supplemental Instruction (SI) for students in at-risk modules. SI has been in use at the University since 2006 and was consolidated during 2008 so as to ensure consistency in delivery across all three campuses.

In 2008 supplemental instruction was implemented for a total of 350 modules across the three campuses. In all, 7 609 sessions were presented, reaching approximately 76 000 participants. A concerted effort was made to increase the capacity of supplemental instruction facilitators, of whom 376 were actively involved in the programme during the year.

SI is one of the most important strategies used at the NWU to support students academically. In addition to providing supplemental instruction the University began establishing reading laboratories. Other initiatives taken to achieve better student throughput rates included lecturer skills development in the form of incentives for academic staff

wishing to pursue further academic studies and reward systems such as the Institutional Teaching Excellence Award (ITEA).

Graduates for 2008

(Per ceremony date after complying with the examination requirements in 2008)

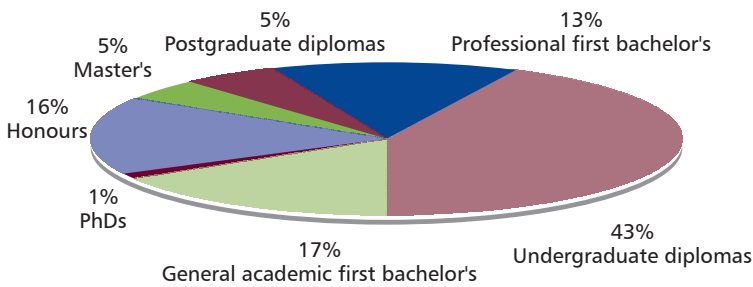
Campus	Ceremony	Total
Mafikeng	April 2008	1 446
	October 2008	615
Total		2 061
Potchefstroom	March 2009	3 516
	May 2009	453
	June 2008	4
	September 2008	2 943
	November 2008	546
	December 2008	2 060
Total		9 522
Vaal Triangle	May 2009	656
	October 2008	98
Total		754
Total		12 337

• Degrees and diplomas conferred at the NWU since 2003*

Degrees and diplomas conferred	2003	2004	2005	2006	2007	2008
First degrees	2 323	3 032	3 237	3 719	3 646	3 698
Diplomas	2 856	4 459	2 450	3 553	5 266	5 964
Honours	1 345	1 453	1 284	1 678	1 691	1 992
Master's	615	626	700	764	618	583
PhDs	92	87	82	110	124	100
Total	7 231	9 657	7 753	9 824	11 345	12 337

* The figures for 2003, before the merger, are projected back as if the merger had already taken place

• Degrees and diplomas awarded by qualification type



Research

The NWU's overall research strategy is to become a balanced tuition and research university and to implement its expertise in an innovative way. This transformation is mapped out in the Institutional Strategy for Research and Innovation 2008-2011, which Senate finalised and approved in October 2008. This strategy, which is intended to inject new impetus into the University's research output after four years of steady incremental growth, showed a significant growth in 2008. The additional momentum needed, will be provided by a number of innovative elements of the strategy, including the new research entity management model.

Article equivalents published

For the 2008 academic year the University's total accredited research output for articles, books and conference proceedings is estimated at 513, compared to 376,20 during the previous year. Within this category there was a strong increase in books and conference proceedings, which contributed 33,78 compared to 17,54 in 2007. The total number of accredited journal articles increased significantly from 358,23 in 2007 to 468 in the year under review.

The table below reflects the NWU's subsidised research output between 2004 and 2008:

Research output*	2004	2005	2006	2007	2008*
Article equivalents	271,60	318,38	351,50	358,23	473,77
Conference proceedings	3,30	7,58	7,80	12,62	34,04
Books	0,15	0,23	1,55	5,35	4,82
Total	275,05	326,19	360,85	376,20	512,64

* Estimated

National Research Foundation ratings

As at 31 December 2008 the University had 103 researchers with ratings from the National Research Foundation (NRF), compared to 95 in December 2007. This is an increase of almost 8% in the number of rated researchers and is above the target of 5% that the NWU had set itself for the year 2008.

The following table shows the number of rated NWU researchers, together with their rating categories, on each campus:

Campus	Ceremony	Total
Mafikeng	C	1
	L	1
Total		2
Potchefstroom	A	2
	B	11
	C	65
	L	4
	P	1
	Y	17
Total		100
Vaal Triangle	Y	1
Total		1
Grand NWU total		103

Other key indicators of the NWU's research performance are the number of master's degrees and doctorates awarded and the number of article equivalents.



The table below reflects the NWU's performance in these categories from 2004 onwards.

Research performance	2004	2005	2006	2007	2008
Master's degrees awarded	628	700	765	618	583
PhDs awarded	84	85	110	124	100
Article equivalents	275	326	361	376	513
Total research output*	798	865	1 074	1 061	1 089

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

Postgraduate recruitment

In 2008 2 477 students were enrolled for master's degrees and 758 for PhDs, compared to the 2 629 master's degrees and 827 PhDs in 2007. This slight decrease once again strengthened the University's resolve to actively recruit master's and doctoral students.

Incentives for improved research output

Incentives such as the NRF rating incentives and the incentive model for researched articles, aimed at encouraging staff to publish more regularly and to improve the quality of publications, bore fruit and contributed to the improved research output at the NWU.

Conclusion

	2004	2005	2006	2007	2008
Total student enrolment	40 145	38 596	38 709	44 726	47 008
Undergraduate pass rate (contact and distance)	75,20%	78,80%	78,36%	79,48%	81,20%
Total degrees and diplomas awarded	9 657	7 746	9 825	11 345	12 337
Master's degrees awarded	626	700	765	618	583
PhDs awarded	87	85	110	124	100
Total research output units	798	865	1 074	1 061	1 089
NRF-rated researchers	73	85	82	95	103

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



DR T ELOFF
CHAIRPERSON OF SENATE

REPORT OF THE INSTITUTIONAL FORUM

The permanent Institutional Forum (IF) was established in February 2007 and held its constituting meeting on 1 March 2007. Thus, 2008 was the second year of the new IF, which is the most diversified and representative body within the NWU.



Prof C de W van Wyk
Chairperson: Institutional Forum

Role and composition of the IF

In terms of the Higher Education Act and the NWU Statute, the IF fulfils an important advisory role. Specifically, this role is to advise Council on the implementation of the Higher Education Act and national higher education policy, the appointment of members of Institutional Management, NWU policy on race and gender equity, codes of conduct, policy on mediation and dispute resolution, the management of cultural diversity and the promotion of an institutional culture based on tolerance and respect for basic human rights. The IF, by virtue of its mandate, broad-based representation and the expertise of its members, ably carried out its advisory responsibilities during the year.

Members of the IF for 2008

The IF comprised 25 members, representing the three campuses. The IF Executive Committee (Exco) consisted of three members, namely Prof C de W van Wyk (Chairperson), Ms R Roos (Deputy Chairperson) and Mr TP Venter (Secretary), a member of the NWU's administrative staff. Since Mr Venter resigned as Secretary towards the end of 2008, a new Secretary will be elected early in 2009.

Nine constituencies were represented on the IF during the year. These constituencies and their representatives were:

Council:	Mr TJS Thabane
Management:	Prof ND Kgwadi
Senate:	Ms R Roos, Prof LM Vermeulen and Dr MSM Molefe
Academic, non-Senate:	Prof C de W van Wyk and Dr RFA Maarman
Non-academic employees:	Mr TP Venter, Mr JA van der Walt and Mr VL Mothobi
Unions:	Mr PJM van Niekerk, Ms J Pires-Putter, Mr MA Molefi and Mr N Ndandani
Students:	Mr P Kgosinkwe, Mr P Lethobeng, Mr C Moloto, Mr S Mbatha, Mr N Nhlapo and Ms A Croucamp
Convocation:	Adv TJ Kruger and Prof MW Stander
Special expertise:	Dr EM Sedibe and Prof MS Zibi

Civil society, the tenth constituency of the IF, is not represented at this stage.

Matters dealt with

The Institutional Registrar invited the IF to advise Council on the reappointment of the Vice-Chancellor. The IF was represented on the panel that re-appointed Dr T Eloff as Vice-Chancellor and voted in favour of his reappointment for a second term. The IF was also represented on the panel that appointed Prof AL du Plessis as Vice-Rector: Academic and Development at the Vaal Triangle Campus.

The University's Human Rights Committee (HRC), which is part of the IF, held a strategic planning workshop on 19 June 2008. This workshop resulted in a number of recommendations, which were presented to Council in a report. Among other things, Council was requested to confirm that the HRC was properly established as a permanent substructure of the IF. In addition, the IF assisted the Institutional Management in obtaining the services of Adv MNS Sithole, SC (a former member of Council) to Chair the HRC from the beginning of 2009. Adv Sithole has agreed to chair four sessions of the HRC to coincide with the scheduled Council meetings.

On 23 October 2008 the IF met with the Ministerial Task Team appointed to investigate student unrest at the Mafikeng Campus earlier in the year. Furthermore, the IF requested its members to submit inputs regarding the Institutional Plan (2009-2011) and also on the Diversity Charter.

Other matters that received attention were the Reception and Introduction Programme for 2009 on all campuses and the University's preparations for the Higher Education Quality Committee (HEQC) Audit in 2009. The IF also

wrote a letter to Council on an issue involving NWU students who were allegedly members of a racist group on the open worldwide social network, Facebook, thereby contravening a section of the Statute of the University. Disciplinary hearings were held into the students' conduct and the matter was satisfactorily concluded.

Conclusion

The 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. The various matters that the IF attended to during 2008 were substantive and fully in line with its statutory mandate, and the advice provided to Council was both constructively given and used. Moving forward, the IF is well positioned to continue promoting an institutional climate that aligns with the Constitution of South Africa and the vision, mission and values of the NWU.



PROF C DE W VAN WYK
CHAIRPERSON: INSTITUTIONAL FORUM



MS R ROOS
DEPUTY-CHAIRPERSON: INSTITUTIONAL FORUM



*"SOME OF OUR STAFF MEMBERS ARE FROM AS FAR AFIELD AS THE **UNITED KINGDOM, FRANCE, AND CAMEROON**. AMONG US ARE AFRIKAANS, ENGLISH, SETSWANA, AND ZULU SPEAKING SOUTH AFRICANS. BRINGING ALL THESE DIFFERENT PEOPLE AND PERSPECTIVES TO THE LECTURE ROOM, OUR STUDENTS BENEFIT FROM A **MEANINGFUL, DIVERSE EDUCATION**." – MAFIKENG STAFF*



INSTITUTIONAL MANAGEMENT OVERVIEW

52 Composition of the Institutional Management **54** Report of the Vice-Chancellor **60** Report of the Executive Director: Teaching-Learning and Vice-Principal **66** Report of the Institutional Registrar **72** Report of the Executive Director: Human Capital Development **80** Report of the Executive Director: Corporate Affairs and Relations **84** Report of the Executive Director: Research and Innovation **94** Report of the Executive Director: Finance and Facilities

COMPOSITION OF THE INSTITUTIONAL MANAGEMENT

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

Following the merger-incorporation in January 2004 the University adopted a two-tier business model suited to its operations, which extend over three campuses and a number of learning sites in two provinces. This model consists

of a core institutional layer that ensures university-wide consistency and three campuses that operate as decentralised and coordinated business units.



Members of the Institutional Management are in the back row from left: Prof Annette Combrink, Prof Frikkie van Niekerk, Prof Johan Rost, Prof Dan Kgwadi and Mr Victor Mothobi. In the front row are from left: Dr Themba Mosia, Dr Ngoato Takalo, Dr Theuns Eloff (Vice-Chancellor), Ms Phumzile Mmope and Prof Piet Prinsloo.

IM Member	Portfolio	Qualifications
Dr T Eloff	Vice-Chancellor	BJuris (Econ), ThB, ThM and ThD (Potchefstroom University for Christian Higher Education).
Dr MN Takalo	Executive Director: Teaching-Learning and Vice-Principal	BA and BEd (University of the North), MA (Boston University); EdM and EdD (Columbia University Teachers' College).
Dr NT Mosia	Institutional Registrar	BA, HonsBA and University Education Diploma (University of the North), MA (Portland State University), PhD (University of Pretoria); MCSSA.
Prof F van Niekerk	Executive Director: Research and Innovation	BSc, MSc and DSc (Potchefstroom University for Christian Higher Education).
Prof IJ Rost	Executive Director: Finance and Facilities	BCom, HonsBCom, MCom and CTA (Potchefstroom University for Christian Higher Education), Higher Diploma in Tax Law (University of the Witwatersrand), CA(SA).
Mr VL Mothobi	Executive Director: Human Capital Development	Certificate in Personnel Management Practices (SBL, University of South Africa), Certificate in Labour Relations (University of South Africa), BA Humanities (Rand Afrikaans University).
Ms PP Mmope	Executive Director: Corporate Affairs	National Diploma and BTech Degree in Journalism (Technikon Pretoria); HonsBA (Communication Science) (University of South Africa); PRP (PRISA).
Prof ND Kgwadi	Campus Rector: Mafikeng	BSc (University of Bophuthatswana), MSc (Ball State University), MPhil (University of the North), PhD (Potchefstroom University for Christian Higher Education).
Prof AL Combrink	Campus Rector: Potchefstroom	BA, MA and DLitt (Potchefstroom University for Christian Higher Education), HED (UNISA).
Prof PJJ Prinsloo	Campus Rector: Vaal Triangle	BA, MA and DLitt (Potchefstroom University for Christian Higher Education), THED (Potchefstroom Teachers' College).

"COUNCIL HAS SUPPORTED MANAGEMENT IN A SPIRIT OF CRITICAL SOLIDARITY AND HAS GUIDED US TO BECOME MORE EFFECTIVE."

– DR THEUNS ELOFF, VICE-CHANCELLOR



REPORT OF THE VICE-CHANCELLOR

This annual report celebrates the first five years of the North-West University. As a “young merged institution” we have not only dealt successfully with almost all the challenges posed by the merger-incorporation process, but we have already achieved a degree of maturity as is evident from the recognition given to the NWU by important role-players¹. Most importantly, our core business remained stable and thriving.



Dr Theuns Eloff
Vice-Chancellor

Our mission

The NWU made further good progress in 2008 to realise our mission to become an effective and transformed balanced teaching-learning and research university. This the institution achieved as it lived its values, strove for sound management and pursued transformation, while being locally engaged, nationally relevant and internationally recognized.

From this annual report it will be clear that our six mission elements resemble the NWU’s philosophy: we focus on our core business; we do it because we are value driven; we support it with good and effective management; and all the while we are transforming – adapting continually to changing circumstances.

Our core business

Comparing the 2008 results as outlined in this report with those of 2004 (the first year of the new institution), it can be stated unequivocally that the NWU has made the right strategic choices during the past five years:

- Our teaching-learning activities have improved:
 - Drawing students from all nine provinces and the rest of Africa to its three campuses, the profile of the NWU’s students is very diverse. In total (including distance and teacher further training students) 64% of the 47 008 students enrolled for 2008 were black and 36% white.
 - The undergraduate pass rate (contact and distance) improved from 75,2% in 2004 to 81,2% in 2008.
 - A total of 12 337 degrees were awarded in 2008, an increase of 21,7% since 2004 (9 657).
 - The academic programme alignment process for undergraduate programmes progressed to the extent that the majority of the undergraduate aligned programmes will be ready for implementation in 2010.

** PricewaterhouseCoopers: NWU - “Best governed university” in South Africa. * The Pan South African Language Board: NWU – “the university that had done the most for nation building and multilingualism in the last ten years”. * The National Innovation Competition: NWU - “Most Innovative University”.*



In front are from left: Dr Maarten Venter, Advisor and Project Manager, Office of the Vice-Chancellor, Dr Theuns Eloff, Vice-Chancellor, and Mr Theo Venter, Advisor: Office of the Vice-Chancellor. At the back are from left: Mr Frans du Preez, Director: Office of the Vice-Chancellor, Ms Ria Nel, Manager: Project Office and Ms Annetjie de Waal, Manager: Management Information.

- In order to assist students academically, programmes such as Supplemental Instruction and student support systems are in place. In 2008 Supplemental Instruction was implemented for a total of 350 modules across the three campuses.
- Although the pool of students with higher-than-average matric marks remains small, the NWU has already made considerable progress with access programmes such as the Ikateleng programme (preparing grade 12 learners from disadvantaged schools), the Whole Schools Development Programme (15 schools in the North West Province), support to seven Dinaledi schools in the North West Province, and the Foundation programmes at the Mafikeng Campus. However, it remains a huge challenge to close the gap between the schooling system and readiness for university study.
- In particular, sustained efforts to improve the quality of research and postgraduate education over the last number of years are now paying off.
- For various reasons, the number of master's degrees awarded levelled out from a strong base of 626 degrees awarded in 2004, to 583 awarded in 2008.
- The number of PhDs awarded increased by 13% from 87 in 2004 to 100 in 2008.
- The total research output units increased by 24% from 798 in 2004 to 1 089 in 2008.
- The number of published article equivalents increased by 46,3% from the 275 of 2004 to 512 in 2008.
- The number of NRF-rated scientists increased by 29% from 73 in 2004 to 103 in 2008.
- In 2008, the NWU received the most THRIP funding (R25 million) of all South African universities. The funding increased from just under R9 million in 2004 to the mentioned amount in 2008. This means that, from 2004 - 2008, the University was constantly among the top seven receivers of THRIP funding, which is an indication of the relevance of the research projects that the University undertakes.



- Innovation and the implementation of expertise is a distinguishing feature of the NWU and the award received as the most innovative university in South Africa in the National Innovation Competition run by the Department of Science and Technology's Innovation Fund is testimony to this. In addition:
 - The registered number of patents increased by 61% from 18 in 2004 to 29 in 2008.
 - Third stream income increased by 108,7% from R311m in 2004 to R649m in 2008.
 - A Manager: Community Engagement has been appointed to ensure that our community engagement projects are aligned, to the benefit of our communities.

Effective management and sustainable transformation

- The NWU's commitment to upholding best practice in corporate governance and effective management was acknowledged when the University received first place in the 2008 PricewaterhouseCoopers Higher Education Excellence Award for Corporate Governance.
- The second phase of the brand roll-out plan gained momentum with the acceptance of the new pay-off line "*Innovation through diversity*", as well as the external implementation of the brand. Good progress was also made in replacing signage.
- The new ERP Oracle system was stabilised and good progress was made in improving the availability and accuracy of management information and making it accessible through a newly developed intranet website.
- Good progress was made in establishing a framework and systems for the activities of the Career Centre and a presence on each campus has been established.
- The NWU ended the 2008 financial year with yet another healthy surplus, this time of R71 million.
- Good progress was made with regard to redress in terms of buildings and facilities and infrastructure developments of more than R77m have been completed.
- After a difficult start, we survived the initial electricity supply crises and have made significant investments to ensure that our core business can continue under all circumstances on all three campuses.
- We have made good progress with the establishment of an Endowment Fund, having already secured R1,3 million at the end of 2008.
- The Institutional Office moved to a new office building, and this building includes a new Council and Senate chamber.
- Good progress was made with the roll-out of the Higher Education AIDS (HEAIDS) project.
- A new Leadership Academy was established with a view to start with comprehensive training of managers in 2009.
- With regard to quality mechanisms, the internal programme reviews continued and the NWU self evaluation portfolio for the 2009 HEQC audit was finalized, following an intensive process involving all stakeholders.
- With increased unity as one of our key drivers for 2008, it was good to note that the NWU was recognised for contributing the most towards multilingualism and nation building in the South African higher education sector during the past 10 years (award by the Pan South African Language Board).
- Various programmes were initiated by the Staff Wellness Programme to ensure the physical and psychological health of staff is addressed in a proactive manner.
- The inter-campus social days have gone a long way towards encouraging staff from the different campuses to come together and socialise.
- The University was in the fortunate position of being adequately staffed, especially in the critical areas. However, it remains a challenge to attract and retain academic staff in the professional areas such as Engineering, Accounting and Information Technology.
- Meeting employment equity targets remains a challenge, but regular employment equity reporting was done to Council and its committees. This resulted in the recalculation of targets to ensure these were realistic and achievable within the prescribed timeframes.
- Students at all three campuses once again did extremely well at sport as well as cultural level. We do not have proper benchmarks for this category yet, but the NWU certainly remains one of the top performing institutions in the country in the major and some of the smaller sporting codes. Intercampus sports days among the campuses have now been established and hold promising prospects for increased unity amongst the campuses.
- The funding made available by NSFAS has increased marginally, but it is still not enough as too many academically deserving but financially needy students had to be turned away.



2008 was also a difficult year:

- The national events and climate that led to the Ministerial Committee's investigation regarding social cohesion and racism and sensitised us as an institution, and proactive steps were taken where necessary. The NWU could also confirm that policies to build social cohesion and discourage acts of racism were in place and implemented. In this regard the value system and human rights culture of the NWU played a major role.
- Although the NWU had a high degree of stability with minimum staff and student unrest during the merger phase, unnecessary student unrest, violence and destruction of property did occur at the Mafikeng Campus during the course of 2008. This led to the closure of the Campus on a number of occasions. In a rather disturbing development, the Minister of Education announced, without any prior consultation with the Council of the University, the appointment of an independent and comprehensive evaluation of the affairs of the North-West University, focusing on the implementation of the merger.
- The Task Team was indeed appointed as a direct result

of the events that led to the closure(s) of the Mafikeng Campus. The Report, while conceding that the possibility of external influences on the protests at Mafikeng "is not necessarily without merit", chose to downplay the broader political environment and its impact. Clearly this must be better understood and taken into account. The Council will have responded to the Report early in 2009.

- Despite all the difficulties experienced, management and staff succeeded in ensuring the successful conclusion of the academic year at all the campuses.
- Council and management have embarked on the difficult path of transforming the Mafikeng Campus into one where students can exercise their democratic right to education in an unhindered way; where open debate and discussion and seeking of solutions are the order of the day, instead of strikes and boycotts and violence.
- Clearly, some of the underlying issues will remain with us for some time, but we are confident that with the goals that we have set for ourselves to transform the NWU, and the additional measures taken to ensure a smooth start to the 2009 academic year, we will also overcome these.



*IN NOVEMBER 2008, THE DEPARTMENT OF SCIENCE AND TECHNOLOGY ANNOUNCED THAT THE NWU HAD **WON** THE NATIONAL INNOVATION FUND COMPETITION CATEGORY FOR THE **MOST TECHNOLOGICALLY INNOVATIVE HIGHER EDUCATION INSTITUTION.***

Conclusion

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 demonstrates this graphically:

	2004	2005	2006	2007	2008
Total student enrolment	40 145	38 596	38 709	44 726	47 008
Undergraduate pass rate (contact and distance)	75,2%	78,8%	78,4%	79,5%	81,2%
Graduation rate (number of degrees as % of total heads)	24%	20%	25%	25%	26%
Total degrees and diplomas awarded	9 657	7 746	9 825	11 345	12 337
Masters' degrees awarded	626	700	765	618	583
PhDs awarded	87	85	110	124	100
Article equivalents published (total)	275	326	361	376	513
Total research output*	798	865	1 074	1 061	1 089
NRF rated researchers	73	85	82	95	103
Total budget	R953m	R1,080m	R1,253m	R1,420m	R1,650m
% income from government	45,1%	43,2%	42,8%	39,8%	40,0%
Self-generated income	R311m	R371m	R441m	R578m	R649m
Financial surplus/shortfall	R14,7m	R68,7m	R71m	R85m	R71m
Infrastructure: macro maintenance	R20,9m	R17,8m	R32,1m	R54,1m	R50,3m
Capital expenditure on new buildings	R5,9m	R29,3m	R44,5m	R46,8m	R46,2m

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

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.

The road ahead remains challenging. In essence we must:

- Continue to improve the core business of the NWU;
- Improve our quality assurance processes;
- Increase the pace of transformation;
- Balance the unity and the diversity, and centralisation and decentralisation in the institution;
- Ensure relevance and impact, not only in terms of national priorities, but also to be recognised internationally.

Finally, the Council and its Executive Committee have supported management in a spirit of critical solidarity and have guided us to become even more effective. I want to end with a special word of gratitude to the Council Chairperson, Mr Peet van der Walt, without whose wisdom and business mind this would not have been possible.



DR T ELOFF
VICE-CHANCELLOR

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

In the five years since the merger in January 2004 the NWU has steadily improved its student success rates. In 2008 the success rate for all undergraduate students was 20%, compared to 16% in 2004. Similarly, the 2008 graduation rate for undergraduate degrees and diplomas was 20% against only 16% five years previously. These continually improving rates reflect the substantial investment in time and resources that the University has made in its teaching-learning operations.



Dr Ngoato Takalo
Executive Director:
Teaching-Learning and Vice-Principal

This portfolio is proud to have contributed to the robust state of teaching-learning at the NWU through academic development and support services, institutional quality initiatives, academic programme alignment and the streamlining of library services.

Academic development and support

The balanced development of academics (in teaching) and students (in learning) is at the centre of the NWU's approach to academic development and support. Key activities of 2008 were to strengthen supplemental instruction, address challenges around science and commerce access programmes and begin developing an educational technology framework for the NWU. The portfolio also conducted the training of new lecturers and managed the Institutional Teaching Excellence Awards.

Student Academic Support

Supplemental instruction is one of the most important strategies used at the NWU to support students academically, particularly those in at-risk modules. In 2008 supplemental instruction was implemented for a total of 350 modules across the three campuses. In all, 7 609 sessions were presented, reaching approximately 76 000 participants. Students' pass rate improved on average between 7% and 10%. In addition, preparations are being made to establish and operate reading laboratories on the three campuses.



From left are: Prof Susan Coetzee-Van Rooy, Director: Academic Development and Support, Dr Jannie Jacobz, Director: Quality Office, Ms Bernice Smit, Manager: Career Centre and Dr Ngoato Takalo, Executive Director: Teaching-Learning and Vice-Principal.

The table below shows the extent to which the NWU deployed supplemental instruction at all three campuses.

Campus	Modules implementing SI in 2008	Faculties / schools / programmes participating in SI in 2008	SI facilitators operating in 2008	SI sessions facilitated in 2008	No of students in SI sessions in 2008	% Risk modules on K-drive in which SI was deployed in 2008
Mafikeng	109	5	92	3 486	34 860	18,7%
Potchefstroom	146	8	162	2 589	25 890	4,7%
Vaal Triangle	102	5	122	1 534	17 340	32%
Total	357	18	376	7 609	78 090	18,3%

Promoting access to commerce and the sciences

The NWU is committed to broadening the skills pool of school leavers in natural sciences and commerce. With this in mind the Mafikeng Campus offers two extended programmes that are designed to provide access to students who, on the basis of their performance in Grade 12, would not otherwise have gained admission to degree studies. For both programmes the minimum criteria for selection in 2008 were an M-score of 4 and a SATAP score of 40%. In the case of the Commerce stream this was calculated by taking the average of English and Numeracy. For the Science stream, the calculation was based on the average of English, Mathematics and Science. A total of 116 students registered for the BSc Extended Programme in 2008, compared to 105 in 2007. For the BCom Extended

Programme registrations stood at 91 in 2008 against 195 in the previous academic year. It also became clear that not all students who applied for the programmes ultimately registered. This is due to either financial reasons or admission into other programmes.

The lower than expected registration figures prompted the Teaching-Learning portfolio to embark on a marketing drive in various parts of the North West Province. The Mafikeng Campus also formed a task team to address certain other challenges encountered with the extended programmes. These included the need to provide additional academic support and career counselling to extended programme students. One of the solutions explored was to make available supplemental instruction to all students on extended programmes and to train extended programme lecturers in supplemental instruction methods.

Educational technology framework under development

Overall, teaching and learning technology at the NWU is well established and used by students and lecturers on a daily basis. The active participation of the NWU in the international SAKAI community ensures that the quality of the technology used complies with the best possible national and international standards. To secure the long-term effectiveness of technology deployment for teaching-learning, however, it is necessary to develop a fully-fledged Teaching and Learning Technology Framework. The first draft of this framework was completed in November 2008. The next step in the development of this framework, due to be taken in 2009, is to consult stakeholders on the campuses and at the Institutional Office.

Career Centre fully operational

In terms of student development services, an important highlight of 2008 was the capacity developed in the NWU's Career Centre, which assists prospective students, undergraduates and graduates in making realistic career choices and in successfully navigating the job market. Major projects undertaken by the newly opened Career Centre included:

- The holding of career fairs on all the NWU campuses, enabling students and graduates to interact with prospective employers.
- The development of CareerZone, an online graduate recruitment portal on which employers can advertise vacancies and students can post their resumes.
- The launch of the NWU's Employer of Choice initiative, offering selected employers the opportunity to strengthen their graduate recruitment presence.

- Presenting CV and interview workshops to assist students in entering the job market.
- Facilitating networking opportunities between NWU alumni and companies through a web-based career portal.
- Publishing its first NWU Careers Guide that focuses on job-hunting and related issues, as well as the first two Career Centre electronic newsletters.
- Developing the Career Centre website to a total of 63 pages in English and Afrikaans.
- Creating an electronic database of current career-related articles.
- Creating a Career Centre Facebook Group in an attempt to reach the large group of students on Facebook.

Academic staff development

The two main academic staff development initiatives of the year were the standardised implementation of the Institutional Teaching Excellence Award on all campuses and the presentation of the Institutional Course for New Lecturers (ICNL).

The Institutional Teaching Excellence Award (ITEA) is a mechanism to acknowledge and encourage lecturers to develop their teaching skills and promote effective learning. To measure the impact of the awards, annual targets are set in the Institutional Plan in respect of the number of projected recipients on each campus. In 2008 the target was to reach a total of 55 recipients, comprising five from the Mafikeng Campus, 40 from the Potchefstroom Campus and 10 from the Vaal Triangle Campus. The actual number of awards made during the year stood at 32, which was below the target for various reasons. These included the student unrest on the Mafikeng Campus, which influenced the ITEA process for 2008.

The table shows how the awards were distributed across the campuses and per award category:

2008				
	Total number of ITEA awards made for 2008	ITEA categories in 2008		
		A	B	Development track
Mafikeng Campus	To be finalised in June 2009 due to unforeseen circumstances.			
Potchefstroom Campus	27	13	7	7
Vaal Triangle Campus	5	0	3	2
Total number of awards made for ITEA in 2008	32	13	10	9

The Institutional Course for New Lecturers is a valuable tool for empowering newly appointed academics to familiarise themselves quickly with NWU teaching and research practices and to create effective learning environments for students. During the year a total of 84 new lecturers attended Phase 1 of the course. Of these, three participants were from the Mafikeng Campus, 64 from the Potchefstroom Campus and 17 from the Vaal Triangle Campus.

The course is highly regarded among participants as it introduces them to best practices and new trends in higher education and enables staff from all three campuses to share their experiences with each other. After completing the course, new lecturers should be well equipped to create effective learning environments, conduct reliable assessments, understand the research structures at the NWU and know where to find support services for teaching, learning and research.

Another intervention for academic staff was the presentation of advanced training in supplemental instruction. This was arranged as a result of feedback from academic development and support staff who attended supplemental instruction training in 2007 and indicated that such training would be valuable for all. To accommodate academics

who wished to learn more about supplemental instruction, training sessions were held in November 2008. A total of 38 staff members attended the sessions, which were provided with the assistance of the national supplemental instruction trainer from the Nelson Mandela Metropolitan University.

Academic programme and policy alignment

Following the merger in January 2004 the NWU began reviewing and aligning its academic programmes to ensure consistent academic standards, delivery and structures. Implementation of the programme alignment framework continued throughout 2008. By 31 December 2008 some 32% of undergraduate programmes had been aligned and rationalised, equating to 114 out of a total of 355 programmes. Over the same period 22 postgraduate programmes were aligned and rationalised, equating to 6% of all programmes at postgraduate level.

The following score card shows the progress made with broad academic programme alignment during the year under review:

Academic programme alignment score card 2008				
Alignment action taken in 2008	Undergraduate programmes	%	Postgraduate programmes	%
Total number of programmes	317		334	
Number of programmes aligned	33	10%	10	3%
Number of programmes phased out	3	1%	2	1%
Total number of programmes aligned and rationalised	36	11%	12	4%
	(277 programmes not yet aligned) (87% outstanding)		(322 programmes not yet aligned) (96% outstanding)	
Total number of programmes aligned and rationalised from 2007 until 2008	114 / 355	32%	22 / 350	6%

THE UNIVERSITY ACHIEVED *GOOD INCREASES IN GRADUATION RATES*, RISING TO 26% FOR UNDERGRADUATE DEGREES AND DIPLOMAS, COMPARED TO 24% IN 2006 AND 25,3% IN 2007.

The programme alignment process included dealing with more than 250 academic programme and short course applications from the three campuses. These applications were channelled to the Institutional Committee for Academic Standards (ICAS) of Senate, resulting in a considerable increase of ICAS activities during 2008.

The table below shows the number of ICAS applications processed in 2008:

	Number of academic programme applications to ICAS in 2008	Number of short course applications to ICAS in 2008
Mafikeng Campus	19	26
Potchefstroom Campus	97	79
Vaal Triangle Campus	12	17
Institutional Office	0	1
Total	128	123

Two other achievements in this domain were the successful transformation of the ICAS process from a paper-based process to an electronic process and the successful agreement with DALRO concerning copyright arrangements and payments to DALRO in 2008.

An important milestone for the NWU's academic programme mix was Senate's approval in August 2008 of a five-year implementation plan for the improvement of short course management.

Embedding a culture of quality

The development of a culture of quality across the NWU's core business is a strategic imperative. The Institutional Quality Office provides the resources, infrastructure and tools that are embedding a quality assurance mindset across the organisation.

An important quality assurance activity is programme evaluation, which provides invaluable feedback for the ongoing academic alignment process, as well as for continuous quality improvement. During 2008 the University had an

especially busy schedule of external evaluations, affecting all three campuses:

- On the Mafikeng Campus the BA (Tourism), BA (Social Work), BNSc (Nursing) and BSc (Biology) were externally evaluated.
- Programmes externally evaluated on the Potchefstroom Campus were the BAHons (Public Management and Governance), the BEd (Foundation Phase) and all BSc, BScHons and MSc programmes in the Centre for Business Mathematics. In addition, the Postgraduate Certificate in Education (PGCE) offered on the Potchefstroom Campus received full accreditation from the HEQC.
- On the Vaal Triangle Campus external evaluations were conducted for Public Management and Administration, Psychology, Industrial Sociology, Sesotho, Political Science and the BSc in Information Technology.

Another important quality-related initiative was the re-development and upgrading of the quality manuals used within the support service units that serve the NWU's core business operations. The main focus of the upgrading project is on ensuring alignment among all campuses' support services and the processes and procedures they follow in supporting the core operations. The need for such alignment has been highlighted in the NWU self-evaluation report for the HEQC Audit and the report on Institutional Academic Development and Support that was compiled by Prof Nan Yeld from the University of Cape Town. The Institutional Quality Office is an integral part of the HEQC Quality Audit Project Team, which is overseeing preparations for the quality audit in March 2009 and is steered from the Project Office within the office of the Vice-Chancellor. During the year under review, both the Institutional Senate and Council approved the final self-evaluation report and portfolio, and the HEQC Quality Audit Project Team drew up site visit plans for all campuses and the Institutional Office.

Library Services

The libraries of the NWU's three campuses are a cornerstone of effective teaching-learning and research at the University. During 2008 all three libraries took the initiative to increase their value to the university community by improving their use of technology, service delivery and content:

- Mafikeng Campus management made available a sum of R1 million to enable the library to specifically buy prescribed textbooks. This was aimed at improving access to these learning resources among underprivileged undergraduate students. In addition, the library acquired and installed software to support the needs of a blind law student who would otherwise have been severely hampered in his studies.
- The Potchefstroom library took part in the 2008 LibQUAL survey of the Association of College and Research Libraries in the United States. This is regarded as one of the most authoritative surveys in determining user satisfaction with various aspects of library service. The findings show that, in terms of user satisfaction, the library is clearly in the company of the best in South Africa. In addition, the library embarked on setting up a campus repository of the academic production of the Campus, a system called Boloka, which is Setswana for 'preserve'. This will facilitate outside access to the latest theses and dissertations and, at a later stage, also provide links to scientific articles.
- During 2008 the Vaal Triangle Campus opened its new, re-vamped library building. This has created more space for the library's constantly growing collection of material and for students using its facilities to study.

Conclusion

The teaching-learning environment of the NWU is fast approaching the point where academic alignment across all campuses will no longer be an aspiration but a reality. Already, the three campuses are following standardised, equitable policies and processes for academic quality assurance, the excellence in teaching awards, the orientation of new lecturers and the delivery of academic support to students, among others. In the near future, once the academic programme alignment exercise has been completed, the NWU will also have achieved full consistency in the structure, delivery and assessment of academic programmes.

No matter where at this University they happen to be based, our students and staff can rest assured that they would receive high-quality, equitable support from this portfolio in reaching their academic potential.



DR MN TAKALO
EXECUTIVE DIRECTOR:
TEACHING-LEARNING AND VICE-PRINCIPAL

REPORT OF THE INSTITUTIONAL REGISTRAR

The academic administration and governance of the NWU came to the fore in 2008 when the institution was recognised as the leading South African university for corporate governance, multilingualism and records management.



Dr Themba Mosia
Institutional Registrar

The Institutional Registrar is privileged to have contributed to the University's track record in all these fields with the support of competent staff in the Department. In the case of functional multilingualism and records management, the Institutional Registrar is the main custodian of these functions. In the area of corporate governance, which is of course the mandate of the NWU Council, the Institutional Registrar plays a small but constructive part in assisting Council to carry out its responsibilities.

By way of example, an immediate priority at the beginning of 2008 was to support Council in complying with its membership requirements by assisting with the filling of six Council vacancies. Systems were put in place to ensure that Council functioned continuously and benefited from its full membership in performing its fiduciary duties. This assignment was also the first task of the new Institutional Registrar, Dr N Themba Mosia, who took over in January 2008 after the retirement of Prof CFC van der Walt.

Having successfully contributed to Council's continuity the Institutional Registrar continued to develop and refine the legal, governance and administrative knowledge base that has helped bring the NWU to the leading position it holds today.

Meeting the challenges of a changing legal landscape

Institutional Legal Services bear the overall responsibility for all institutional legal affairs. The manifold of activities generated in the endeavours of the NWU to pursue its core business in the best interests of all its stakeholders created a rather taxing legal environment. In addition an ever-growing body of legislation and court decisions affects higher education institutions. Accordingly, the NWU's Legal Office is regularly called upon to advise other divisions about compliance in a changing legal landscape.

During 2008 the Office saw to it that University agreements with various service providers were brought into line with the Competition Act prohibitions on anti-competitive



Sitting in front are from left: Ms Elize Schutte, Manager: Student Administrative Systems, and Dr Themba Mosia, Institutional Registrar. In the back are from left: Mr Simon Mokoena, Deputy Registrar: Secretariat, Administration and Archives, Prof Marlene Verhoef, Director: Language Directorate, and Mr Frans Kruger, Director: Legal Services.

associations. Another focal point was the Broad-Based Black Economic Empowerment (B-BBEE) legislation, in particular with regard to compliance and the establishment of sector specific guidelines. Owing to its expertise on this important piece of legislation the NWU's legal team was requested by Higher Education South Africa (HESA) to share its knowledge with other higher education institutions.

It became apparent during 2008 that some aspects of student and staff discipline require more efficient measures. With this in mind the legal office collaborated with management to begin the process of establishing campus offices to administer and coordinate student discipline in terms of the Statute and disciplinary rules. In addition, recommendations were submitted to management on the more efficient handling of student discipline within the context of the Constitution, the Higher Education Act, the NWU Statute and the relevant rules.

The Legal Office continued to manage, maintain and extend the NWU's large intellectual property registers. Several provisional and final filings of new patent applications

were lodged and supervised in South Africa, Africa and abroad. In addition, the division assisted in the negotiation and drafting of licence, commercialisation and research agreements between the University and industry partners such as Sasol Technology.

In response to the growing demand for the use of the NWU's sport and accommodation facilities, the office also assisted with negotiations in the sports arena. One example was the agreement reached with MATCH, the company appointed by FIFA to provide ticketing, accommodation and event information technology services during the FIFA 2010 World Cup. According to the agreement with the NWU, accommodation will be provided in NWU hostels for tourists during the World Cup. Another was the drafting of the agreement between the NWU and the national Department of Sport and Recreation to host the 2008 Level VI under 20 Africa Games. In addition, the Legal Office was instrumental in securing a sponsorship by MTN for the construction of a world-standard BMX track for international cycling championships in Potchefstroom in collaboration with the International Cycling Federation.





Other services rendered by the Legal Office included legal issues pertaining to service level agreements, tenders, general commercial contracts, protecting the NWU's interests in public and private relationships, the formation of new corporate entities and the establishment of trusts and structures to support both the commercialisation and corporate social responsibilities of the three campuses and the Institutional Office. In addition, the Office was also closely involved with property transactions concluded by the NWU.

Major contribution to multilingualism and nation building

Exceptionally good progress was made during 2008 in rolling out the NWU's multilingual policy, known as functional multilingualism.

Early in the year the Pan South African Language Board (PanSALB) singled out the NWU as a multilingual role

model in the higher education sector. The special PanSALB award recognised the University for contributing the most towards multilingualism and nation building in the sector over the previous 10 years. Another milestone was the publishing of a highly acclaimed research monograph on educational interpreting. The book, entitled *Multilingualism and Innovation: Innovation and Delivery*, contains 11 scholarly articles written by researchers from the Institutional Language Directorate and other South African universities.

One of the international reviewers of the book commented as follows on the quality of the contributions: "It is seldom that one has an opportunity to read a collection of papers which have been so thoughtfully assembled. In this case they represent a courageous and determined effort to bring linguistic equity to educational institutions in South Africa, and in particular the NWU. The knowledge and experience, which have been gained in this process, contribute to the field of applied linguistics and also to the domain of language planning. I would be surprised if this volume is not read widely beyond South Africa."

More evidence of the growing visibility of functional multilingualism at the University was the significant growth in the educational interpreting services offered to students. During 2008, educational interpreting services were provided for approximately 500 periods per week in teaching programmes at the Potchefstroom and Vaal Triangle Campuses.

Leading the way in records management

The quality, reliability and accuracy of the NWU's records management directly support the University's corporate reporting commitments. To enhance the NWU's records management capabilities the Institutional Registrar continued the implementation of a records management programme across the institution.

Key implementation highlights of 2008 included:

- Recognition from the Department of Education of the NWU's success in implementing its record management programme. This recognition took the form of an invitation to the Records Manager to present a workshop in December 2008 to 27 delegates from other higher education institutions. Another two workshops are planned at the University of the Free State and the University of KwaZulu-Natal in 2009. In addition, the University has accepted an invitation to present the same workshop at the Library and Information Association of South Africa (LIASA) conference in May 2009. Not only does this involvement prove the NWU's leadership in records management issues, it also generates third stream income for the division.
- Conducting Records Management training for 78 NWU staff members of whom 15 enrolled for the short course assessment and were awarded with the short course certificate *"Records Management in a tertiary education institution"*. This accounts for six credits on the National Qualifications Framework.
- Completing a draft file plan for the NWU using the self-evaluation portfolio for the HEQC audit as the basis for identifying key records.
- Preparing the document room for the HEQC audit site visit in March 2009. All records referred to in the self-evaluation portfolio, along with certain other records dealing with quality assurance, were collected, classified and filed according to the draft file plan. This preparation was also utilised as a pilot for the classification part of the records management programme and will be refined and finalised in 2009.

This progress has set the scene for final roll-out of the

records management programme to the University community in 2009. In preparation for this, records management representatives have been appointed on each campus.

Enhancing service delivery to students

The NWU prides itself on its efficient, well-automated and smoothly functioning student administrative systems for registration, examinations and graduations. Convinced that even the best systems and procedures can be further improved, the Institutional Registrar oversaw a number of enhancements to the Varsity Student System (VSS) during 2008.

These developments included:

- Introducing the functionality to print graduate certificates directly from the system using built-in, tried-and-tested security measures.
- Enabling users to download postal codes directly from the Post Office's website to VSS to ensure that the correct postal codes are used at all times.
- Preparing for the implementation of the Short Course System during the first semester of 2009.
- System adaptations that allow the new National Senior Certificate data to be downloaded from the Department of Education and linked to the prospective students for 2009.
- Refining the self-registration processes for use by students at all faculties on the Potchefstroom Campus (excluding the Faculties of Education and Arts).

Archives and Museums: from past to present

Several projects were completed successfully during 2008, such as:

- The opening of a new exhibition depicting the early history of the Theological School in the old school building and the Postma and Cachet Study in Burgersdorp.
- A new exhibition depicting the early history of the Theological School was opened in the old school building.
- The renovation of the cemetery of the Ossewabrandwag in Centurion.
- The replacement of photographs of the Rugby Institute and the Athletics Club with duplicates so that the originals could be safely stored.

- The International Museum Day celebrations on 21 May 2008.
- The acquisition of approximately 6 000 digital photographs for the photographic collection.

Solid progress was also made in establishing archival repositories and setting up an archive programme at the Mafikeng and Vaal Triangle Campuses.

Institutional Secretariat

The Institutional Secretariat plays an important liaising role and provides valuable administrative information and support to all role-players involved in the various levels of the governance and management function of the NWU.

The Secretariat deals with meetings on institutional level, such as those of Council and its committees, Senate and its committees and the Institutional Management Committee and its subcommittees, as well as various coordinating and consultative bodies. During 2008 the division continued to provide high-quality secretarial services to these governing and management bodies and dealt with the meeting administration and logistics of approximately 137 meetings.

The Secretariat also extended its service delivery by providing a secretarial service to a number of committees not previously serviced. These committees included the Institutional Corporate and Branding Identity Committee, the Web Redevelopment task team, the Extended Registrars' Forum, the Institutional Student Representative Council, the Human Rights Committee, the Institutional Bargaining Forum, the Institutional Employment Equity and Skills Development Forum and the Higher Education AIDS Institutional Coordinating Committee. This expanded service resulted in the Secretariat handling approximately 57 additional meetings.

Institutional Administration

A highlight for this division was the work done on compiling the NWU's entry for the 2008 PricewaterhouseCoopers Excellence in Corporate Governance Awards, which the University won.

Another important task was the coordination of the University's annual report for 2007, which consisted of two versions so as to meet legislative deadlines while still producing a high-quality stakeholder version of the report. With this in mind a legislation-compliant version was

delivered to the Department of Education on 30 June 2008, followed in August 2008 by a fully branded stakeholder version of the report.

The division also contributed to the smooth functioning of the NWU during 2008 by:

- Ensuring that the 2009 institutional almanac was completed and approved by Council by June 2008 and that work on the 2010 almanac started soon afterwards, as this requires timely preparation with the 2010 Soccer World Cup in mind.
- Administering ex officio Commissioners of Oaths of whom there were 77 rendering services across the University.
- Assisting the HEQC project team in compiling the self-evaluation portfolio and preparing the final document and accompanying CD.

The publication of certain web pages on the NWU internet and intranet containing compliance-related information also continued throughout the year. In addition, the web page related to policies was also revamped to speak to the new draft file plan of the NWU.

Conclusion

With its deep understanding of governance structures, management systems and legislation the Office of the Institutional Registrar is well placed to help the NWU successfully navigate the changing compliance landscape in South Africa. This portfolio's short-term vision is to see that the University's governance and administrative systems, policies and procedures are thoroughly implemented and reviewed periodically to ensure progress. In the medium to longer term the aim is to assist in securing the NWU's sustainable position as the best-managed, most innovative and effectively governed university in South African higher education.



DR NT MOSIA
INSTITUTIONAL REGISTRAR



THE UNIVERSITY RECEIVED A *SPECIAL RECOGNITION AWARD* FROM THE PAN SOUTH AFRICAN LANGUAGE BOARD (PanSALB) FOR MAKING THE BIGGEST CONTRIBUTION TO *MULTILINGUALISM* AND *NATION BUILDING* IN THE SOUTH AFRICAN HIGHER EDUCATION SECTOR DURING THE PAST 10 YEARS.

REPORT OF THE EXECUTIVE DIRECTOR: HUMAN CAPITAL DEVELOPMENT

Intent on recruiting and retaining top academic, research and leadership talent, the University is exploring new ground in human capital development. During 2008 the NWU became the first South African university to establish a Leadership Academy Programme to develop the competence and potential of its management leaders.



Mr Victor Mthobi
Executive Director:
Human Capital Development

At the same time the University dramatically expanded its HIV/Aids response programme, which offers staff a comprehensive range of training, counselling, health and research services.

In another step forward for workplace transformation the NWU enhanced structures such as the Human Rights Committee, and the Employment Equity and Skills Development Forum. The Human Capital Development directorate also worked closely with the newly elected institutional student leadership to ensure its effective and professional running.

Staff complement of the NWU

NWU employees	2007	2008
Permanent	2 739	2 753
Temporary	2 876	3 209
Total	5 615	5 962

Employment categories

Category	2007	2008
Teaching/research professional	1 253	1 252
Executive/administrative/management professional	113	113
Specialised/support professional	926	1 006
Technical	263	295
Non-professional administration	2 496	2 839
Crafts/trades	40	41
Service	524	416
Total	5 615	5 962



From left are: Prof Madoda Zibi, Director: Diversity, Equity and Human Rights, Mr Christé de Wit, Director: Human Resources Operations, Mr Victor Mothobi, Executive Director: Human Capital Development, Dr Edward Sedibe, Director: Student Affairs and Sport, and Prof Chris van der Walt, Director: Organisational Learning and Development.

Gender profile

Gender	2007	2008
Female	3 027	3 309
Male	2 588	2 653
Total	5 615	5 962

Demographic composition

Race	2007	2008
African	1 976	1 996
Coloured	143	136
Indian	44	49
White	3 445	3 777
Unknown	7	4
Total	5 615	5 962

Skills for the next generation

Leaders with a common sense of purpose

For the NWU's success to be sustainable in the long-term the University's leadership community must share a common view of desired leadership competencies and practices. Creating this sense of common purpose was the thinking behind the establishment of the Leadership Academy, an in-house programme for the structured development of leadership competencies.

By the end of 2008 the Academy had completed the development of its first programme consisting of a series of workshops on topics such as effective interpersonal relations, mobilising and inspiring people and goal setting. The first of the workshops, which will start mid-January 2009, will be targeted at 35 NWU leaders, including members of the Institutional Management, campus rectors, vice-rectors, registrars and faculty deans. Several external management experts from organisations such as the Gordon Institute of Business Science will act as facilitators.

New skills development opportunities for staff

Staff and students benefited from new skills development opportunities created by the Human Capital Development directorate in collaboration with the ETDP SETA (Sector Education and Training Authority for Education, Training and Development Practice).

During 2008 the University received grant funding of R1 655 500 from the EDTP SETA. Of this, R1 317 500 was awarded to NWU students and R278 000 for the development and training of staff members.

A total of 23 members of the University's support staff benefited from the grants including five staff members from Financial Management, five from Project Management and three from Information Technology. Ten employees received apprenticeships in plumbing. In addition, the SETA awarded internships to two postgraduate students in the HR division.

The EDTP SETA also awarded the University a grant of R744 000 as service provider for project management and financial training in the skills programmes for non-financial managers.

The R1,3 million in funding for students was made available to 177 teaching students. Of these, 50 students received bursaries worth R20 000 each for studies in BEd and BSc Mathematics and Science. The other 127 beneficiaries received R2 500 for expenses incurred while doing compulsory practical teaching at schools.

In a training project unrelated to the SETA grants, 80 staff members at the Mafikeng Campus received training in computer literacy skills.

Performance management strengthened

Solid progress has been made in establishing a performance-based culture at the University. The main performance management milestone of the year was the implementation of the performance management policy and systems at the Mafikeng Campus. Line managers there were trained to enter into performance agreements with their teams, and information sessions were held for supervisors and staff.

Thus, by the end of 2008, performance agreements were in place for all line managers and supervisors at the NWU, paving the way for them to enter into agreements with staff reporting to them. For the 2009 performance management cycle, all staff will be required to have signed performance agreements.

Remuneration matters

A procedure for the bonus and other incentive schemes of the NWU was developed in 2008 in consultation with line managers. This procedure is being used for the management of merit bonuses, management bonuses, incentive bonuses and top performer bonuses.

Upon completion of the Cost of Living Adjustment (COLA) negotiations, and after Council approved the revised remuneration scale, the budget allocations for the revision of remuneration was completed. Line managers were trained and assisted in the correct implementation of the remuneration policy and procedures.

Labour agreement reached

During 2008 a two-year agreement on cost of living adjustments was signed with employee organisations, which means that no negotiations on salary increases will take place in 2009.

An agreement was also reached with the employee organisations that the NWU will administer five medical aid

schemes from which staff can exercise options based on affordability. The five schemes are Discovery, Commed, Comcare, Bonitas and Fedhealth.

Climate and culture survey

In late 2007 a climate and culture survey was conducted to gauge the satisfaction levels of NWU staff. Following on the survey feedback the results were given to all staff and the survey report was published on the intranet.

The Culture Quotient (CQ), the summative measure of health in an organisation's culture, improved from 51,8% in the 2005 survey to 58,35% in 2007.

The Human Capital Development directorate then developed a schedule of the 12 issues of concern that staff raised in the survey for the Institutional Management.

These 12 challenges for the NWU, as highlighted in the survey findings, were:

1. **Strategic intent** – Ensuring that the long-term planning process translates strategic intent into operational action plans.
2. **Academic programme alignment** – Ensuring synergy between campuses, ensuring buy-in from academic staff and improving communication about programme alignment.
3. **General academic profile** – Defining performance indicators of academic excellence and quality while ensuring continuous focus on the improvement thereof.
4. **Balance: Teaching-learning vs. research** – Finding the right emphasis appropriate to each subject field and ensuring buy-in in the research entity model.
5. **Transformation and culture** – Improving communication on the progress with transformation on all campuses, giving more attention to gender equality and building inter-campus collaboration and inter-campus teams.
6. **NWU Values** – Ensuring the alignment and buy-in to the do-values and ensuring that it is consistently implemented and maintained.
7. **Work-life experience** – Ensuring clarity and transparency on management roles and responsibilities, as well as attracting the best brains to bolster the academic and research standing of the NWU.
8. **Brand and image** – Consolidating and finalising the brand and image process.
9. **Operational management** – More effective implementation of the integrated performance management model and clear communication on policies, procedures and systems.
10. **Policies and procedures** – Ensuring consistent implementation and improving the accessibility via intranet.



11. **Stakeholder relations** – Ensuring that relations with prospective employers, project business partners and donors/funders are seen as just as important as relations with staff, students and Department of Education.
12. **Organisational effectiveness** – Improving the credibility of the Institutional Office and ensuring broad alignment of the management styles of the campus management teams.

This schedule was discussed at a meeting of Council's Transformation Oversight Committee, which set specific targets to deal with the issues raised.

Organisational development

The University's business model as a unitary institution with multiple campuses is working well and only minor changes were made to the organisational structure during the year under review. This entailed changing existing Organisational Entity (OE) structures and creating new ones, and revising support structures, job descriptions and job grades for support staff in academic faculties, with the first five faculties addressed by the end of the year.

Service-oriented support

During 2008 Human Resource Operations took the first step towards becoming a more service-oriented division. After reviewing its support to line management (both academic and support), HR roles were revised in September 2008. This led to the appointment of six HR consultants who will provide a one-stop service to staff at the Institutional Office, as well as the faculties and support divisions on the Potchefstroom Campus. They will also guide and support HR staff at the Vaal Triangle and Mafikeng Campuses.

Diversity, equity and human rights

Management of diversity

The directorate is seeking innovative ways to sensitise staff throughout the University to diversity management issues and is planning to use industrial theatre to help achieve this. In October 2008 a strategic planning session was held with a consultant contracted to write an industrial theatre script on diversity management issues raised by a cross-section of staff and students. The production should be ready for NWU audiences by August 2009.

The Diversity Charter, which will be binding on all members of the University community, was completed and will be incorporated into the University's Code of Ethics.

Human Rights Committee

The structures and processes for dealing with alleged cases of human rights violations at the NWU were streamlined during 2008 to ensure greater efficiency and effectiveness. A special achievement was the University's success in securing the services of Adv Solly Sithole, SC as the independent Chairperson of the NWU's Human Rights Committee from January 2009.

The procedures manual that the Human Rights Committee will use when considering human rights issues was approved by Institutional Management, and the Directorate: Human Rights was mandated to serve as a channel for receiving complaints.

Adding further weight to the drive to highlight the importance of human rights were lectures delivered by recognised experts in the field. Advocate Leon Wessels of the



South African Human Rights Commission gave a lecture on Human Rights to all members of senior management, and Dr Andre Keet, also of the South African Human Rights Commission, delivered a lecture marking Human Rights Day at the Potchefstroom Campus. Prof Jonathan Jansen gave a lecture on student-related human rights issues at the Mafikeng Campus.

Employment equity

The University believes that employment equity is an operational imperative that makes good business sense. This philosophy was promoted at all possible opportunities.

The Institutional Employment Equity and Skills Development Forum (IEESDF) was exceptionally productive and proactive in 2008. Specialised task teams provided reports and feedback on key issues such as barriers to equity and the effectiveness of internal policies. Campus EESDFs were also constituted to report to the IEESDF on campus-based equity matters.

Employment equity information was regularly reported on to Council and its committees. This resulted in the recalculation of targets to ensure these were realistic and achievable within the prescribed timeframes.

Another priority of 2008 was the provision of management information on employee profiles from the ORACLE system. This information was provided to line managers to enable them to monitor and manage their progress towards the employment equity targets set.

Brochures summarising the Employment Equity Policy and Plan were used as an effective marketing tool for stakeholders and during HCD road shows.

Employee health and wellness

The NWU has a well-structured Employee Wellness Programme that gives staff members and their spouses access to a wealth of health and fitness services. These include health days, general fitness programmes, health screening, stress and time management workshops and support groups.



Some of the most popular projects run in 2008 were the inter-campus social days, the fitness programmes known as Be Active and the Vodacom Challenge Yourself events in running, cycling, swimming and fun walking. Also in demand were flu vaccinations, weight-loss programmes, metabolic testing, and screening tests for hearing, sight and osteoporosis. Regular health awareness campaigns were run on topics such as blood donation, cervical and breast cancer, prostate and testicular health, mental health, oral health, heart health and the benefits of stopping smoking. Expert speakers were invited to add their insight to these events.

Overall, the Wellness Programme reached more than 6 500 NWU staff members and their spouses, including:

- 1 218 at the Institutional Office.
- 1 210 at the Mafikeng Campus.
- 3 511 at the Potchefstroom Campus.
- 585 at the Vaal Triangle Campus.

Apart from the personal health and fitness services available, Employee Wellness runs time-saver and stress management projects that save the University hundreds of working hours a year. Examples of these projects are the assistance given to staff when obtaining or renewing driving licences, identity documents and passports, international driving permits and motor vehicle licences.

Staff also had many opportunities to be involved in community service by assisting various charity organisations, including the Abraham Kriel Children's Home, South African Woman Federation, Boikagong Child and Youth Centre, Ikageng Shelter for the Homeless and the South African Blood Bank.

Higher Education AIDS (HEAIDS) project

NWU staff are benefiting from a range of new or improved HIV/Aids services thanks to the R3,2 million grant received from the European Commission through the HEAIDS programme of Higher Education South Africa (HESA). The grant is being spent to help the University mobilise more resources against HIV/Aids and integrate the HIV/Aids programme into all its health care and wellness activities.

A financial audit of expenditure to date was successfully completed for the period 1 December 2007 to 31 July 2008 by Philip Miller & Co. The total amount spent by the end of 2008 stood at R1,8 million. The remaining amount of R1,4 million is to be spent by June 2009.

The project has opened up access to a variety of services, including training, assistance from counselling services in the health centres, primary health care and research information.

Highlights of the project during the year under review included:

- The installation of Optilife, a clinical management information system at all three health centres of the NWU and related training for 17 staff members. Medical equipment for primary health care provision has also been purchased and installed. The health services commenced in March on the Potchefstroom Campus and in April on the Vaal Triangle Campus.
- The development of three Senate-approved short courses on HIV/Aids by the School of Nursing. A 12-credit short course from UNISA for the integration of HIV/Aids in academic curricula is being investigated.
- Some 85 peer educators were trained on all three campuses. They took part in a total of 12 events, ranging from World AIDS Day activities to formal training on health-related issues. This programme reached about 4 700 students.
- The implementation of InfoEd, a research management information system, a workshop with all the relevant Health and Wellness stakeholders and the implementation of a communication strategy, including posters, pamphlets, training events and conferences, radio productions and web site development.

Student Affairs and Sport

This directorate is also responsible for the institutional function of student development and sport, which includes the operations and development of the institutional student leadership.

Institutional Student Representative Council (ISRC)

The ISRC leadership-training workshop took place on 21 and 22 January 2008. At this workshop, led by an external facilitator, the ISRC annual plan was drafted and finalised. The first ISRC activity on the plan was the inter-campus sports day that took place on 1 March 2008 and saw students from all three campuses participating. The next event was the Constitutional Summit, which took place on 23 February at the Vaal Triangle Campus and was facilitated by a Department of Education representative. The ISRC agreed on amendments to be made to the ISRC Constitution and these were submitted to Senate and then approved by Council.

Three ISRC members also attended the SAUS Conference held at Fort Hare University in July 2008. The ISRC President, Ms Mart-Marie Tromp, was awarded the Abe Bailey travel scholarship and she visited Britain during November 2008.

All the campuses held successful SRC elections between August and September 2008. The newly elected ISRC met on 27 August 2008 to receive the ISRC records from the outgoing ISRC – a first at the NWU. The new ISRC was inaugurated, with Mr Sephiwe Mbatha from the Vaal Triangle Campus as the new ISRC President. Dr Cecil Bodibe, who is an independent expert on student affairs, was invited as a motivational speaker at this occasion.

The ISRC participated in Institutional Committees such as the Senate, Council, Institutional Forum and Advisory Committee on Student Support Services and made fruitful contributions.

Sport

During 2008 two inter-campus sports days were organised for students from all three campuses. The first one took place as scheduled on 1 March 2008 at the Potchefstroom Campus but the second event had to be postponed until February 2009. The Soccer Institute at the Mafikeng Campus contributed greatly to the development of the local

community by conducting soccer coaching clinics in collaboration with the London South Bank University in the UK.

Conclusion

Managing human capital is not merely about complying with policies and rules, but about creating an enabling environment for people, in which they can achieve job satisfaction, develop their skills and receive feedback on how they are contributing to organisational success. Equally important is the development of an institutional ethos that supports intercultural tolerance and ensures that human rights and dignity receive the respect they deserve. Much was done during 2008 to provide the enabling environment in which the NWU's people can achieve, grow and excel together.



MR VL MOTHABI
EXECUTIVE DIRECTOR: HUMAN CAPITAL DEVELOPMENT



OUR PAY-OFF LINE, INNOVATION THROUGH DIVERSITY, REFLECTS THE UNIVERSITY'S RESOLVE TO TREASURE THE DIVERSE CULTURES AND HARNESS IT IN OUR PURSUIT OF KNOWLEDGE AND INNOVATION.

REPORT OF THE EXECUTIVE DIRECTOR: CORPORATE AFFAIRS AND RELATIONS

Finalising the second phase of the brand roll out and launching the NWU’s institutional pay-off line – *Innovation through diversity* – was one of the high-lights of the year for the Corporate Affairs and Relations (CAR) Department.



Ms Phumzile Mmope
Executive Director:
Corporate Affairs and Relations

This achievement was the result of a collaborative effort between the department and the three campuses’ Marketing and Communication Departments, underlining the success of the drive to align and streamline communication and marketing across the University.

The collaboration began with the establishment of consultative forums, processes, procedures and policies that were put in place to ensure that the three campuses’ Marketing and Communication Departments work together with CAR in order to support the Institutional Plan targets and deliverables.

The cooperation between the campuses and CAR was further reflected in the development of the brand essence that defines the NWU as a leading and sustainable, teaching-learning and research university that harnesses diversity and pursues innovation to make a meaningful difference to South Africa and the world. In turn, the brand essence was instrumental in informing the University’s pay-off line, developing a visual identity, defining the brand positioning and formulating consistent strategic messages for internal and external stakeholders.

Conveying clear, consistent messages

After the new brand had been finalised and approved, a national advertising campaign was launched simultaneously in four Sunday newspapers. Apart from establishing the brand, the campaign also conveyed the message to all stakeholders that the NWU is a “Leading University in South Africa”.

The message was continued in various business and industry publications, and in order to target local communities, a fold-out brochure was designed and included in three local newspapers, which were distributed to a total of 32 000 readers. The positive response highlighted the need for communicating about the NWU as a whole, as opposed to campus-specific information, and this will be specifically addressed during 2009.



From left are: Mr Louis Jacobs, Director: Corporate Communication, Ms Phumzile Mmope, Executive Director: Corporate Affairs and Relations, and Mr Willem Booysen, Director: Institutional Advancement and Business Development.

Corporate publications were also used throughout 2008 to establish the University's new brand and strengthen its key strategic messages. The flagship print publications were:

- The internal newsletter *Eish!*, which included specific pages dedicated to the various campuses and was distributed to all staff members in all business units.
- The 2007 Annual Report based on the theme *Driven to be the best*, which was submitted to the Department of Education on 30 June 2008. Once again, a glossy version was published in English and Afrikaans and distributed as a marketing tool to various stakeholders, including the North West Legislature.
- The Corporate Profile published in English and Afrikaans in July 2008. For the first time a fold-out page with higher education information and institutional statistics was added.

Over and above these print communication tools, the Department made highly effective use of electronic media and tools:

- The planning for the redevelopment of the NWU website was a priority during 2008. A web survey was conducted among primary stakeholders, including current and prospective students, parents of current students, alumni and staff. The aim was to identify their needs and ensure that the new web will address these. The findings also informed the design and layout of the new landing page, sitemap and navigation. Next, a web policy was developed and approved by Council on 19 September 2008.
- The staff intranet continued to claim its rightful place as

the predominant internal communication tool during the year under review. An intranet tutorial was designed to familiarise staff members with the benefits of utilising it as a source of accurate information.

- *TransTips*, a multilingual translation tooltip assistant was executed on the external web environment following its successful implementation on the intranet.
- Other electronic communication channels included the daily electronic notice for staff, *@NWU*, the monthly Vice-Chancellor's newsletter and *Urgent and Crisis Communication*. In addition, the templates for electronic cards such as birthday, Christmas, condolence, congratulations, and e-invitation cards were finalised.

External communication

Although media monitoring was only established towards the latter part of 2008, much positive coverage was received, especially about the NWU being awarded first place as the best governed university in the annual effective management and corporate governance competition by PricewaterhouseCoopers.

The University also received some negative publicity from unconstructive incidents, which occurred sporadically on the three campuses. Nonetheless, the proactive approach of the Institutional Management and campus managements, coupled with their condemnation of such incidents, resulted in the University being portrayed in a positive light.

Stakeholder relations

During 2008 the main functions pertaining to stakeholder relations and special events were formally brought into the Corporate Affairs and Relations Department.

In total, nine networking dinners, including two with the NWU Board of Donors, were held in 2008. The Vice-Chancellor, Dr Theuns Eloff, hosted these across the country. The purpose was to forge strategic relationships and enter into business development partnerships with key stakeholders.

Dr Eloff also held 10 breakfast meetings with members of staff on the Mafikeng, Potchefstroom and Vaal Triangle Campuses, as well as the Institutional Office. These were aimed at facilitating internal communication, especially about the role of staff in contributing to the achievements of the University.

Institutional Advancement and Business Development

The Institutional Advancement and Business Development (IABD) Division entered its second year in 2008. Before its establishment last year, fundraising and relationship building were performed by a wide range of divisions, offices and individuals at the Institutional Office and the three campuses. This division's main focus in the year under review was on strategically aligning fundraising activities and ensuring that fundraising is constructively and professionally handled.

For this purpose the division finalised the guidelines and procedures for fundraising, which were then approved by the Institutional Management. These guidelines support the notion that staff members can and should be able to raise external funds themselves, on condition this is done within the guidelines and procedures set, and through the IABD Division. Project leaders from the Institutional Office and the three campuses who adhered to the guidelines in 2008 benefited from greater access to a wider range of information and prospective funders. This was due to the division's strategy of uncovering new markets and capitalising on global and local fundraising trends.

Good progress was made in developing strategic partnerships in the diplomatic community. The Vice-Chancellor hosted two dinners in Johannesburg and Pretoria for foreign mission representatives from France, Germany, the United States and a number of other countries. This opened the door for visits by the Vice-Chancellor and project leaders to several embassies and high commissions, including the US Embassy, Canadian High Commission and the USAID.

Institutional Advancement Project Committee

The Institutional Advancement Projects Committee continued to oversee the prioritisation of fundraising projects, allocation of funds and mapping out the University's future development.

Established in 2007, this process was clarified during 2008 when the Committee defined the NWU vision and mission in terms of strategic growth priorities and then developed a strategy that retains flexibility while being specific enough to validate future choices of projects on which strategic funds will be spent.

NWU endowment fund

The endowment fund was established following a fundraising drive among key alumni in 2007. During 2008 the Vice-Chancellor hosted six alumni dinners in Mafikeng, Johannesburg and Potchefstroom and, by year-end, more than R1 million had been secured for the endowment fund. This funding was pledged mainly by 25 alumni and friends who have committed to contribute R1 000 a month for five years, together with approximately 40 other alumni who have committed to other fundraising initiatives.

These include making a donation of R60 000 either as a one-off donation, or in the form of 60 monthly payments of R1 000 each, or 120 payments of R500 each.

In addition, work began on establishing a comprehensive database of NWU alumni so that all three campuses can assist in generating contributions to the endowment fund. Another highlight was the division's participation in the USAID Africa Regional Higher Education Summit in October 2008. Held in Rwanda, the event attracted more than 1 000 institutions of higher learning from all over the world. This summit led to joint strategic proposals, which resulted in the drafting of several international collaboration proposals.

The division also reviewed fundraising strategies to ensure that the IABD meets its set targets for strengthening the endowment fund. One of these was to ask persons to pledge a bequest to the University. Another strategy involved targeting local and international foundations and trusts, including Atlantic Philanthropies, Kresge Foundation, Ford Foundation, Carnegie Corporation of New York, Carl & Emily Fuchs Foundation, PA & Alize Malan Memorial Trust, Paul & Stella Loewenstein Trust and the Ackerman Family Trust, all with positive results.

Forum for Continuous Collaboration in Development

A Forum for Continuous Collaboration in Development was established in 2008 to explore potential partnerships between the University and various private sector programmes geared to increasing economic growth and employment, as well as creating wealth through education.

The Forum aims to match prospective private partners with appropriate community outreach projects that use the University's expertise to address socio-economic challenges. This Forum focused its efforts in 2008 on formulating clear messages for private sector stakeholders. As an example, the Forum made it clear that the NWU seeks to utilise available public funds, where appropriate, to promote the government's broad objectives of improving the level of education, addressing socio-economic challenges, contributing to job creation and poverty alleviation and achieving equity in accessing higher education.

By establishing the Forum for Continuous Collaboration in Development, the NWU has unequivocally acknowledged the private sector as a vital partner in becoming internationally competitive and attracting increased donor funding.

Conclusion

The launch in 2008 of the new pay-off line, *Innovation through Diversity*, was the final step in developing the new brand and corporate identity of the NWU and was in itself a demonstration of the innovation that diversity can inspire. In an exemplary display of collaboration that transcended campus boundaries, the three marketing and communication departments joined forces with Corporate Affairs and Relations to define the brand essence of the University, which in turn inspired all the other components of the new brand. Together, these brand elements are sending the clear message that the NWU is a diverse, innovative and globally recognised academic institution that celebrates and encourages multiculturalism, multilingualism and multinationalism. Corporate Affairs and Relations is privileged to be playing a part in positioning the University as a diverse, innovative, globally recognised institution willing and able to make a meaningful difference to society.



MS PP MMOPE
EXECUTIVE DIRECTOR: CORPORATE
AFFAIRS AND RELATIONS



REPORT OF THE EXECUTIVE DIRECTOR: RESEARCH AND INNOVATION

The NWU has made excellent progress in research and innovation, as demonstrated by the results of various benchmarking exercises that place the University's performance into perspective.



Prof Frikkie van Niekerk
Executive Director:
Research and Innovation

During 2008 comparative figures for education at South African universities were made available by the Department of Education, showing the NWU in a distinctly favourable light. Other positive yardsticks of the institution's strong standing were the latest data on THRIP funding and the outcome of the Innovation Fund's 2008 National Innovation Competition.

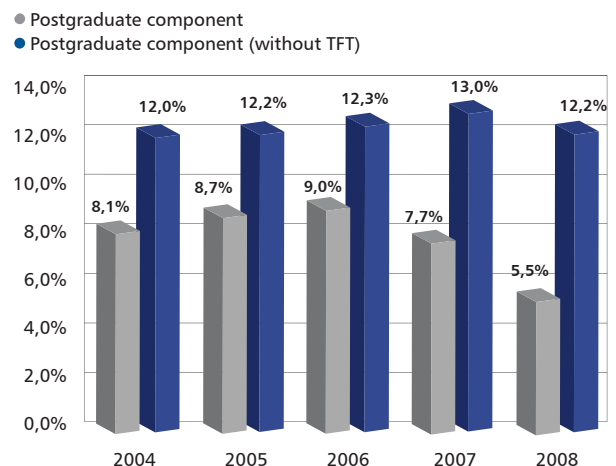
Growth in postgraduate research output

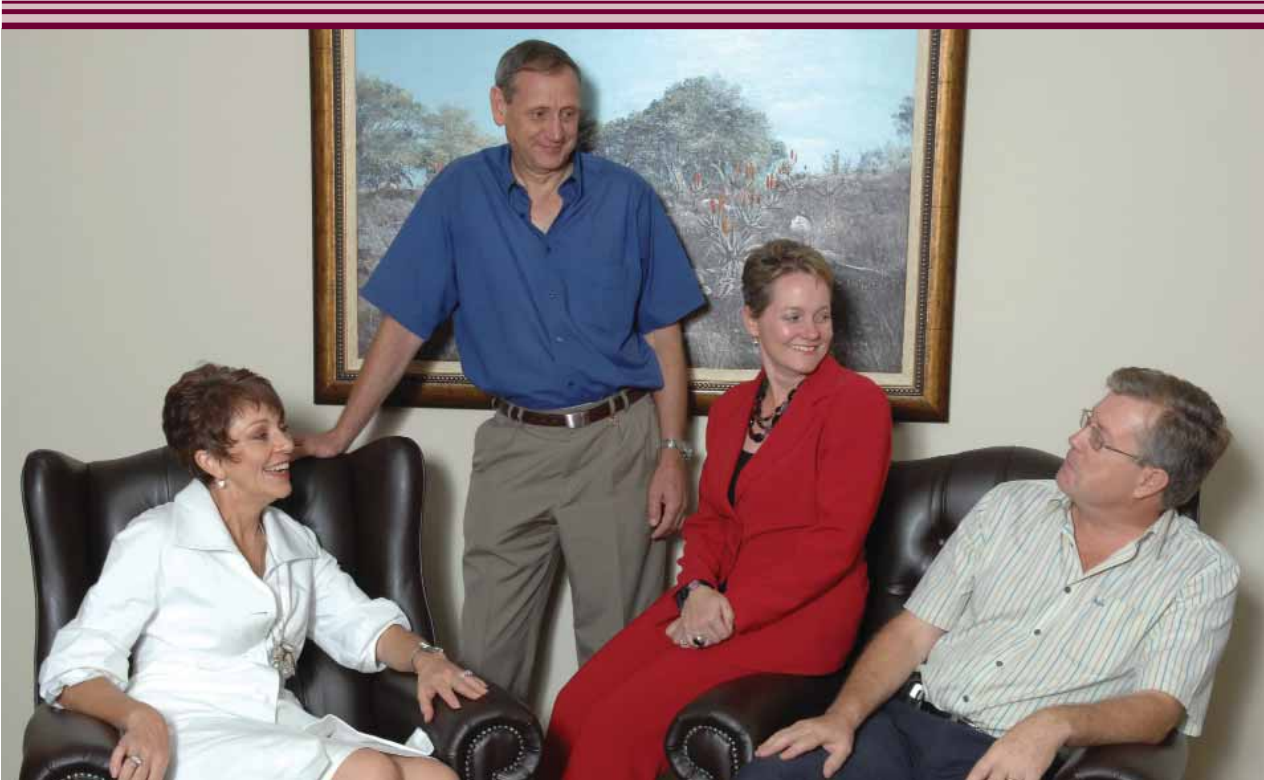
The comparative figures for South African universities made available by the Department of Education showed the following for postgraduate education:

- The NWU produced the fifth most doctorates in 2007 (124), with Wits in the first place (189), and Pretoria, Stellenbosch and UCT in second, third and fourth places (170, 153 and 142).
- This university's doctoral graduation rate was fourth best in the country (15%), with Rhodes in the first place with 20,2% and Wits and Stellenbosch second and third with 19,4% and 17,4% respectively.
- Even though the NWU fell back to sixth place for the number of master's degrees awarded, its master's graduation rate was third best in the country (23,5%), with Rhodes first (27,4%) and UCT second (25,8%).

The graph below shows postgraduate enrolments for the five-year period from 2004 to 2008.

Postgraduate component of headcounts





From left are: Ms Bibi Bouwman, Manager: Community Engagement, Dr Rudi van der Walt, Director: Innovation, Prof Amanda Lourens, Director: Research Support, and Prof Frikkie van Niekerk, Executive Director: Research and Innovation.

Most technologically innovative university

The National Innovation Competition is aimed at supporting, encouraging and recognising not only excellence in innovation awareness and capacity but also improvement in those areas. The NWU won the 2008 award, which included a financial grant of R550 000 to further energise innovation activity.

Commenting on the calibre of the NWU's entry, Dr Mclean Sibanda of the Innovation Fund said: "North-West University in particular displays a culture of innovation which permeates through the entire institution. There was evidence of breadth and depth to its innovation activity too. Furthermore, it invests in focused research. This results in more funding being directed into the focus areas, with the knock-on effect of greater levels of innovation being achieved. This, coupled with the prolific culture of innovation, resulted in a very well-integrated research-innovation continuum. Its energised submission is indicative of an energised office, as well as good leadership. All in all, a well-deserved award."

Highest THRIP income earner

In 2008 the NWU earned the most THRIP income of all universities in South Africa, underlining the innovative and relevant research done in close association with industry. During the year, the University received a total of R25 387 870 million compared to R14 422 253 in 2007 in THRIP funding. This was an increase of 76% compared to the previous year.

Key themes of 2008

NWU remained committed to the vision for research and innovation: to become a balanced teaching-learning and research university and to implement its expertise in an innovative way. Concrete steps towards realising this vision have been set out in the Institutional Strategy for Research and Innovation 2008-2011, which was finalised and approved at Senate in October 2008. This strategy contains a three-year rolling plan and centres on the transition of the NWU from a teaching university with focused research to a balanced teaching-learning and research university.

Besides the drive to continuously improve research and innovation management functions and to render an excellent service to the academic community, the NWU focused on a number of promising collaborative research, innovation and community engagement projects. The thinking is that a strong focus on collaborative projects, along with increased investment in research capacity, will fuel continual growth in research and innovation excellence.

Improved research and innovation management

In 2008 the NWU actively implemented its new management model for research entities. Developed in the previous year, the new model makes provision for four categories of research entities, starting with niche areas as the entry level and moving up to focus areas, research units and centres of excellence. It is believed that the new model has strong potential to enhance research output



across the University by creating an overall research ethos but, at the same time, allowing differentiation within the capacity and capabilities of the three campuses.

By the end of the year one new centre of excellence had been formed, along with 11 research units, three focus areas and seven research niche areas.

• Centre of excellence

The classification of centre of excellence is the highest level a research entity can reach. It describes a research centre that is internationally recognised, engages in multidisciplinary and transdisciplinary research, and receives 75% of its funding from external sources. The first such centre at the NWU is the Centre of Excellence for Nutrition (CEN) in the Faculty of Health Sciences at the Potchefstroom Campus.

• Research units

The second highest level of research entity is a research unit. The work of a research unit is typically linked to national research priorities with a national impact. The following 11 research units were identified at the NWU during 2008:

- Think!Well: Economic Value of Wellness Research
- Unit for Energy Systems
- Unit for Reformed Theology and the Development of the South African Society
- Unit for Business Mathematics and Informatics
- Unit for Languages and Literature in the South African context
- Unit for Space Physics
- Unit for Environmental Sciences and Management
- Research Unit: Development in the South African Constitutional State
- Africa Unit for Transdisciplinary Health Research (AUTHeR)
- WorkWell: Research Unit for People, Policy and Performance
- Unit for Drug Research and Development

• Focus areas

Focus areas conduct research linked to regional and national research priorities and receive at least half of their funding from external sources. Three focus areas were identified during 2008:

- Chemical resource beneficiation
- Sustainable Social Development
- Teaching-Learning organisations

• Niche areas

Research niche areas are small research groups, usually located on a specific NWU campus, that focus on research with a local impact. The following niche areas were identified in 2008:

- Socio-economic impact of Tourism
- Population and Health
- Educational technology for effective teaching, learning and facilitation
- Hypertension in Africa Research Team (HART)
- Physical Activity Sport and Recreation (PhASRec)
- Medicine Usage in South Africa (MUSA)
- Musical Arts in South Africa: Resources and Applications

The new model is providing the backbone for the University to achieve its mission of becoming a balanced teaching-learning and research university and implement its expertise in an innovative way.



Research output in 2008

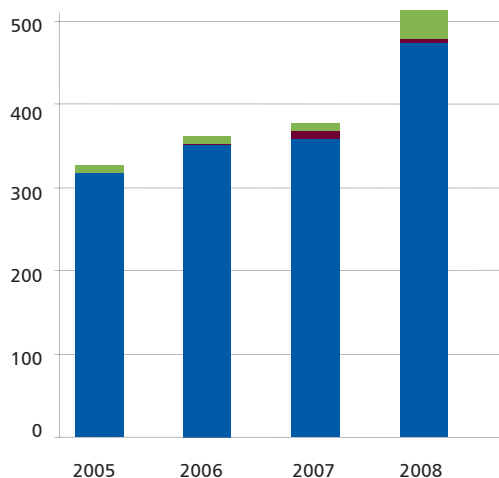
The NWU's subsidised research output 2008 stood at 512,64 units, representing an increase compared to 2007.

The table below gives a breakdown of research output at each campus in the past four years, followed by overall figures for the University over the four-year period.

Mafikeng Campus				
Faculty	2005	2006	2007	2008
Human and Social Sciences	2	4	2	5
Agriculture, Science and Technology	3,03	8,03	5,58	16,43
Commerce and Administration	1,66	1	0,5	2,2
Law	1	0	2	1,5
Education	0	0	0	1
Total	7,69	13,03	10,08	26,13
Potchefstroom Campus				
Faculty	2005	2006	2007	2008
Other (Campus Rector)	0	0	0	1
Faculty of Arts	36,7	49,16	39	66,5
Natural Sciences	50,55	54,55	58,08	79,16
Theology	46,17	55,67	49	60,67
Education Sciences	17,25	12,83	16,73	20,13
Economic and Management Sciences	21,42	35,86	23,67	42,44
Law	23,82	24,32	30,32	31,83
Engineering	16,45	15	10,67	13,67
Health Sciences	67,67	65,91	93,34	89,71
Total	280,03	313,3	320,81	405,11
Vaal Triangle Campus				
Faculty	2005	2006	2007	2008
Other (Campus Rector)	0	0	0	0,5
Humanities	30,16	25,17	27,34	35,78
Economic Sciences and Information Technology	0	0	0	3,5
Total	30,16	25,17	27,34	39,78
Institutional Office	0,5	0	0	2,75
TOTAL NWU Journal Articles	318,38	351,5	358,23	473,77
Books				
	2005	2006	2007	2008
Mafikeng	0	0	0,09	0,25
Potchefstroom	0,23	1,55	5,95	4,31
Vaal Triangle	0	0	0,09	0,26
TOTAL NWU Books	0,23	1,55	9,2	4,82
Conference Proceedings				
	2005	2006	2007	2008
Mafikeng	0	0	0	3,67
Potchefstroom	7,58	7,8	10,91	30,38
Vaal Triangle	0	0	0,5	0
TOTAL CONFERENCE PROCEEDINGS	7,58	7,8	8,79	34,05
TOTAL JOURNAL ARTICLES/BOOKS/CONFERENCE PROCEEDINGS	7,81	9,35	17,99	38,87
TOTAL NWU	326,19	360,85	376,22	512,64

Total research output

- Total conference proceedings
- Total NWU books
- Total NWU journal articles



Other research performance indicators

One area in which the NWU performed very strongly in 2008 was in increasing the number of researchers with ratings from the National Research Foundation (NRF). As at 31 December 2008 the University had 103 NRF-rated researchers, an increase of 8,4% on the 95 rated researchers in the prior period.

The table below provides a breakdown of rated researchers per NWU campus, together with their rating categories:

Campus	Category	Total
Mafikeng	C	1
	L	1
Total		2
Potchefstroom	A	2
	B	11
	C	65
	L	4
	P	1
	Y	17
Total		100
Vaal Triangle	Y	1
Total		1
Grand NWU total		103

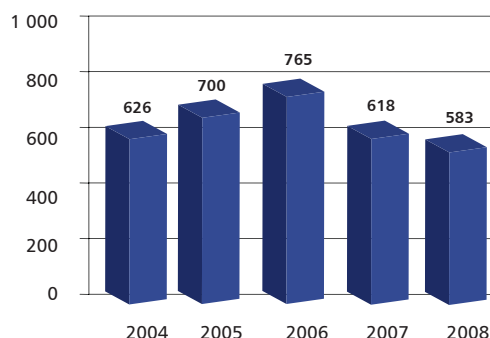
Continually raising the number of rated researchers is a key element of the NWU's strategy to become a balanced tuition-research institution. In this context, it is especially

important to encourage emerging research talent through incentives such as the annual research awards. During 2008 strong emphasis was placed on existing and emerging talent and, for the first time, a Junior Researcher of the Year, a Researcher of the Year and a Research Entity of the Year were honoured at the NWU's annual research function.

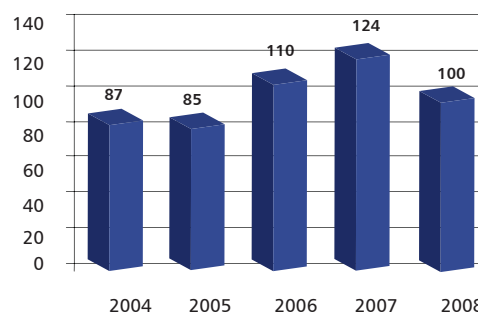
The scope of research talent at the NWU was further demonstrated when a researcher of the School of Physical and Chemical Sciences at the Potchefstroom Campus won the Third World Academy of Science (TWAS) award for young researchers for 2008.

A key element of the University's research strategy is to achieve ongoing growth in the number of master's and doctoral degrees awarded. In the case of master's degrees awarded, the NWU's performance has shown a slight decline since the record high reached two years ago, in 2006. However, the upward trend in the number of doctoral degrees conferred has continued unabated.

Master's degrees awarded each year since 2004:



PhD degrees awarded since 2004:



Research funding

A total amount of R72 946 487 was awarded by the NRF and administered in 2008 within the various NRF programmes.

After 15 NRF-rated researchers applied for NRF incentive funding in 2008, and R659 569 was received for 2008.

The next table summarises the 2008 NRF THRIP allocations to the NWU:

Research entity	Total
Energy systems	R23 986 950
Chemical resource beneficiation	R810 833
Business Mathematics and Informatics	R590 086
Grand total	R25 387 869

R1,6 million from the North-West Research Coordinating Committee (NWRCC) was approved for three research projects:

- 1) Sustainable Integrated Development Framework for Heritage Park;
- 2) Developing an Environmental By-law Framework for Sustainable Local Environmental Governance and Service delivery in the North West Province; and
- 3) Professionals towards development researching and monitoring the health transition in North West Province: The Prospective Urban and Rural Epidemiology (PURE) study.

The NRF approved two new niche area applications in 2008 namely:

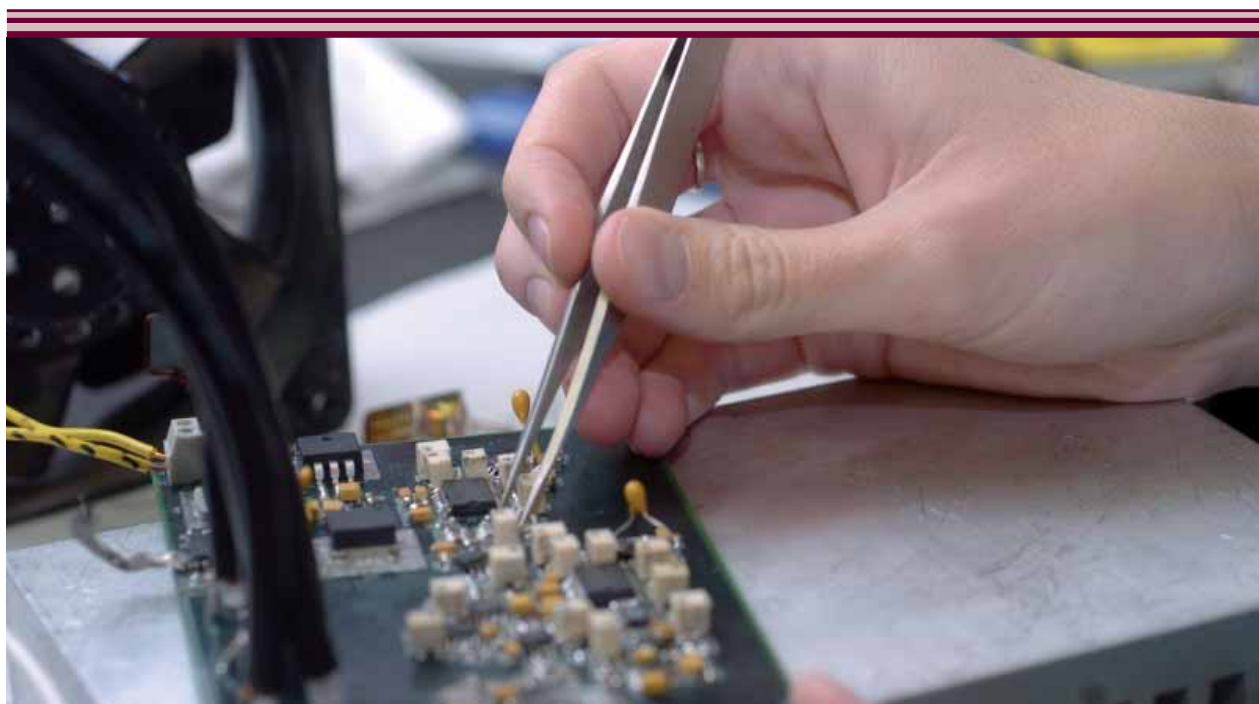
- The Cultural Dynamics of Water – Prof JWN Tempelhoff (Vaal Triangle Campus)
- Population and Health – Prof I Kalule-Sabiti (Mafikeng Campus)

Three new SANPAD projects were approved in 2008. They were: Bone health of African women in transition (Prof A Kruger). The spatial and structural relationships between formal and informal economic sectors in SA city centres (Prof HS Geysler) and Read me to resilience: A quasi-experimental study aimed at the empowerment of Aids-orphans (Prof L Theron).

New research infrastructure and equipment

During 2008 the NWU continued to invest in new research equipment, allocating no less than R10 million to this during the year. This followed the R10 million and R13,9 million invested in 2007 and 2006 respectively. The greatest part of this three-year investment has been spent on improving the University's network of engineering and science laboratories, as well as its computer facilities.

In particular, the NWU Centre for High Performance Computing (CHPC) stands out for the high quality of its experimental equipment, which is used for computational-intensive research in a wide range of disciplines. These include astrophysics, computational mechanics, bio-informatics and data mining, molecular modelling, pharmaco-epidemiological studies and operational analyses. The Centre is available for shared use by qualifying researchers and is governed by a representative body of research managers and information technology professionals.



Other research support highlights included:

- The roll-out of the InfoEd national research information management system, which will be implemented early in 2009.
- Payment of a total of R6,7 million, representing 99% of the Incentive Fund for publications, to authors.
- Marketing activities such as the publishing of the Annual Research Report for 2007, which was distributed internally and externally. Articles and advertisements on research at the NWU were also published in various media.
- Finalising the Research Audit, which is part of the Research Development Plan, at the Mafikeng Campus.

Implementation of expertise

'Implementation of expertise' is the term the University uses to refer to the third element of its core business (after teaching-learning and research). The term applies to the NWU's engagement both in communities and commercially, and reflects the qualities of viability and sustainability for which the institution strives when implementing its unique expertise.

Technology Transfer

The Technology Transfer Office rendered on-going commercialisation support to the campuses, including assistance with technology transfer, Intellectual Property, commercialisation issues, funding applications, licensing agreements and spin-off companies.

Commercial engagement

In engaging commercially with business, industry and government, the University was involved in several pioneering developments during the year:

North-West Science Park leads the way: The Department of Science and Technology (DST) awarded a R400 000 (VAT inclusive) contract to the NWU to develop a business plan for the proposed North-West Science Park (NWSP). The intention of the DST is to use the NWSP business plan as a blueprint for other parks in the country, since it will have a strong focus on job creation in a typical rural setting. NWU joined the International Association for Science Parks as the second South African member, and has also been invited to join the national forum for science parks.

All systems go for Continuous Spark Ignition: The prototypes for the new automobile ignition system, the Continu-

ous Spark Ignition, were completed and engine tests were conducted with positive results. Ambixtra (Pty) Ltd, the licensee, is marketing the system in Europe.

Agreements negotiated: Among others, the NWU revised the Sheckels licence agreement involving the transfer of the Pheroid technology on plants and concluded the licensing agreement with Afriforte, involving the transfer of the Wellness questionnaire, which was developed by the NWU. Negotiations were held around various prospective agreements for innovations such as the JS1 glider and the seed film-manufacturing machine. The School for Biochemistry began negotiating IP and commercialisation detail with the Bernard Nocht Institute for tropical medicine, as well as with the Volkswagen foundation.

Intellectual Property portfolio

Protecting and enforcing its Intellectual Property (IP) rights is a key element of the NWU's implementation of expertise strategy. The University has 29 South African-registered patents and has patented six inventions in the United States. Annual earnings from licences, royalties and product sales exceed R2,5 million.

During 2008 the Innovation Fund awarded R770 743 to the NWU as a subsidy in support of its patenting efforts after a successful application was submitted in May. The Innovation Fund also awarded nine inventors of the NWU a total of R160 000 for their contribution towards building the NWU's IP asset base.

A start was made in revising and consolidating the University's IP policies to reflect internal requirements and those of the new Intellectual Property Rights (IPR) Bill. The Mafikeng Campus was approached for their input on Indigenous Knowledge Systems, after which a draft policy was compiled for completion in 2009.

In step with the latest IP marketing trends, the NWU is preparing to simplify its communication around patents so as to appeal to a wider target market. With this in mind, the University began collaborating with the University of Stellenbosch in creating an inter-university website for university patents, called Tektique. The Innovation Fund is subsidising the initiative with the option of taking the function over as a service to universities.

The table below shows the growth in the NWU's IP portfolio since 2004:

Patent portfolio categories

Disclosures, filings and registrations	2004	2005	2006	2007	2008
Disclosures			7	8	6
SA provisional applications	4	5	6	3	3
SA final registered	7	4	4	2	1
Total number of RSA patented inventions	18	22	26	28	29
PCT applications	4	1	6	3	2
International final registrations	1	1	1	1	1
Total no of international patented inventions	5	6	7	8	9
Number of countries in portfolio				47	47
Models registered (this year/total)	1/1	1/2	0/2	0/2	0/2
Plant breeders rights (this year/total)	0/4	0/4	0/4	0/3	0/3

Patent support

The Innovation Fund (DST) supports the NWU by funding 50% of the cost of patenting and awarding incentives to individual inventors. The table below tracks this funding since 2004.

Year received	2004	2005	2006	2007	2008
Amount awarded to NWU	717 226	763 380	674 202	813 584	770 743
Number of individuals	6	10	2	4	9
Total awarded to individuals	120 000	202 000	50 000	85 000	160 000

Support is received for final filings in the previous year.

Licensing, royalties and product sales

During 2008 the intellectual property portfolio generated gross income of more than R1,7 million from product sales and over R875 000 in royalties, as the table below shows.

	2004	2005	2006	2007	2008
New licence agreements	7	3	2	0	1
Agreements terminated	1	1	1	1	0
Total active agreements	10	12	12	11	12
Total royalty income (excl. product sales)	860 387	1 153 931	1 427 496	1 363 754	875 520
Royalties distributed to inventors	160 852	141 440	173 070	129 836	66 418
Gross income from product sales based on own IP	1 523 415	2 228 050	4 262 250	1 659 271	1 707 276

Spin-off companies (independent, associated and subsidiaries)

	2004	2005	2006	2007	2008
New spin-offs	1	1	3	1	1
Total technology spin-offs since '99	9	10	13	14	15
Technology spin-off companies still active	9	9	11	11	12
New investments in companies (including spin-offs)	1	1	2	0	1
Number of exits/ divestments	1	1	0	1	0
NWU subsidiaries and associated companies at end of year	5	5	7	6	7
Income derived from disinvestments	0	250 000	0	0	0

Community engagement

The community engagement component of the NWU's implementation of expertise drive gained momentum in 2008 when a new manager was appointed in the Community Engagement Office to coordinate and assist in the management of all community engagement activities.

The immediate next step was to refine the community engagement strategy, which is essentially to position the University as an implementation agent of choice for Corporate Social Investment (CSI) by:

- Assisting corporations with the planning of long-term strategies for sustainable corporate investment strategies, taking into account the B-BBEE legislation and the legislated 1% contribution that companies must make to CSI.
- Enabling communities to enhance their skills, lifestyles and community environment so as to stimulate social entrepreneurs that can have an economic impact in the society as a whole and in the region.

In taking this strategy forward, the Community Engagement Office developed a database of all community engagement projects at the three campuses. In total, 213 projects were identified, as shown in the table below:

Type of engagement	Total
Community service projects	118
Developmental engagement	10
Expert advisory services	63
Developmental recruitment	22
Total	213

The Community Engagement Office and the NWU's Institutional Advancement and Business Development Office (IABD) facilitated the establishment of a Forum for Continuous Collaboration in Development (FCCD) to enhance co-operation between internal NWU participants and external stakeholders in the district and region.

The office also developed a unique platform for community and industry partners wishing to score points for the B-BBEE Score card. This encompasses a holistic approach to ensure a sustainable impact, as well as to comply with legislation and the requirements of industry partners with specific CSI themes.

In addition, preparations were made to establish the **NWU Community Engagement Trust**. The Trust is intended to be a vehicle for disbursement of CSI project funding and implementation of projects. The Board of Trustees is expected to be appointed by the end of February 2009, paving the way for the NWU CSI Trust to become operational in the new financial year.

Conclusion

In striving for excellence in research, innovation and community engagement, the NWU has embarked on a long-term growth path that will culminate in a balanced university where research and innovation have their rightful place. The recognition received from the Innovation Fund in 2008 has again confirmed the vibrant culture of innovation at the NWU, which is thriving in the increasingly competitive higher education environment. Realising that critical review and quality are the cornerstones of continued improvement, the Research and Innovation Office is gearing up to deepen the research culture on all three campuses, continue investing in research infrastructure and capacity building, extend collaborative research and become a partner of choice in community engagement.



PROF F VAN NIEKERK
EXECUTIVE DIRECTOR: RESEARCH AND INNOVATION



REPORT OF THE EXECUTIVE DIRECTOR: FINANCE AND FACILITIES

The University has a well-deserved reputation for prudent financial management, effective resource allocation and strategic investment in physical facilities and information technology (IT) infrastructure.



Prof Johan Rost
Executive Director:
Finance and Facilities

In 2008 the office of the Executive Director: Finance and Facilities ensured that the NWU again delivered a robust financial performance while deploying high-quality facilities and IT systems to effectively support the institution's core business.

The office of the Executive Director: Finance and Facilities, is responsible for:

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

Finance

Highlights:

- At the end of the 2008 financial year, the NWU produced a bigger surplus from recurrent activities than in the previous year. The R82,2 million net surplus from recurrent activities for 2008 was 25,19% higher than 2007's R65,7 million.
- In addition, the contribution of self-generated income to the University's finances increased from R543,1 million in 2007 to R648,8 million in 2008.
- Due to a deficit of R11,3 million from non-recurrent items, the net surplus decreased to R70,9 million.

For the financial reports of the NWU, please refer to page 130.

Physical Infrastructure and Planning

The central role that Physical Infrastructure and Planning plays in enabling the core business of the NWU to function effectively was clearly underlined during the electricity crisis in South Africa in 2008. By being proactive in planning and installing emergency power supply for all campuses, the department was able to limit the impact on operations of power outages during the year while improving the University's resilience for the future.



In front are from left: Mr Adri Juyn, Director: Institutional Information Technology, Prof Johan Rost, Executive Director: Finance and Facilities, and Ms Elmarie de Beer, Director: Finance. In the back row are from left: Mr Louis van der Ryst, Director: Physical Infrastructure and Planning, Mr Wessel Jansen van Rensburg, Manager: Money Market, and Mr Danie 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.

The response to power supply requirements was by no means the only demonstration of the department's value to the core business of the University. During the year Physical Infrastructure and Planning completed various capital and larger maintenance projects that have improved the quality of the NWU's facilities and infrastructure and helped secure the continuity and smooth functioning of the management, teaching-learning and research functions. One example was the completion of the new Institutional Office in Potchefstroom, which has brought Institutional Management under the same roof for the first time, greatly enhancing management productivity and efficiency.

In addition, the roll-out of the new signage was almost completed.

Capital expenditure and projects in 2008

The total expenditure on capital building and macro maintenance projects in 2008 amounted to R117 million. Approximately 39% of this amount was paid to Broad-Based Black Economic Empowerment (B-BBEE) contractors and suppliers.

The bulk of the capital programme was spent on building projects on the three campuses, with the emphasis on upgrading student facilities, particularly residences, and on modernising and expanding the campuses' teaching and research facilities.

As mentioned earlier, an important activity was the provision of emergency power supplies. Specifically, additional emergency power was provided at the Mafikeng Campus and a central emergency power system was installed at the Potchefstroom Campus. It should be noted that the University began reviewing its power requirements as early as 2006 and issued a tender in 2007 for the supply of a consignment of power generators, which were delivered and installed in 2008.

The sole capital project undertaken for the Institutional Office was the upgrading of its new premises at a cost of R8,9 million. The project was completed early in 2008, enabling the Institutional Office to move into its new offices from March 2008.

The tables below give details of the costs and scope of the capital projects completed on each campus during the year. In all cases, the projects were approved by Council in 2007.

Mafikeng Campus		R,000
New house parents' residences		803
New recreation halls at two residences		407
New laboratory for the Centre for Applied Radiation Science and Technology (Phase 2)		2 667
Additional emergency power supply		904
Upgrading of the Lost City residence		3 129
Potchefstroom Campus		R,000
New building for the School of Nursing		3 172
New primary health care building		2 244
Upgrading of Ferdinand Postma Library (Ground Floor)		485
Upgrading of Karlien ladies residence		6 472
Upgrading of the Joon van Rooy Building		1 056
A new parking area, west of Building C6		331
Central emergency power supply		21 014
A roof over the amphitheatre		3 216
Extensions to the cafeteria		3 396
Vaal Triangle Campus		R,000
Upgrading of the Faranani Residence		7 429

Smaller renovations and maintenance in 2008

Over and above the major building projects already described, Physical Infrastructure and Planning oversaw a number of small-scale renovation projects and rolled out the signage for the NWU's new brand and corporate identity. The department also attended to macro maintenance in line with the University's 10-year plan, as well as on the Mafikeng Campus, in terms of the three-year plan approved by the Department of Education.

Here are the main features of the renovation and maintenance activities during the year:

- R4 million was awarded for smaller renovations in 2008 but a total of R4,6 million was spent so as to address backlogs from the previous year.
- In 2008, R6 million was allocated for macro maintenance in terms of the 10-year plan. A total of R7 078,925 was spent as backlogs carried over from 2007 were addressed.
- An amount of R30 million was awarded by the Department of Education for the macro maintenance of facilities on the Mafikeng Campus, to be spent over a three-year period. R9,1 million was spent in 2008, R2,9 million on the upgrading of residences and R6,2 million on academic buildings.

Another maintenance-related development was the introduction of a job-card system to assist campuses' technical service departments to improve maintenance service levels.

Projects planned for 2009

As in 2008 the focus for 2009 will continue to be on strengthening the University's core business by improving teaching, research and student facilities on the campuses. The only institutional-level project planned for next year is the relocation of the Information Technology and Creditors and Buyers departments to new premises.

Mafikeng Campus: Work has already started on the construction of the new student centre, which will be completed during 2009. The Campus' academic facilities will be improved by expanding the Animal Health facilities and, depending on the availability of funds, commencing construction of a new science complex. In addition, the 11 kVA power supply will be upgraded. The new student residences will be improved by constructing recreation halls and houses for residence parents. Macro maintenance is planned for the Physical Science Building and the James Moroka Residence.

Potchefstroom Campus: The main focus is on upgrading laboratory facilities, notably those at the School for Biochemistry and the School of Chemistry. A new building is planned for the Faculty of Theology, along with phase one of a new complex for support departments. Macro maintenance will be done at the Karlien and Kasteel ladies' residences, as well as Building G5 (housing the School of Physics and the Dean of Natural Sciences), the ground floor of the Ferdinand Postma Library and the

Joon van Rooy Building. The Astro Turf surface of the hockey field will also be replaced.

Vaal Triangle Campus: New lecture halls are planned for Building 12 to increase lecturing capacity on the Campus. Phase two of the Faranani Residence macro maintenance project will commence and a new bus stop will be erected.

Every year since the merger in 2004, the University has made significant investments in maintaining and improving existing facilities while developing new, value-added infrastructure. This has enabled the NWU to erase most of the maintenance and infrastructure backlogs dating back to the time of the merger and to develop the high-quality academic and research facilities now in place. However, during the year under review, realising the importance of continual improvement, Physical Infrastructure and Planning developed and presented to Council a five-year plan proposing the expansion and upgrading of infrastructure on the campuses. In this way the department aims to continue improving the functioning of the NWU's core business and help secure the University's leadership in the higher education environment.

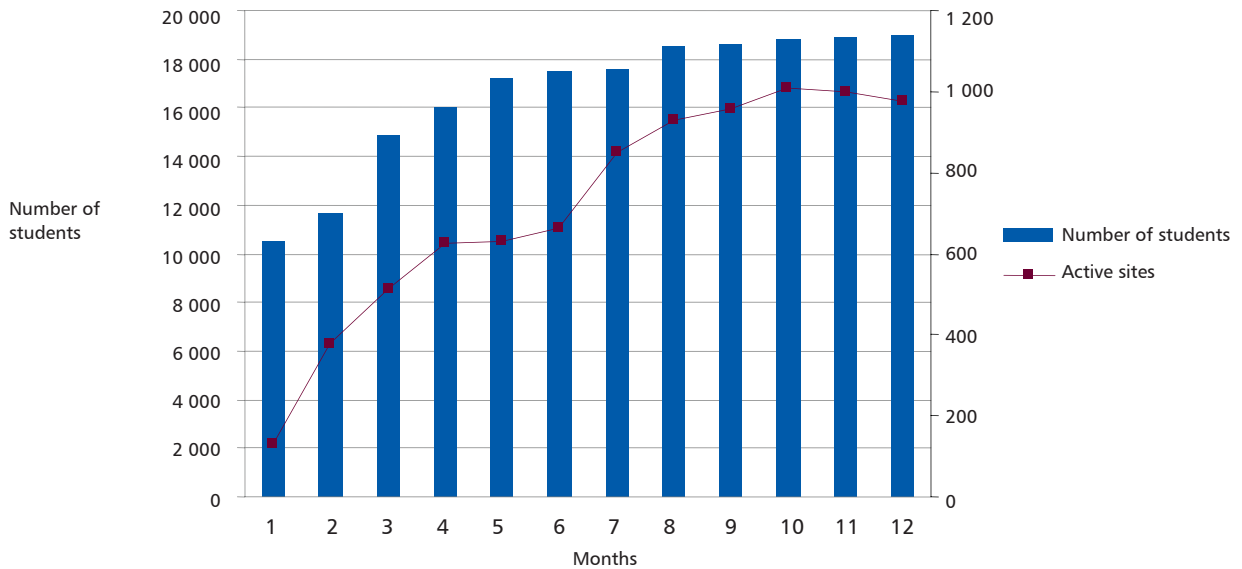
Institutional Information Technology Support Services

With the merger process completed, all core IT systems are functioning effectively and inter-campus backlogs and deficiencies have been eradicated. As a result, the focus of IT Support Services has shifted to accommodating the sustained increase among users for IT services, functionality and capacity.

Teaching and learning support

The NWU has made excellent progress in the continued implementation of technology-supported teaching and learning systems. In collaboration with the academic support departments on the campuses, the e-Learning solution, based on the internationally renowned Sakai, is enjoying rapid growth in the user base. The following graph shows the growth of the solution, known as eFundi, in 2008.

eFundi growth in 2008



In addition to the many new courses that are making use of this platform, the NWU has also partnered with UNISA to develop an innovative version of Sakai, called Solo. This version will serve off-campus and off-line users, while still allowing effective communication with the University when required. This application was officially launched at the international Sakai conference in Paris in July 2008, receiving international acclaim.

Research support

During 2008 the NWU established an enterprise-level high performance computing facility with a computing capacity of just over 3 TeraFlops. This puts the University in the top league, comparable to the national Centre for High Performance Computing (CHPC) in Cape Town. The architecture is split over two data centres to be disaster tolerant, and the power management and cooling systems are much more environmentally friendly than before.

A support team was appointed to assist researchers in the use of the facility, while a coordinating committee comprising prominent stakeholders in the research and IT domains will be responsible for the facility’s governance. Supporting the NWU’s strategy of an increased focus on research, the facility will be enhanced and expanded as required.

Infrastructure improvements

A number of infrastructure upgrades and improvements

took place during the year. The NWU’s total internet capacity was again doubled, and the topology was improved to provide greater redundancy.

In addition to the internet upgrades, major upgrades were also done on the Mafikeng Campus to standardise and stabilise the local area network.

After a multi-year project to standardise the network switching equipment, the NWU now has one of the most cost-efficient networks in the tertiary education sector.

Document and content management

As a knowledge-producing and knowledge-based enterprise, NWU users create and access an enormous number of documents: each day, an estimated 3,8 million files are stored, 6 000 documents are changed and about 107 000 e-mail messages are sent, many of them containing documents as attachments.

All documents created by NWU users need to be stored, distributed, shared, published and archived in the most effective and efficient way. The NWU has investigated a number of alternative new architectures to do this, and has decided to implement an Enterprises Content Management system (ECM). During 2008 the strategy was presented to the Department of Education’s Merger Unit, which agreed to fund a large portion of the project. Implementation is already under way and will be rolled out to all campuses in a phased way.

Business systems

Most of the NWU's core business systems' development and implementation have been completed, and the systems are serving integrated processes to provide greatly improved service levels to users and clients. Some supplementary systems were developed during 2008 and are due to be implemented in 2009.

These include the Short Course Administration System, the Varsity Vending System and the InfoEd Research Management System.

The focus of business system development will increasingly shift to business process integration and optimisation. The business benefits of streamlined processes cannot be over-emphasised.

However, this is also one of the most challenging strategies, since it involves many more elements than in traditional systems. More than 40 inter-application processes are currently automated, exchanging over 3,2 million transactions per annum.

The Oracle Enterprise Resource Planning (ERP) is performing satisfactorily, and the system's infrastructure was successfully upgraded to increase transaction throughput. As users' familiarity with the system's functionality increases, the ERP will play an increasing role in the NWU's effective management.

Campus IT services

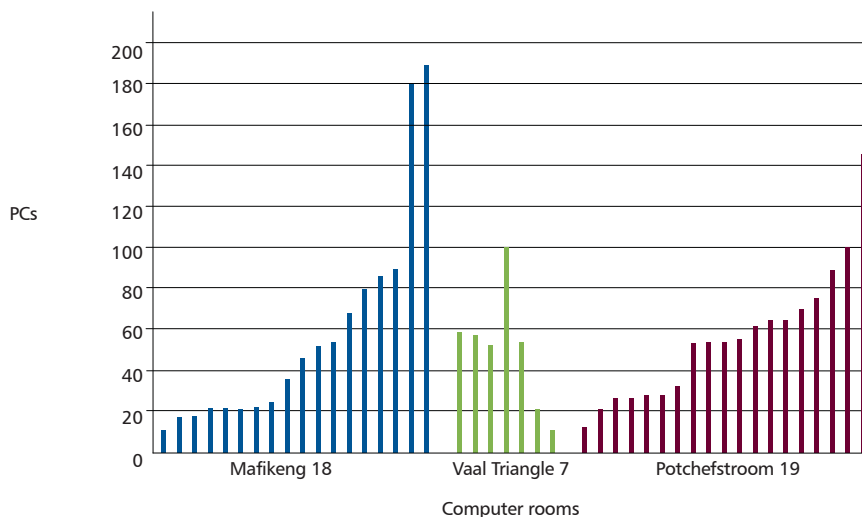
To students, access to computer rooms on campuses is critical. The NWU's practice is to annually replace about a quarter of the computers in student computer rooms, ensuring that equipment is never older than four years. This has resulted in high reliability of these facilities as well as user satisfaction.

Another metric related to these facilities, is the student-computer ratio. This is not an absolute measure, as students' needs and usage patterns vary over campuses. Currently Mafikeng Campus has the best ratio. The total number of available computers, as well as the size of computer rooms, is illustrated by the graph.

At the **Mafikeng Campus**, the IT Department was restructured to include a student service support section, contributing significantly to improved student support. The following projects were undertaken to enhance the learning environment for students:

- The first residence network at this campus was implemented in a residence off campus.
- General student labs are now available 24 hours per day during the semester.
- The management of student computer laboratories has been centralised under the support and management of the IT Department.
- An additional computer laboratory with a capacity of 21 PCs was installed in the Business Centre.

Number of PCs in each student computer room



At the **Potchefstroom Campus**, the Service Desk remains its core service, with more than 26 000 requests handled telephonically. The number of university-supplied PCs in hostels increased from 96 to 119, and a large number of private PCs of students were also connected to the network through the Resnet system.

At the **Vaal Triangle Campus** staff members of the Service Desk participated in various levels of Information Technology Infrastructure Library training, streamlining the processes of the Service Desk and contributing to the longer-term strategy to implement quality management processes.

Quality management

The IT departments at all campuses are continuously improving the quality of services and systems, using the IT Quality Policy as the point of reference. Quality manuals have been developed, along with specific strategies to deliver and monitor services. These strategies include service chain definition, business impact monitoring and ITIL training and preparation for implementation. In addition, existing service level agreements are being refined, quality audits conducted and processes and procedures documented.

Future developments

The ICT infrastructure and systems at the NWU are in an excellent condition. The technologies are supported by a stable, skilled and experienced team, focused on delivery of quality services, and all ICT activities are governed by a quality policy that promotes continuous improvement and optimisation.

That said, it is important to be aware of the impact of environmental changes, present and future, affecting the take-up of technology in the tertiary education sector. These changes include telecommunications deregulation, investment in new telecommunications infrastructure such as the SEACOM optic fibre cable and the expected shake-out effect that the global economic downturn is likely to have on ICT suppliers. These changes create exciting new opportunities for the NWU to explore further optimisation strategies and technology and infrastructure improvements. IT Support Services intends to capitalise on these opportunities so as to improve end-user productivity, sustain high service levels and harness technology to strengthen the NWU's leadership as South Africa's most technologically innovative university.

Conclusion

In 2008 the NWU again produced a healthy surplus, generated an increasing amount of its own income and generally maintained its reputation for disciplined financial management. The University's continued financial health has enabled it to invest continuously in new physical facilities and infrastructure, and to maintain existing facilities at a high level through ongoing macro maintenance.

A source of great pride to this portfolio is the outstanding condition of the NWU's Information and Communication Technologies (ICTs), which are of the highest quality and are respected by all informed parties, including the external auditors. All in all, the significant investments being made in physical and IT infrastructure are contributing in no small measure to the success and stability of the University's core business operations.



PROF IJ ROST
EXECUTIVE DIRECTOR: FINANCE AND FACILITIES





*AT THE END OF 2008, FOR THE FIFTH SUCCESSIVE YEAR, THE NWU AGAIN PRODUCED A NET **SURPLUS**. THIS AMOUNTED TO R71 MILLION, UNDERLINING THE **EFFECTIVENESS** OF FINANCIAL MANAGEMENT AT THE UNIVERSITY.*



"INTERESTING POSSIBILITIES ARISE WHEN WE CREATE ROOM FOR PEOPLE WHO THINK AND ACT DIFFERENTLY THAN US. BECAUSE WE HAVE A VARIETY OF CULTURAL AND ACADEMIC BACKGROUNDS, BELIEFS AND INTERESTS, WE CONTINUOUSLY CHALLENGE OURSELVES AND EACH OTHER. WE BELIEVE THAT, AS LONG AS DIFFERENT VIEWPOINTS CAN BE MOTIVATED, THEY ALL HAVE THE RIGHT TO EXIST."

– POTCHEFSTROOM CAMPUS STAFF



CAMPUS OVERVIEW

- 104** Mafikeng Campus Overview
- 112** Potchefstroom Campus Overview
- 120** Vaal Triangle Overview

MAFIKENG CAMPUS OVERVIEW

Student enrolments 2008

Undergraduate	7 365
Master's	615
Doctoral	110
Total	8 090

Composition of undergraduate students

First-years	1 146
Seniors	6 944

Diplomas and degrees conferred in 2008

Certificates and diplomas	809
Bachelor's degrees	934
Honours degrees	210
Master's degrees (including MBA)	100
Doctorates	8
Total	2 061

Graduation ceremonies were held on 16 to 18 April and 16 to 17 October 2008. A total of 2 061 certificates, diplomas and degrees were conferred in 2008.

Graduates per faculty in 2008

Faculty of Agriculture, Science and Technology	296
Faculty of Commerce and Administration	529
Faculty of Education Sciences	812
Faculty of Human and Social Sciences	324
Faculty of Law	100
Total	2 061

Campus highlights of 2008

- In a first for Africa the Comprehensive Nuclear Test Ban Treaty Organisation (CTBTO) of the United Nations visited the Centre for Applied Radiation Science and Technology (CARST) and set up a mobile laboratory to measure radioactive noble gasses.
- Four Russian scientists and one British expert from Sheffield University visited CARST to conduct a training workshop in radioactive waste minimisation for postgraduate students and staff.
- The new Animal Health Studies facility, known as the Dale Beighle Centre, was officially opened and the Centre for Agribusiness and Entrepreneurial Training was established.
- An amount of R23 800 000 was awarded by the Department of Education to the School of Agricultural Sciences for the improvement of the Dale Beighle Centre for Animal Health Studies and to conduct a feasibility study for the establishment of a Veterinary Faculty.



Prof Dan Kgwadi
Mafikeng Campus Rector



In front from left are: Prof Mogege Mosimege, Vice-Rector: Academic, Teaching, Learning and Research, Prof Dan Kgwadi, Rector: Mafikeng Campus, Prof Sevid Mashego, Vice-Rector: Quality and Planning, and Mr Robert Kettles, Campus Registrar. In the back row are from left: Ms Susan van Rooyen, Acting Manager: Marketing and Communications, Prof Reinford Khumalo, Dean: Faculty of Commerce and Administration, Mr Lester Mpolokeng, Executive Manager: Office of the Rector, Mr Joseph Satheke, Manager: Student Affairs, Prof Melvin Mbaio, Dean: Faculty of Law, Prof Dawid Gericke, Dean: Faculty of Education, Prof Lulama Qalinge, Acting Dean: Faculty of Human and Social Sciences, and Prof Mashudu Maselesele, Dean: Agriculture, Science and Technology.

- The Business Centre won a National Treasury tender to train municipal officials in Strategic Management, Budgeting Implementation, Performance Management, Supply Chain Management and Public Private Partnerships for Municipalities in South Africa.
- R1 million was made available from NWU strategic funds so that the Campus library could buy recommended and prescribed books to assist financially needy students unable to buy the books themselves.
- The library also installed special equipment to accommodate students with disabilities. This equipment includes a customised computer workstation with software that translates print into speech for the benefit of visually disabled students. In addition, three computers have been set aside for the use of other disabled students requiring special access to library and online services.
- The Minister of Justice and Constitutional Development appointed five staff members of the Faculty of Law to serve on advisory committees that are reviewing legislation administered by national government departments.

Introduction

Despite disruptions caused by student unrest, the Mafikeng Campus was able to proceed with its core teaching-learn-

ing operations, make small but significant strides towards increasing research output and capacity, and build on the progress already made in implementing expertise through community and commercial engagement.

Teaching-Learning

Despite the difficult teaching-learning environment on the Campus during parts of the year, encouraging progress was made in improving academic and laboratory facilities, proceeding with the alignment of academic programmes and extending financial and academic support to students.

A significant investment has been made since 2004 in upgrading and renewing academic and research facilities. During the year under review the Campus officially opened its Animal Health facility, from which the BSc degree in Animal Health is offered, and installed high quality scientific equipment at three laboratories in the Centre for Applied Radiation Science and Technology (CARST). An additional 21-computer laboratory was opened at the Business Centre and the office hours of the Campus computer laboratory were extended. It is now operational 24 hours a day, seven days a week.

In the area of learning resources there has been a gradual improvement in the development of study guides for the Campus. Where only two study guides were developed in 2006, the number grew to 12 in 2007 and then to 48 in the year under review.

Supplemental instruction, which is a key element of the NWU's academic support strategy, gained momentum through the recruitment and training of 92 facilitators for the Campus.

Through its two extended degree programmes the Campus is providing access to tertiary studies to school leavers who would otherwise not be eligible. A total of 116 students registered for the BSc Extended Programme in 2008 and 91 for the BCom Extended Programme.

The performance of students in these programmes was satisfactory, the high point being the average of 87% that one B Com Extended Programme student attained for her overall performance throughout the year.

At postgraduate level there was a noticeable improvement in the performance of students registered for the Master's in Business Administration (MBA) and Postgraduate Diploma in Management (PGDM) programmes. This was due to several measures taken to improve the teaching competence of staff and facilitators, for instance ensuring that more than 80% of staff members facilitating these programmes and supervising mini-dissertations and PhD theses, have doctoral degrees.

In addition, external stakeholders such as ESKOM, NEC-SA, PBMR and iThemba Labs made funds available for postgraduate students working in their laboratories. For instance, of the 37 postgraduate students currently registered within CARST, eight students are involved in the honours programme, while the others are conducting research in the stakeholder laboratories.

In aligning academic programmes, the Faculty of Commerce made particularly good progress, with an alignment coordinator driving the process. During the year, the Faculty completed the alignment process for first-year and second-year Accounting. Similarly, Information Systems established an Industrial Advisory Board, comprising academic staff members and IT practitioners from industry, to align academic programmes with modern technology trends.

As a result of the 2007 Institutional Teaching Excellence Award (ITEA) programme five lecturers received awards in 2008. They are Mrs MM Magodiello, Dr A Perera, Dr HP Drummond, Ms V Wayi and Ms K Visser.

Research

One of the decisive research highlights of 2008 was the C rating awarded to Prof S Materechera by the National Research Foundation (NRF). The Campus also appointed another NRF-rated researcher, Prof H Sewlal, who assumed duty in November 2008.

As a result of these two developments the Campus ended the year with two rated researchers. The research output of the Mafikeng Campus grew to 30,05 units, comprising 26,13 units in accredited journals, 0,25 units from chapters in books and 3,67 units from refereed conference proceedings.

This is still small in relation to the total output of the University. However, most members of staff fully understand the impact of low research output by the Campus and are making an effort to turn this around. The Research Office in the office of the Vice-Rector: Academic is committed to strongly supporting members of staff who are keen to publish and contribute to the research output of the Campus.



Publications in accredited journals (DoE)

Faculty	2005	2006	2007	2008
Human and Social Sciences	2,00	4,00	2,00	5,00
Agriculture, Science and Technology	3,69	9,03	5,58	16,43
Commerce and Administration	1,00	0,00	0,50	2,20
Law	1,00	0,00	2,00	1,50
Education	0,00	0,00	0,00	1,00
Total	7,69	13,03	10,08	26,13

During the year a niche area entitled Population and Health was approved by the NRF. The Population Unit focussed on the following research as part of the niche area:

- Family, community, school, peer and religious influences on adolescent social, demographic and psychological functioning.
- A comparative study of infant and child mortality in South Africa, Malawi, Kenya, Uganda and Ghana.
- Millennium Declaration and challenges of outcome and process measurement: The case of South Africa.
- HIV/Aids and the psychosocial and demographic changes in the African family and household in the North West Province.

Currently the NWU is the only university in the country and the region with an accredited Indigenous Knowledge Systems (IKS) teaching programme at both undergraduate and postgraduate levels. Therefore, it has a great responsibility in the leadership of developing the required human

resource capacity for the initiative and the qualification.

During 2008 the IKS Centre of Excellence was involved in the following research initiatives:

- Cultural erosion among youth in the North West Province.
- The Socio-Cultural Imperatives of Rituals In African Healing Systems with Special reference to the Batlokwa and Bakwena Tribes In Madikwe (North West Province).
- An investigation into the Role of African Indigenous Post-Harvest Food Technologies for Food Security in Southern Africa.
- African Indigenous Drought Management Systems in the North West Province (South Africa): With Special Reference to the Ngaka Modiri Molema District Municipality.
- Indigenous Small-Scale Agricultural Practices for Food Security in the North West Province: The Case of Mixed Cropping in Disaneng.



- Indigenous Knowledge Management Systems with special reference to Selected Agricultural Food Crops in Southern and East Africa.

The Graduate School Research Unit provided support for MBA students still trapped in the mini-dissertation phase. It was able to reduce the number from 140 to 45 in 2008. It also provided support to PhD colloquium project design to support the retention of doctoral students until graduation.

Implementation of expertise

The Campus has a rich tradition of value-adding community and commercial engagement that continued throughout 2008 in disciplines as diverse as agriculture, animal health, law, the natural sciences and health care.

The Community Law Centre, that has been providing free legal services in eight communities around Mafikeng, had an especially active year. It undertook a joint project with the Department of Justice and Constitutional Development to place disadvantaged law graduates who had been struggling to find placements as candidate attorneys in private law firms. In 2008 eight such graduates were placed with the Community Law Centre, whose qualified attorneys supervised their preparations for the Law Society's Board Examinations.

The Centre also worked with the Umsobomvu Youth Fund to develop the facilitation skills of law students, paralegals and youths from non-governmental organisations. The Centre organised 15 workshops for 191 community members and its Street Law Unit held workshops for 4 016 learners at 168 schools. The Centre is represented on a number of fora such as the North West Access to Justice Cluster and Operation Blanket, which is the largest NGO in the Province dealing with developmental issues and primary health care.

The Population Unit had a busy year collaborating on projects with Statistics SA, the office of the Premier and the National Population Unit. The project with the National Population Unit entailed training public service personnel on HIV/Aids, while that with Statistics SA involved assistance with census strategies and questionnaire development for the 2010 census. In the case of the Premier's office, the Population Unit assisted with capacity-building, including the screening and interviewing of job applicants.

Agriculture and Animal Health were also highly productive areas for the Campus's partnerships with surrounding communities and government agencies. During the year under review, the Dale Beighle Centre for Animal Health Studies provided animal ambulatory services within a 60km radius and veterinarians and students assisted with animal treatment.

Similarly, the School of Agricultural Sciences offered practical training to neighbouring agricultural colleges and provided incineration services to the national Department of Agricultural. In engaging with communities, the School runs three community garden and food security projects, namely the Molelwane and Magogwe Community Garden Projects, the Molelwane Food Security Project, and the Urban Portable Garden Project.

Various schools and departments developed or delivered short courses in skills areas pertinent to communities, businesses and government agencies in the North West Province. Among them were the School of Environmental Sciences and Health's short courses on health and hygiene, aimed at helping community development workers to eradicate the bucket system of sanitation.

Other implementation of expertise projects undertaken during 2008 included:

- Water research in a community context, with the School of Mathematical and Physical Sciences providing clean water to learners in Madibogo.
- In collaboration with the Department of Arts and Culture the Setswana Department taught Setswana language classes at the platinum mines, while the Setswana Language Research and Development Centre offered training to translators and interpreters. This centre focuses on Setswana language research to promote Setswana as a language specifically in the North West Province.
- A one-day seminar series on business and government management and leadership, developed by the Municipal Leadership and Training Academy (MULTA) and the Business Centre. MULTA also obtained full accreditation from the Local Government Sectoral Education and Training Authority (LGSETA).
- Choral coaching of inmates at the Bloemhof and Rooigrond correctional facilities by the Department of Transport, Roads and Community Safety, which also presented a workshop for choir conductors and adjudicators.
- The library donated 35 fully functional computers to the EP Lekhela Primary School, enabling the school to open a computer centre.

Student-centred community engagement

The Mafikeng Campus continued to offer students opportunities for practical exposure in their fields of study, while at the same time providing invaluable services to local communities.

Social Work students assisted a wide range of community-based organisations, including pre-schools, special schools, early learning and day cares, clinics, hospices, homes for children and the elderly and empowerment centres and projects for unemployed youth. Flagship projects and services provided in 2008 included assisting child care centres with official registration as non-profit organisations and places of care, initiating aerobics classes for tuberculosis patients at the Motlhabeng Clinic and helping patients to establish a community garden. Students also worked with terminally ill HIV/Aids patients at the Hospice Centre in Itsoeng and participated in a Soroptomist International project for AIDS orphans.

Psychology students were placed at local hospitals, where they assisted in providing therapeutic services, psychometric testing and other related services.

Students from the Hanseo University in South Korea visited the Campus in July 2008 to expand the Goats and Green community projects in Lokaleteng Village. The Green Project was revived and eight computer sets were donated to Lokaleng Primary and Middle schools.

Student activities

Governance

The Mafikeng Campus Student Representative Council (CSRC), together with management, addressed the issue of fee increases at the beginning of the year. However the South African Student Congress (SASCO) called a student strike, which occurred in the first semester. At the beginning of August 2008, the newly elected SASCO-led CSRC was inaugurated. Barely two days after the inauguration the CSRC led another round of student strikes that, regrettably, resulted in the Campus being closed from 3 to 19 September 2008. With the agreement of the NWU Council and management, the Minister of Education appointed a member of the Council on Higher Education as an external facilitator in discussions with staff, students and



management. Seven students found guilty of misconduct relating to the unrest were either suspended or expelled, underlining the University's stance against violence and vandalism.

HIV/Aids

The Campus has one of the best-established HIV/Aids programmes at the NWU and a solid track record in addressing HIV/Aids in a positive, supportive and non-discriminatory way.

During 2008 the Campus HIV/Aids office ensured that HIV/Aids topics were incorporated into the orientation programme for new students, as well as the annual induction programme for newly appointed members of staff.

Peer education and support programmes were important activities on the HIV/Aids agenda. The Campus support group held weekly sessions and addressed issues such as testing, disclosure of status, confidentiality, stigma and discrimination, antiretroviral treatment and living positively with HIV.

The peer education network engaged with their counterparts on the other two campuses and, on their home ground, organised a workshop entitled 'True love waits'. Peer helpers continued to emphasise issues such as safe sex.

In a week set aside for school AIDS matters, the HIV/Aids office visited six schools to engage learners. Peer educators and counsellors accompanied the team on these visits, which focused on issues such as confidential testing.

As is customary the Campus held its annual condom week campaign, organised an HIV/Aids candle-lighting memorial event and encouraged students and staff to know their status through voluntary counselling and testing.

Sport and culture

On the sports field 2008 was a relatively subdued year for Campus sport, largely as a result of the student strikes that occurred.

The main sporting events in which teams participated were karate, in which the karate team received one full-contact bronze medal, and the SA Softball Championships, where seven students and their coach represented SASSU. In addition, the netball team won fourth place in section C of the winter competition.

The cultural office and cultural groups participated in five provincial and national events. These were the June 16 Dance Competition, the Old Mutual National Choir Festival, the Mmabana Studio Competition, the Leopard Challenge and the National Arts Management Symposium organised by Artema at the Potchefstroom Campus.

Conclusion

The Campus confronted formidable challenges during the year under review, especially in the form of the student unrest that disrupted classes and examinations. It is regrettable that these disruptions resulted in lost teaching time and the postponement of the examinations. However, the experience also provided some valuable lessons from which all stakeholders can learn, notably that violence and vandalism will not be tolerated and that management will not allow the general well-being of students to be held to ransom. Having dealt with the student unrest firmly and fairly, management has been able to salvage a reasonable part of the academic year and restore a culture conducive to teaching and learning. We approach 2009 with a spirit of determination and willingness to go the extra mile in securing a safe, peaceable environment for students, staff and other stakeholders.



PROF ND KWADI
CAMPUS RECTOR: MAFIKENG



"WE HAVE *STUDENTS* FROM AS MANY AS *22 COUNTRIES* ON OUR CAMPUS. BECAUSE WE ARE FROM *DIFFERENT CULTURES* AND *BACKGROUNDS*, WE CAN LEARN A LOT FROM EACH OTHER."

– MAFIKENG CAMPUS STUDENTS

POTCHEFSTROOM CAMPUS OVERVIEW

Student enrolments in 2008	
Undergraduate	32 939
Master's	1 684
Doctoral	551
Total	35 174

Composition of undergraduate students	
First-years	3 300
Seniors	31 874



Prof Annette Combrink
Potchefstroom Campus Rector

Diplomas and degrees conferred in 2008	
Certificates and diplomas	5 048
Bachelor's degrees	2 346
Honours degrees	1 594
Master's degrees (including MBA)	449
Doctorates	85
Total	9 522

The 9 522 certificates, diplomas and degrees were conferred at a total of 51 graduation ceremonies, which took place as follows:

- Education Sciences: 17 to 20 March, 14 and 16 May, 10 to 11 September.
- Economic and Management Sciences: 12 to 14 March, 14 May, 10 to 11 September.
- Natural Sciences: 10 March, 15 May, 10 to 11 September.
- Engineering: 11 March, 15 May, 10 to 11 September.
- Arts: 11 March, 14 May, 10 to 11 September.
- Health Sciences: 5 March, 15 May, 10 to 11 September.
- Master's degrees: 15 May and 11 September.
- Doctoral degrees: 16 May and 12 September.

Graduates per faculty in 2008	
Faculty of Arts	265
Faculty of Natural Sciences	417
Faculty of Theology	147
Faculty of Education Sciences	5 949
Faculty of Law	206
Faculty of Economic and Management Sciences	1 222
Faculty of Engineering	226
Faculty of Health Sciences	1 090
Total	9 522

Campus highlights of 2008

- The Campus ended the year with 100 NRF-rated researchers, up from 91 in the previous year.
- Off-campus graduation ceremonies were introduced for students in the Faculty of Education Sciences, thanks to the infrastructure developed by the logistics department to take the ceremonies to the students. These ceremonies were held in East London, Durban, Cedar College, Upington, Kimberley, Polokwane and Namibia.
- The School of Social and Government Studies has been awarded a major contract as lead university in a Consortium by the Public Administration and Leadership and Management Academy (PALAMA).



Front from left to right: Prof Daan van Wyk, Vice-Rector: Quality and Planning, Prof Jan Swanepoel, Dean: Faculty of Arts, Prof Mariëtte Lowes, Vice-Rector: Academic, Prof Anette Combrink, Rector: Potchefstroom Campus, Prof Kobus Pienaar, Dean: Faculty of Natural Sciences, and Mr Bobo van der Westhuizen, Chief Director: Finance and Facilities. In the back row are from left: Mr Theo Cloete, Director: Marketing and Communication, Prof Marlene Viljoen, Dean: Faculty of Health Sciences, Prof Theuns Eloff, Dean: Faculty of Economic and Management Sciences, Prof Dries du Plooy, Dean: Faculty of Theology, Ms Dorothy August, Campus Registrar, Prof Petra Engelbrecht, Dean: Faculty of Education Sciences, Prof Francois Venter, Dean: Faculty of Law, Prof Prof Johan Fick, Dean: Faculty of Engineering, and Prof Hendré Reyneke, Dean of Students.

- Extensive training in human rights was provided to the student leadership. Transformation portfolios were introduced in residence committees to fast-track leadership development among the entire student body.
- In December, in collaboration with the City Council and at the request of the national sports ministry, the Campus successfully hosted the Zone 6 Africa Games. This was a hugely challenging activity, involving accommodation and catering for 2 000 visiting athletes and officials for a period of two weeks.
- Final-year students in Computer and Electronic Engineering won the national South African Institute of Electronic Engineering (SAIEE) prize, while third-year students won the national Siemens automisation prize.
- The National Student Financial Aid Scheme (NSFAS) awarded the Campus' financial support services team an "Excellent" rating for its bursary management abilities.
- A series of superb stage performances put the spotlight on the Campus' musical skills: the University choir came fourth in an international competition in Europe in July 2008 and an acappella group, The Boulevard Harmonists came first in an international competition in Prague in December. In

the Old Mutual National Choir Festival the PUK Serenaders took second place.

- The Potchefstroom Campus students did particularly well at the mayoral sports awards:
 - The Rugby Institute, which is ten years old this year, was given a special mayoral award for service to the city and the community.
 - The Campus also had the honour of three other awards – Justine Robbeson was named senior sportswoman of the year, and André Olivier (800 m) and Marcoleen Pretorius (high-jump) were named the junior sportsman and – woman of the year for 2008.
- The Campus also did exceptionally well in the awards made by the *Suid-Afrikaanse Akademie vir Wetenskap en Kuns*. The following staff members and one postgraduate student received awards:
 - Prof Petra Engelbrecht, Dean of the Faculty of Education Sciences, received the award for the Promotion of Scientific Practice.
 - Prof Daan Wissing of the Research Unit for Language and Literature in the South African Context received the CJ Langenhoven Award for Linguistics.

- Prof CT Wolmarans and Prof K de Kock of Environmental Sciences received the Douw Greef Prize for a review article in the field of research.
- The Senior Captain Scott Memorial Medal went to Prof GHJ Kruger of Environmental Sciences.
- Prof Jan Swanepoel of Statistics received the Havenga Award for Mathematical Sciences.
- The FARmovs Prize for Pharmacology went to Prof TG Dekker of the School of Pharmacy.
- The Junior Captain Scott Memorial Medal went to Ms E Heyneke, a postgraduate student from Environmental Sciences.

Introduction

The core business of the Campus proceeded smoothly throughout the year. In the teaching-learning environment, improvements were recorded in the undergraduate throughput rate, which rose from 24% in the previous year to 27% in 2008. Research output increased, albeit more slowly than in previous years, and good progress was made in implementing the new management model for research entities. In the implementation of expertise, which is a longstanding strength, the Campus was awarded a number of new contracts and continued to participate in existing agreements, some involving international consortia.

Campus Management believes that steady progress is being made in creating an environment in which students from all cultural and language backgrounds feel supported and acknowledged. As this goes hand in hand with education in human rights and intercultural matters, management arranged human rights training for all students in leadership positions and introduced transformation portfolios in residence committees.

Teaching-learning

In 2008 a total of 35 174 students were registered at the Potchefstroom Campus, an increase of 8% compared to the previous year. Despite the significant increase in student numbers, screening and admission procedures went smoothly, reflecting the improved registration and electronic payment processes introduced to reduce student waiting times.

A strategic plan was already in place in February 2008 to help with enrolment planning in line with the required shift in favour of Science, Engineering and Technology

(SET), as well as Business. Applications for new first-year students closed in September 2008 and 4 200 applications were accepted.

The greater focus on SET and Business enrolments was also reflected in the Campus' marketing activities, with special attention given to recruiting more good students in these fields. This drive resulted in 30 black students being recruited for the chartered accounting programme and 11 foundation phase students recruited from the ranks of the Royal Bafokeng tribe.

For the November 2008 examinations, compulsory external moderation of all exit-level modules was introduced and went smoothly. Complete examination reports were submitted to the Campus Management after each examination, ensuring that any problems encountered were quickly and effectively resolved.

In a major step forward for student-centred service delivery, the Campus introduced off-site graduation ceremonies for Education Science students participating in the distance programmes. Previously, these students had always had to travel long distances to attend their graduation ceremonies. This changed in 2008 when the infrastructure developed by the logistics department, including a mobile gown container, made it possible to take the ceremonies to the students. Ceremonies were held in East London, Durban, Cedar College, Upington, Kimberley and Polokwane, and proved hugely popular and successful. As from 2009 the off-campus ceremonies will be extended to include students of Nursing.

In addition to graduation ceremonies held in South Africa, three ceremonies were held in Namibia and the traditional biennial ceremony was held in London, United Kingdom, in conjunction with the Greenwich School of Theology.

In teaching, 27 academic staff members received Institutional Teaching Excellence Awards (ITEA).

Research

The reputation that the Potchefstroom Campus enjoys for innovative research was again confirmed in 2008 when its staff broke new ground in a wide range of endeavours, receiving national and international recognition for their achievements.

Among others, an A1 rating - the highest possible accre-



ditionation from the NRF – was awarded to Prof Marius Potgieter, the Director of the School of Physics, while another Campus physicist, Dr Christo Venter, received a research scholarship from the National Aeronautics and Space Administration (NASA) in the United States. He was one of only 60 scientists in the world to receive a NASA scholarship.

High-level recognition was also bestowed on researchers and research groupings in a host of other disciplines:

- The Sympathetic Activity and Ambulatory Blood Pressure of Africans (SABPA) project of the School of Physiology, Nutrition and Consumer Sciences was identified as one of the three best projects worldwide in the fight against the increasing incidence of metabolic syndrome.
- Prof Stefan Ferreira of the School of Physical and Chemical Sciences won the Third World Academy of Science (TWAS) award for young researchers for 2008.
- Prof Petra Engelbrecht, Dean of the Faculty of Education Science, was awarded the senior research medal of the Education Association of South Africa (EASA).

In terms of NRF ratings, the Campus increased its number of rated researchers by more than 8%, ending 2008 with 100 rated researchers compared to 91 in the previous year.

Research output increased, albeit more slowly, and the implementation of the new research entities model proceeded smoothly. As at 31 December 2008 the Nutrition Research group was the only research entity within the University to have received the top research entity status, that of a Centre of Excellence.

In another research-related highlight of 2008 Biochemistry was developed into a Centre of Competence of the Department of Science and Technology, following the successful establishment of a Human Metabolomics Platform.

In addition, the Faculty of Engineering earned the distinction of hosting no fewer than four research chairs: the DTI (Nuclear Energy), SANERI (Clean Coal Technology – two chairs) and a chair in Hydrogen Energy.



The Faculty of Education Sciences is engaged in important research in terms of dysfunctional schools, discipline, poor management of schools and the poor achievement of learners in such schools.

Implementation of expertise

While continuing to participate in existing agreements with industry and government partners, the Campus was also involved in a number of exciting new commercial developments:

- A major contract was awarded by the Public Administration and Leadership and Management Academy (PALAMA). The Campus' School of Social and Government Studies was selected as lead provider in two of the four regions covered by the contract.
- The School of Pharmacy is involved in a wide range of services and consultations to the state, the private sector and the academic world. Important work is done for the World Health Organisation.
- In addition, the School continued to be a consortium member in the United States' Presidential Emergency Project for AIDS Relief (PEPFAR), which was launched by former US President Bill Clinton while he was still in office. The NWU

is involved in quality checking the medication used in the project.

- The Centre for Text Technology (CTeXt) produced various new language-proofing tools and worked on major contracts for the Department of Science and Technology, as well as the Meraba Institute.
- The Afri-forte BEE Company in the Faculty of Economics and Management Sciences is doing sterling work with regard to the commercialisation of intellectual property.
- The Faculty of Education Sciences developed a mentoring short course, adding to its existing short courses in assessment and moderation.

While generating third-stream income through its commercial activities, the Campus also participated constructively in community engagement projects, including:

- The Musikhane Community Project for children from disadvantaged communities run by the School of Music. The project, which was expanded in 2008, has a number of students who qualified for university study after being involved in this project.
- School learners participating in the Ikateleng Project achieved a pass rate of 80% compared to the national rate of 62,5%. This programme is aimed at preparing

promising grade 12 learners for their matriculation examinations and the challenges of university life.

- The Faculty of Law continued the invaluable service to the community via the Centre for Legal Assistance.

Student affairs

Student leadership

The Campus Student Representative Council (CSRC) made a constructive contribution to the Institutional SRC and provided strong leadership to the student body. The CSRC, which is keenly aware of the transformation challenges facing the Campus, showed strong commitment towards making a contribution in this regard.

Extensive training in human rights was provided to the entire student leadership complement. The training sessions were conducted during the induction of the new student leadership, and student participation was strong and positive. Reinforcement of this training takes place throughout the year. Transformation portfolios were introduced in residence committees to fast-track leadership development among the entire student body. The first black primarius was elected (in Ratau Residence).

Student wellness

The Campus Health Care Centre opened in March 2008 in temporary accommodation, and the new building was completed in November. A complete range of services, from primary health care, occupational health and safety and HIV/Aids counselling, was provided, as follows:

- A total of 1 896 patients made use of the nursing services in the primary health care section of the centre.
- 335 people consulted the Voluntary Counselling and Testing (VCT) office.

The VCT office was also responsible for coordinating the University's Higher Education AIDS (HEAIDS) Project. During 2008 this entailed rolling out this ambitious programme on all the campuses. On the Potchefstroom Campus the existing structures were strengthened and located within the new Campus Health Centre.

Another improvement was the appointment of a social worker resulting in the health care service being expanded to care for students in a socio-economic context, which is also linked to financial support. The newly appointed social worker helped to identify and assess students in distress and at risk in various contexts. A total of 700 interviews were conducted during 2008, involving 90 students and 40 staff members.



Financial Support Services were highly efficient as demonstrated by the 'Excellent' rating awarded to the division by NSFAS. The head of financial support services, which also runs the Meal-a-day student assistance scheme, supported the NSFAS process on the other two campuses.

The International Office supported the almost 400 international students on campus, especially with regard to logistical needs such as accommodation, transport, visa requirements, payments and medical care.

Student sport

In line with the strategy on sports development, a number of training initiatives for schools and other groupings took place during 2008, involving hundreds of participants, coaches and officials. The Campus also put in creditable performances at local, regional, national and international sporting events:

- One of the major events of the year was the USSA tennis tournament on the Campus, which Potchefstroom Campus won. The tournament was played on the newly-refurbished tennis courts (done through a grant of campus strategic funds).
- The Athletics Club won the USSA tournament, with hockey and netball both placed third (up from 6th place in the previous year).
- Soccer won the intervarsity tournament and moved up to the Vodacom League, where they ended the year fourth in the league. A major innovation was the allocation of a house to the soccer team. This newly refurbished house can accommodate the whole first team, as well as the coach.
- The Rugby Institute once again featured strongly, winning all the competitions they entered except the Varsity Cup, where they made the semi-final.
- The Cricket Club continued on its upward curve and made it into the A-League again after a good season.
- The karate team won the USSA tournament for the ninth time in a row.
- Four athletes participated in the Beijing Olympics. Khotso Mokoena, an alumnus of the Campus, was the only South African to win a medal during the Games. The head of Campus Athletics, Terseus Liebenberg, was attached to the South African team as the formal coach for throws.

Some of the most important campus competitions are the array of hostel league fixtures across the major sports codes. Large numbers of students participated in these events during 2008, and the level of spectator involvement was probably higher than for any other level of competition.



The end of 2008 presented a challenge to the sports fraternity as three coaches of major codes (hockey, rugby and netball) left. In their place the Campus appointed Rudy Joubert (rugby), Nita van Jaarsveld (hockey) and Shelley Norris (netball).

A manager has been appointed at the High Performance Institute. This facility was used extensively by national and international athletes as well the prestige sports people from the University.

Campus support divisions, including Information Technology (IT), Residence and Catering Services and Protection Services rendered invaluable support at major sport events such as the Zone 6 Games, as well as other events hosted by the Campus.

Student cultural affairs

The Campus struck a number of high notes when participating in high-profile music, singing and choral events in the national and international arena:

- The University choir toured Europe in July 2008 and participated in a prestigious international competition, where they came fourth. The Boulevard Harmonists, an acappella group, came first in an international competition in Prague in December.
- The singing group from the School of Music, the Heralds, made a CD and performed at a number of prestigious events.
- The Alabama production house staged the musical Back to the Eighties very successfully.
- The Campus hosted the annual Sêr competition, and for the third year in a row Veritas Residence won the national competition. A fourth place for Dinki Women's Residence saw the Campus winning the competition overall.
- The PUK Serenaders obtained a second place in the Old Mutual National Choir Festival.
- The Institute for Arts Management and Development, Arte-ma, had a very successful year, offering further learnerships and launching Project Promosa, a training programme in the arts for learners from Promosa.

The roof over the Amphitheatre, long a dream of students, was completed in September 2008, rendering the facility a very valuable one for gatherings of all kinds. In addition,



tion, the new sound studio for the production house was completed and is in full use. Communication for students improved even further with the proper establishment and licensing of Radio-Pukfm.

Conclusion

While maintaining its strong tradition of academic and research excellence the Potchefstroom Campus offered students strong scope for personal growth through participation in leadership, sports and cultural activities. This exposure, coupled with the care taken to promote a culture of tolerance and respect for human rights, is helping to establish an environment for the nurturing of well-rounded graduates who can pursue successful careers, contribute to the community and live value-driven, balanced and purposeful lives.

PROF ANNETTE COMBRINK
CAMPUS RECTOR: POTCHEFSTROOM

"BECAUSE THE STUDENT BODY OF THE NWU REFLECTS THE DIVERSITY OF THE SOUTH AFRICAN POPULATION, IT PREPARES US FOR THE COSMOPOLITAN WORKPLACE WE MIGHT ENCOUNTER ONE DAY. INTERACTION WITH DIFFERENT GROUPS ALSO CHALLENGES US TO ADAPT OUR VIEWPOINTS, TO THINK OUT OF THE BOX, AND TO ACKNOWLEDGE AND TOLERATE OTHER PEOPLE'S BELIEFS AND IDEAS."
 – POTCHEFSTROOM CAMPUS STUDENTS

VAAL TRIANGLE CAMPUS OVERVIEW

Student enrolments in 2008

Undergraduate	3 469
Master's	178
Doctoral	97
Total	3 744

Composition of undergraduate students

First-years	672
Seniors	3 072

Diplomas and degrees conferred in 2008

Certificates and diplomas	107
Bachelor's degrees	418
Honours degrees	188
Master's degrees (including MBA)	34
Doctorates	7
Total	754

A total of 754 certificates, diplomas and degrees were conferred at graduation ceremonies held during May 2009 and October 2008.

Campus highlights of 2008

- Student numbers rose from 3 325 to 3 744, an increase of about 13%.
- The growth in student numbers warranted the establishment of two faculties on the Campus as opposed to only one. The Faculty of Humanities consists of four schools (Languages, Behavioural Sciences, Basic Sciences and Education Sciences). The Faculty of Economic Sciences and Information Technology comprises three schools (Economic Sciences, Accounting Sciences and Information Technology).
- The establishment of two faculties also necessitated the appointment of the first Vice-Rector for the Campus, namely Prof Linda du Plessis.
- The 2007 winner of the prestigious ABSA-Beeld Economist of the Year, Mr André Mellet, a lecturer in Economics, ended second in the 2008 competition.
- The newly renovated and extended library was officially inaugurated as the Vaal Triangle Campus Library. At the official opening a portrait study of the Campus Rector, Prof Piet Prinsloo, by the artist Ilse Straw, was unveiled.
- The renovation and upgrading of the first three blocks of the Faranani residence were completed. After this renovation every room has an internet connection point.
- The Gauteng Department of Education granted a contract to the School of Education Sciences for the upgrading of teachers' qualifications via distance learning. During the year 600 teachers enrolled for the two-year Advanced Certificate in Education.
- The profile of the student community was a study in diversity: 60% of students were female and only 40% male; postgraduate students comprised 9% of the student body; and 32% of the students preferred Afrikaans as their language of instruction compared to 68% who preferred English.



Prof Piet Prinsloo
Vaal Triangle Campus Rector



In front are from left: Ms Elbie Steyn, Campus Registrar, Prof Piet Prinsloo, Rector: Vaal Triangle Campus, and Prof Linda du Plessis, Vice-Rector: Academic, Quality and Planning. At the back are from left: Prof Tinie Theron, Dean: Faculty of Humanities, and Mr Bertie Visser, Chief Director: Finance and Facilities.

- The Skills Development Unit, formed to address the skills shortage in the region, has been established as the region's institution of choice for the presentation of short courses.

Introduction

In 2008 the Vaal Triangle Campus was driven by the determination to achieve nothing less than excellence in all its activities, whether within the scope of its academic pursuit, performance on the sports field, commitment to the Vaal Triangle region or the scale of its investment in students.

The qualifications profile of the academic staff improved significantly and their academic and research expertise was mobilised in a number of dynamic community service projects.

This helped to reinforce the Campus' position as a regional asset in Gauteng, proudly acting as a catalyst for growth and regeneration.

Teaching-learning

The Campus is proud to report that the average pass rate for all modules presented on the Campus was 83%, which is higher than the norm set by the Department of Education. This achievement was due to the concerted efforts of the academic staff and the impact of supplemental instruction and other academic support services.

In 2008 supplemental instruction was expanded to include 73 modules, compared to 51 modules in 2007. Included in the 73 modules were 32% of the modules reporting below-average pass rates. In addition, two lecturers from the School of Economic Sciences underwent training in supplemental instruction. Information gathered during the year indicated that students who attended the facilitation classes performed between 10% and 20% better than those who did not attend. Even students not at risk of failure who attended the classes have improved their marks by the same margin.

Another factor that contributed to the steady improvement in student throughput is the quality of teaching on

the Campus. Five lecturers received institutional Teaching Excellence Awards during the year and Dr Werner Nell of the School of Behavioural Sciences was announced best lecturer on the Campus.

One new academic programme was introduced: the Bachelor of Social Work, which attracted 17 students in the first intake.

As in the past three years academic quality assurance remained a focal point of the teaching-learning operations. Internal programme evaluations were completed for the subject Economics, as well as for the structured master's programmes in Theology and Public Management and Administration. The external evaluation process was applied to the BScIT and BScBMI programmes. Subjects that were evaluated externally were Public Management and Administration, Psychology, Industrial Sociology, Sesotho and Political Science.

Research

Enhancing the research capacity of the teaching staff and fostering a research culture was a priority throughout 2008. The Campus continued to provide support structures to enable the academic staff to pursue their research functions, with promising results. At the end of the year 38% of the academic staff held a master's degree and 44% a doctoral qualification, while 30% was enrolled for further studies. This trend, together with the increase in time allocated to research, resulted in an increase of 31% in the article equivalent research output of the academic staff.

Several researchers distinguished themselves during 2008 by winning major research awards and research grants.

Prof Linda Theron of the School of Education Sciences was awarded a R600 000 grant from the South Africa-Netherlands Research Programme on Alternatives in Development (SANPAD). The purpose of this three-year grant is to conduct research into the feasibility of encouraging resilience among AIDS-orphans by reading them culturally-sensitive, metaphorical stories. The project is named "Read-me-to-Resilience" and is at the cutting edge of research into pedagogical and therapeutic interventions with AIDS-orphans. Prof Theron was also awarded a medal of honour by the Education Association of South Africa (EASA). The award

was made in the Young Researcher category and reflected her contribution to the promotion of education in South Africa.

Prof Adele Nel of the School of Languages received a two-year NRF grant worth R34 000 a year for the research project "Poetics of diaspora and migration and loss: The representation and configuration of diaspora, migration and loss in South African literature and cinema and the social implications of the configurations". The research is being conducted in the NRF focus area: Challenge of Globalisation: Perspectives from the Global South.

Ms Ria Booyesen of the School of Education Sciences received the ABSA bronze medal for her master's dissertation.

Implementation of expertise

Academic staff across the Campus used their scholarly and research expertise to help address the socio-economic challenges of the Vaal Triangle region. In line with the NWU's policy on the implementation of expertise, staff applied their skills for the benefit of communities and to develop commercial solutions for business and government.

Projects with a commercial focus included the provision of language services known as CTrans by the School of Languages. Previously, these services were only available within the NWU but, as from 2008, they have been extended to regional, national and international clients. CTrans is a registered service provider for FIFA 2010 and has established itself in the subtitling training industry. It is also the sole official reseller of Trados, the internationally used translation memory tool.

At the request of the Fezile Dabi District Municipality the Cultural Dynamics of Water research niche area in the School of Basic Sciences conducted research into the water quality of the Vaal River around Parys in the Northern Free State. The niche area also presented an international transdisciplinary conference on the water history of Africa in conjunction with the International Water History Association and a one-day symposium on the critical aspects of water management and the environmental degradation in South Africa.



In the sphere of community engagement, Campus academics participated in a wide range of projects, including poverty alleviation, empowerment of AIDS orphans and educators and study tuition for children living in shelters.

Specifically, the Resilient Educators Programme, which was in its third year of implementation, focused on equipping life orientation educators affected by the HIV/Aids pandemic to develop better coping skills. Members of the School of Economic Sciences assisted local municipalities with the poverty alleviation elements of their growth and development strategies and integrated development plans.

Student-centred community service

The Vaal Triangle Campus continued with its longstand-

ing tradition of encouraging students to participate in community service initiatives. The School of Education Sciences was active in community outreach projects, which included:

- BEd students assisting children from children's homes and shelters in the area with study methods, Mathematics, English and Afrikaans classes, homework and physical training.
- Students who had passed the first aid examination, assisting children from previously disadvantaged schools with first aid issues, in cooperation with the local emergency services.
- Weekly visits to the Douglas Ministries shelter for children who are HIV positive to engage in activities such as movement development, perceptual development, creative activities and language development.

Growing the talent pool in science, engineering and technology (SET)

To increase the number of students in the SET programmes the School of Education Sciences initiated a project at secondary schools for learners from under-performing secondary schools in the Sedibeng West district. During the school holidays in July and September 2008 approximately 5 400 Grade 12 learners received assistance with the more challenging school subjects. At the same time, under the supervision of their lecturers, students of the School gained first-hand teaching experience.

The Siyakhulisa Early Childhood Development programme gained further momentum. This project aims to increase the skills and knowledge of pre-school caregivers who lack academic qualifications. It also gives BEd students in the Foundation Phase practical opportunities to apply their theoretical knowledge. The project is run in partnership with the Department of Health, the Department of Education and the World Health Organisation.

The Saturday School project, now known as Ikateleng, which started during 1988 at the Vaal Triangle Campus, is today one of the most comprehensive supplementary instruction programmes for Grade 12 learners in the country. The beneficiaries of the project are learners from secondary schools in historically disadvantaged communities in the area. In 2008 the average pass rate of learners in this programme was 90,5%, in comparison with the provincial average of 76,4% of learners from public schools. During the year 190 participants in the project wrote the national senior certificate examination, of whom 116 passed with admission to bachelor degree studies.

Student guidance and counselling services

The Graduate Career Centre was firmly established on the Vaal Triangle Campus. The centre assisted students with career planning, information about possible job opportunities, CV writing, interviewing techniques and other career-related resources. Approximately 25 potential employers visited the Careers Fairs or held individual career exhibitions on the Campus.



At the Department of Student Development, psychotherapeutic and personal counselling services were rendered, as well as assistance with study methods, time management and coping skills.

Members of the peer helper group known as CH@S (Connecting Helpers and Students) were trained to identify students in need of psychosocial or academic assistance. CH@S were also active in community outreach programmes such as visits to the Ikageng Shelter for the Homeless, prayer services at local schools and HIV/Aids awareness sessions at these schools.

Student activities

Leadership

Students are offered opportunities for personal growth through participation in sport and cultural activities and student leadership structures such as the Student Representative Council (SRC), the house committees and the affiliated student organisations.

The SRC participated in the management structures on the Campus, including the Management team, the Campus Senate and Faculty Board. Throughout the year members of the SRC participated in the ISRC and, during September 2008 the newly elected campus SRC chairperson, Mr Sipiwe Mbatha, was also elected as the chairperson of the ISRC.

Students on the Campus voiced their concern over the xenophobic attacks that occurred in South Africa during the year by taking part in peaceful protest action. The purpose was to express empathy with the victims of xenophobia and to show in a visible way that the student community embraces diversity.

Sport

Student teams in a range of sporting codes represented the NWU at a series of local, regional, national and international events:

- A body-building team won the Best Gym Trophy in a World Physical Federation competition for the Gauteng South region. A team also participated in the 2008 University Sport South Africa (USSA) games and ended third overall. One of the students was selected for the South African student team.
- For the first time the Campus cricket team participated in



the 'A' group of the USSA. Three teams of the Campus club participated in the local and Gauteng leagues. Three members of the club were elected for the Gauteng districts team. A new cricket field and clubhouse are in the process of completion.

- The netball team also participated in the USSA 'A' division for the first time and three of the players were included in the Vaal Triangle provincial team.
- The Campus rugby team and the Vaal Rugby Club merged to form the NWU Vaal Rugby Club, which participated in the local league.
- The men's soccer team participated in the local league and also the USSA games. The women's soccer team qualified for participation in the Vodacom league and two of the players were selected for the national team.
- A Campus cycling team participated in the USSA games and ended in the overall fifth position.

Alumni

An alumnus of the campus, Ms Linda Dingiswayo, won the 2007 Old Mutual/Nedbank budget speech competition. She completed the HonsBCom in Bank Risk Management

at the Vaal Triangle Campus and is presently a cadet in the graduate programme of the SA Reserve Bank. She is the first woman to win this competition and the Campus is very proud of her achievement.

An alumni awards function was hosted during the year to recognise individual success and also to acknowledge those alumni who have brought about change and regeneration in their respective communities and corporate environments. By the end of the year the Campus' alumni database had increased to 3 000 entries.

HIV/Aids

The campaign to raise awareness of HIV/Aids on Campus continued during 2008. Students and staff participated in the Zero-Prevalence Study and Risk Assessment with Respect to HIV/Aids in the Higher Education Sector.

The study will guide institutional responses to HIV/Aids and provide an understanding of the disease within the higher education sector. HIV/Aids counselling and testing services were provided by the Campus clinic and the awareness campaign focused on healthy sexual behaviour and reproductive health.

The environment

During the "Be Active" day staff helped with the greening of the Campus by planting 130 indigenous trees around the grounds. Through this gesture they demonstrated that they care about the environment and wish to leave a legacy for the future.

Conclusion

Looking back at the Vaal Triangle Campus' achievements of 2008 it is clear that much has been accomplished to realise strategic goals in teaching-learning, research and implementation of expertise.

At the same time there are still a number of challenges to be addressed in moving towards the ultimate goal of becoming an effective balanced teaching-learning and research partner within the NWU community. Immediate challenges for 2009 are to maintain the momentum achieved in 2008, while preparing for the Institutional Audit.



PROF PJJ PRINSLOO
CAMPUS RECTOR: VAAL TRIANGLE

THE VAAL TRIANGLE CAMPUS WAS **DRIVEN** BY THE DETERMINATION TO
ACHIEVE NOTHING LESS THAN **EXCELLENCE** IN ALL ITS ACTIVITIES.



"WHEN WE *MIX* WITH PEOPLE WHO ARE *DIFFERENT* FROM US, WE
LEARN MORE ABOUT THEIR CULTURES, AND THIS INTERACTION
EVENTUALLY *BROADENS* OUR *PERSPECTIVE*."

– VAAL TRIANGLE CAMPUS STUDENTS



"DIVERSITY EMBRACES EVERYONE'S UNIQUENESS AND DIFFERENCES. THE MORE DIVERSE WE ARE, THE RICHER THE POOL OF POSSIBLE IDEAS. MULTICULTURALISM AT THE NWU TEACHES US TO UNDERSTAND AND RESPECT PEOPLE AND TO LISTEN TO EACH OTHER. IN FACT, MANY PEOPLE OUTSIDE THE UNIVERSITY FIND IT INTERESTING HOW WELL THE NWU MANAGES ITS DIVERSITY."

– VAAL TRIANGLE CAMPUS STAFF



FINANCIAL OVERVIEW

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REPORT OF THE EXECUTIVE DIRECTOR: FINANCE AND FACILITIES

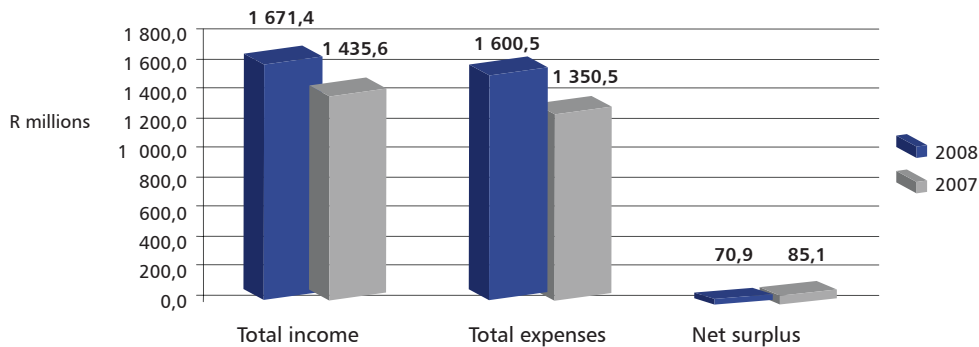


Profitability and growth

The University's accumulated reserves have improved in the 2008 financial year due to a net surplus of R70,9 million (2007: R85,1 million), which represents 4,2% (2007: 5,9%) of the total income.

The total income of the University increased by 16,4% to a total income of R1 671,4 million, while the total expenses increased by 18,5% to a total expenditure of R1 600,5 million for the 2008 financial year.

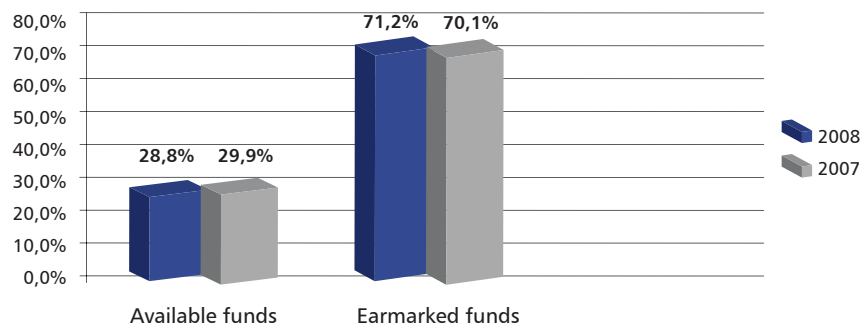
Profitability and growth



Reserves

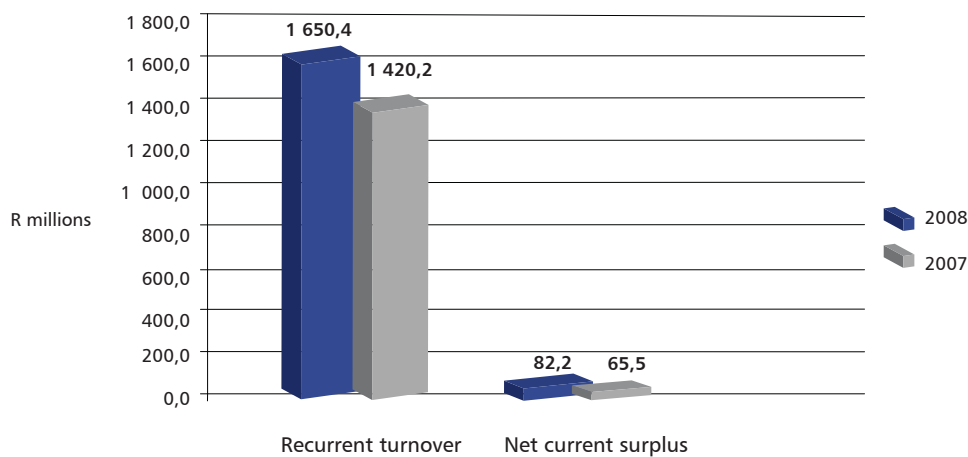
Although the University's accumulated reserves have improved in the 2008 financial year, the available funds decreased to 28,8% (2007: 29,9%) of total equity.

Equity – Available funds: Earmarked funds



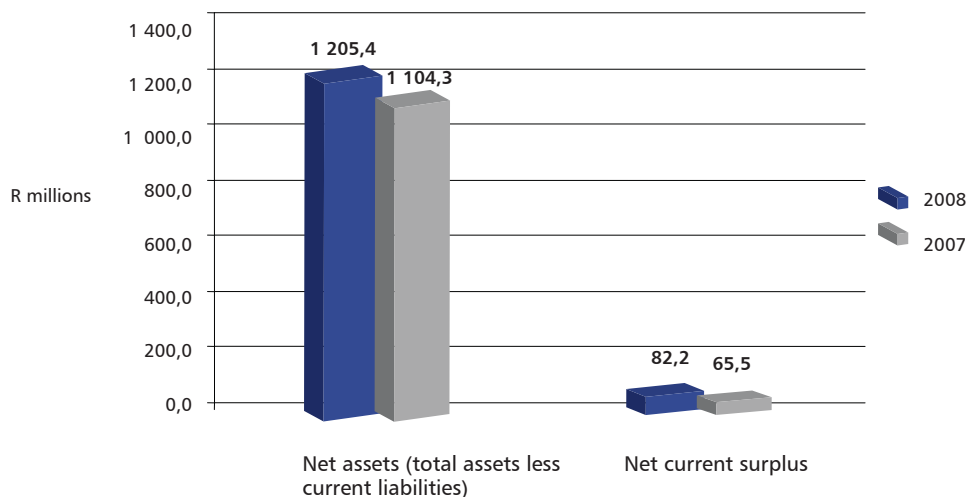
The total income of the University from recurrent activities (excluding disposal of PPE, disposal of investments, adjustment to provision for impairment and merger funds) increased by 16,2% to a total income of R1 650,4 million, while the total expenses from recurrent activities increased by 15,8% to a total expenditure of R1 568,2 million for the 2008 financial year. The surplus of the 2008 financial year from recurrent activities represents 5,0% (2007: 4,6%) of the total recurrent income, which is well within the norm of the sector and an indication of sound financial stability.

Surplus to turnover ratio from recurrent activities



The University's return (from recurrent activities) on capital employed (total assets less current liabilities) improved to 6,8% (2007: 5,9%).

Return on capital employed

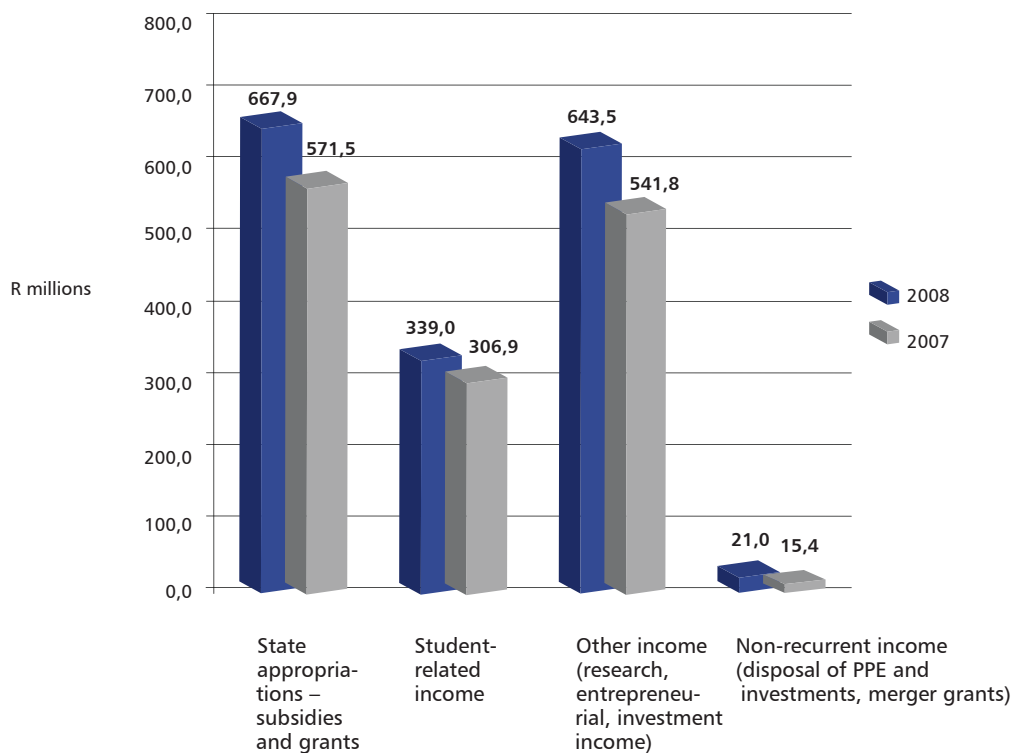


The University's income from state subsidy represents 40,0% (2007: 39,8%) of the total income.

The student-related income increased by 10,5% for the 2008 year. The total student-related income represents 20,3% (2007: 21,4%) of the total income. For the 2008 year there was a 7,0% average increase in tuition fees for the Potchefstroom and Vaal Triangle campuses and a 13,0% average increase for the Mafikeng Campus, in order to harmonise the fees over a seven-year period.

The declared financial goal of the University, to limit its dependency on the state, is therefore maintained.

Total income per category



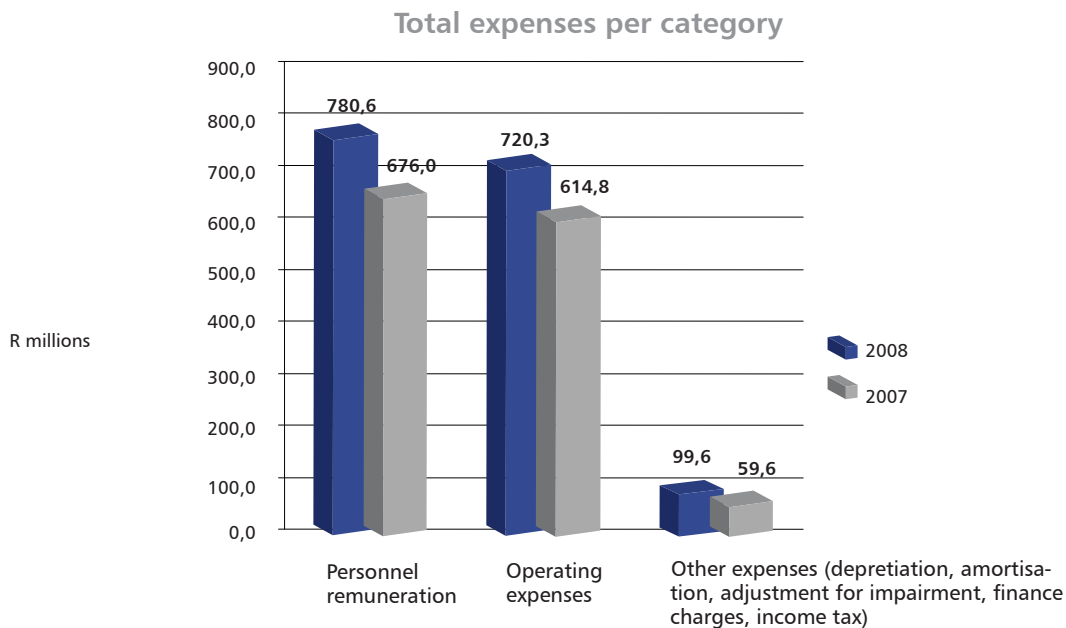
Total expenditure increased by 18,5%.

Personnel remuneration increased by 15,5% (2007: 7,0%). The total cost of personnel expenditure was 47% (2007: 47%) of total income, which is well within the norm of the sector.

Operating expenses increased by 17% (2007: 22%) and represents 43% (2007: 42%) of total income.

Other expenditure relating to depreciation, amortisation, finance charges and impairment losses increased by 67,2%. This is mainly due to provision for impairment losses that increased significantly. The University has a ten-year rolling plan according

to which large-scale building and infrastructure maintenance takes place and which is evaluated annually in order to properly maintain the buildings and infrastructure. The high increase in this provision is due to underground electrical cables that need to be replaced.



Added value

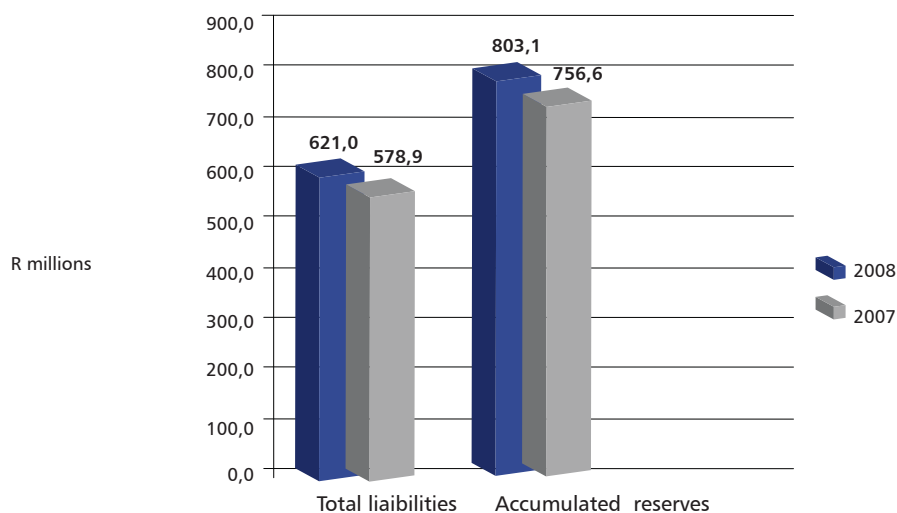
As in the past, the University again added material value to the economy. With regard to the University as a tertiary institution with the core business of teaching-learning, research and implementation of expertise (including community service), the following can be highlighted:

- 12 337 (2007: 11 346) students received degrees and diplomas during 2008 which represents an increase of 9%.
- R69,5m (2007: R58,9 million) was awarded as bursaries to students which represents an increase of 18%.

Solvability

The total liabilities (R621,0 million) expressed over accumulated reserves (R803,1 million) indicate that the University's ratio of debt to funds available was maintained at 0,77 (2007: 0,77).

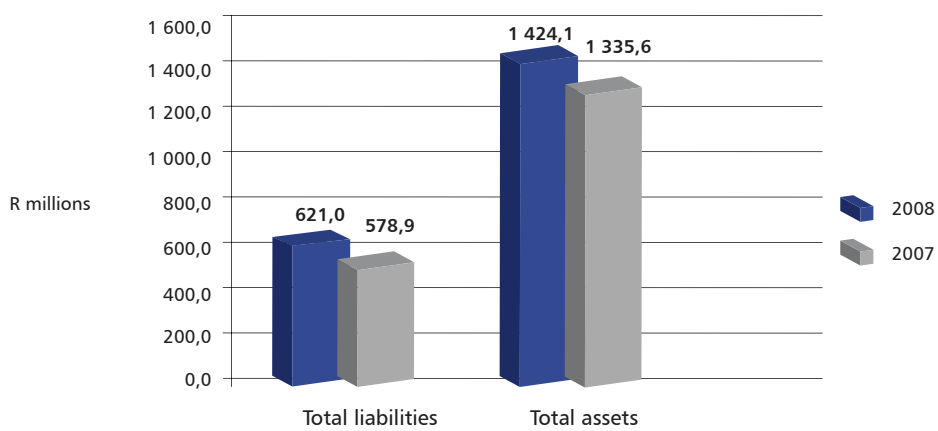
Solvency – Total liabilities: Accumulated reserves



The total liabilities expressed over total assets has increased for the 2008 financial year to 0,44 (2007: 0,43). The total liabilities are covered 2,29 times (2007: 2,31) by total assets.

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

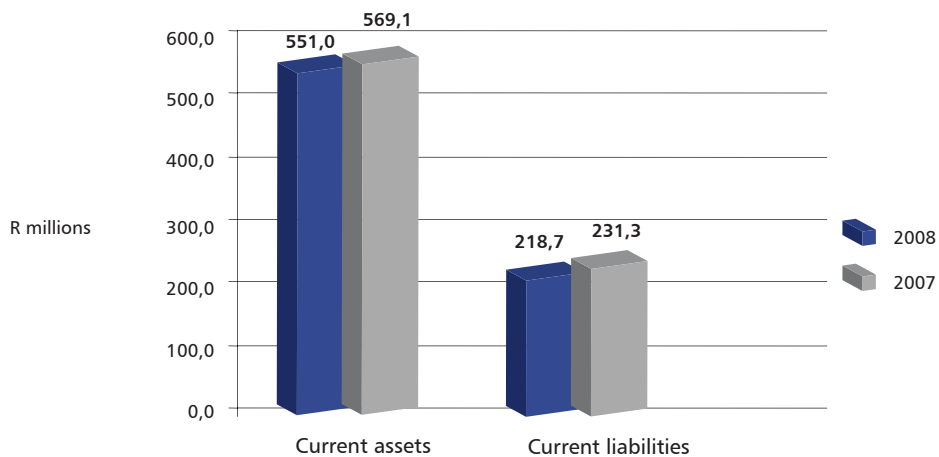
Solvency – Total liabilities: Total assets



Liquidity

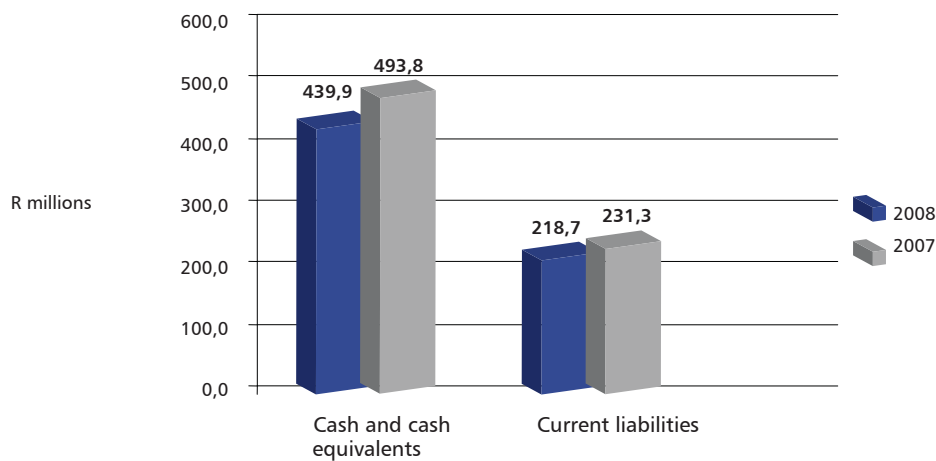
The working capital ratio indicates that the current liabilities are covered 2,52 times (2007: 2,46 times) by the current assets. If the analysis is expressed in rand value, the current assets decreased by R18,1 million for the 2008 financial year, whilst current liabilities for the same period decreased by R12,5 million. The decrease in current assets is mainly a result of the decrease in cash and cash equivalents.

Liquidity – Current assets: Current liabilities



Although the University's ratio of cash and cash equivalents to current liabilities decreased from 2,14 in 2007 to 2,01 during the 2008 financial year, it is still proof of the well-managed cash flow of the NWU.

Liquidity – Cash and cash equivalents: Current liabilities

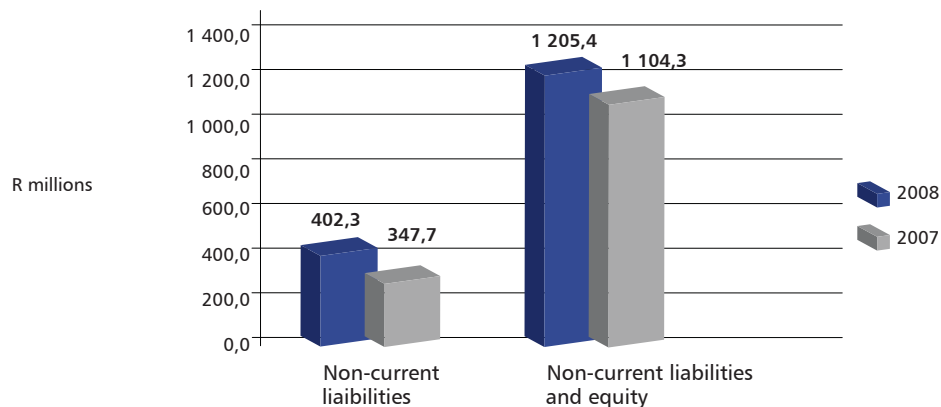


Gearing ratios

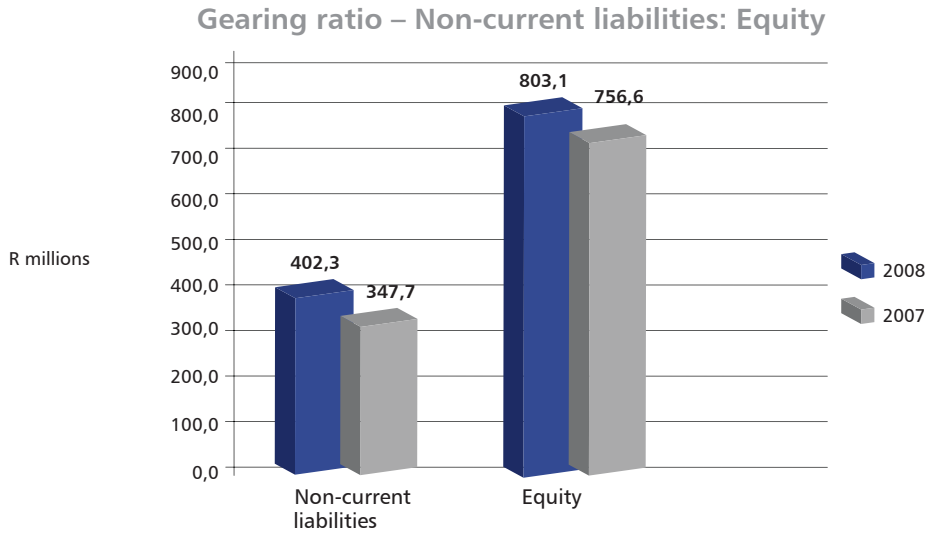
Gearing ratios analyse the extent to which long-term finance is used as a source of financing. It is a longer-term indication of liquidity.

Non-current liabilities represents 33,4% (2007: 31,5%) of total funds employed.

Gearing ratio – Non-current liabilities: Non-current liabilities and equity



The total non-current liabilities expressed over equity has increased for the 2008 financial year to 50,1% (2007: 45,9%).

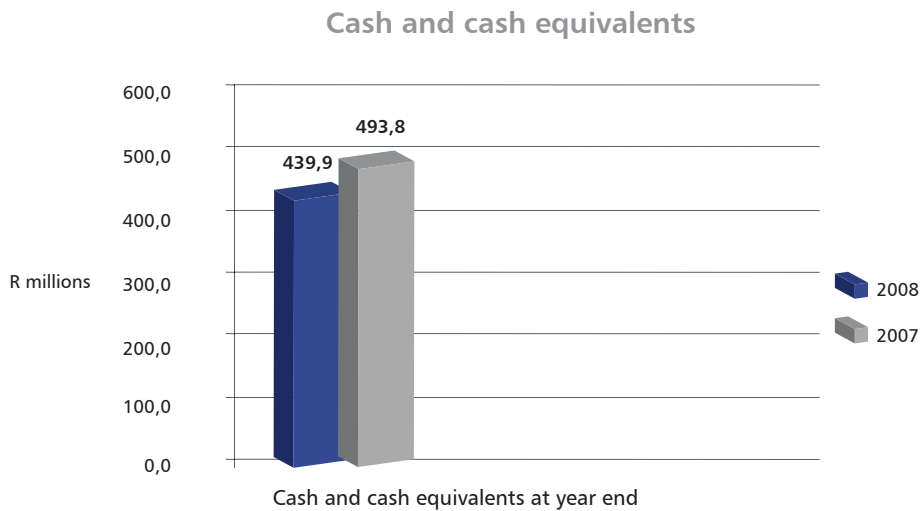


The increase in non-current liabilities is mainly due to additional deferred income received from Department of Education for infrastructure improvement purposes. This income will be realised as and when the infrastructure is capitalised.

Cash flow

Surplus generated relating to cash flow

The University generated a surplus of R70,9 million for the 2008 financial year. The net cash flow decreased by R54 million for the same financial year. For the 2007 financial year the net cash flow increased by R28 million. Although the cash and cash equivalents decreased for 2008, the NWU is still in a very viable cash flow situation.



Conclusion

The University was able to achieve the following financial goals during the 2008 financial year:

- To maintain its reduced dependency on the state (the subsidy income is 40% of total income);
- The net surplus from recurrent activities must be between 3% and 6% (2008: 5%);
- To ensure that the NWU is a going concern by strengthening its solvency position and maintaining sound liquidity levels during the 2008 financial year.
- The bursaries awarded to students increased by 18%.

Although the economic downturn worldwide has its influence on the NWU as well, 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



CONSOLIDATED BALANCE SHEET AS AT 31 DECEMBER 2008

	2008		2007	
	R'000	%	R'000	%
ASSETS				
Non-current assets	873 161	61,3	766 489	57,4
Property, Plant and Equipment	493 035	34,6	439 712	32,9
Investment properties	24 601	1,7	25 117	1,9
Intangible assets	30 814	2,2	28 870	2,2
Long-term investments	324 711	22,8	272 790	20,4
Current assets	550 964	38,7	569 062	42,6
Inventories	13 189	0,9	13 718	1,0
Trade and other receivables	97 913	6,9	61 521	4,6
Cash and cash equivalents	439 862	30,9	493 823	37,0
Total assets	1 424 125	100,0	1 335 551	100,0
FUNDS AND LIABILITIES				
Funds available				
Accumulated funds	803 113	56,4	756 635	56,7
Total liabilities	621 012	43,6	578 916	43,3
Non-current liabilities	402 266	28,2	347 658	26,0
Long-term loans	23 560	1,7	25 815	1,9
Post-employment benefits	255 543	17,9	256 068	19,2
Deferred income	123 163	8,6	65 775	4,9
Current liabilities	218 746	15,4	231 258	17,3
Trade and other creditors	153 700	10,8	192 964	14,4
Current income tax liability	159	0,0	253	0,0
Current portion: Long-term loans	2 255	0,2	2 590	0,2
Current portion: Post-employment benefits	11 634	0,8	4 349	0,3
Current portion: Deferred income	16 246	1,1	19 417	1,5
Student deposits and prepaid income	34 752	2,5	11 685	0,9
Total funds and liabilities	1 424 125	100,0	1 335 551	100,0

CONSOLIDATED INCOME STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2008

	2008 R'000	% of total income	2007 R'000	% of total income
RECURRENT ITEMS	82 204	4,9	65 698	4,6
Income	1 650 373	98,7	1 420 193	98,9
State subsidies and grants	667 939	40,0	571 531	39,8
Tuition and other fees	338 970	20,2	306 861	21,4
Income from contracts (research and other)	100 798	6,0	82 350	5,7
Residence and catering services	135 008	8,1	119 941	8,4
Services - entrepreneurial activities	245 069	14,7	207 395	14,4
Private gifts and grants	44 353	2,7	38 012	2,6
Investment income	118 236	7,0	94 103	6,6
Expenditure	1 568 169	93,8	1 354 495	94,3
Personnel remuneration	780 612	46,7	676 030	47,1
Operating expenses	712 354	42,6	614 417	42,7
Depreciation and amortisation	63 021	3,8	53 844	3,8
Finance charges	12 182	0,7	10 204	0,7
NON-RECURRENT ITEMS	(11 344)	(0,7)	19 549	1,3
Income	20 978	1,3	15 402	1,1
Profit/(Loss) on disposal of PPE	(544)	(0,0)	3 849	0,3
Profit/(Loss) on investments	5 349	0,3	1 246	0,1
Other non-recurrent income	16 173	1,0	10 307	0,7
Expenditure	32 322	2,0	(4 147)	(0,3)
Operating expenses	7 932	0,5	351	0,0
Impairment loss (Assets - PPE)	24 390	1,5	(4 498)	(0,3)
Net surplus before income tax	70 860	4,2	85 247	5,9
Income tax expense	7	0,0	184	0,0
Net surplus for the year	70 853	4,2	85 063	5,9

LIST OF ABBREVIATIONS

ACE	Advanced Certificate in Education
ACSSS	Advisory Committee on Student Support Services
AIDS	Acquired Immune Deficiency Syndrome
AUTHeR	African Unit for Transdisciplinary Health Research
B-BBEE	Broad-Based Black Economic Empowerment
BEE	Black Economic Empowerment
BMX	Bicycle Motocross
CA	Chartered Accountant
CAR	Corporate Affairs and Relations
CARST	Centre for Applied Radiation Science and Technology
CEN	Centre of Excellence for Nutrition
CH@S	Connecting Helpers and Students
CHPC	Centre for High Performance Computing
COLA	Cost of Living Adjustment
CSI	Corporate Social Investment
CSRC	Campus Student Representative Council
CTBTO	Comprehensive Nuclear Test Ban Treaty Organisation
CUT	Central University of Technology
DALRO	Dramatic, Artistic and Literary Rights Organisation (Pty) Limited
DoE	Department of Education
DPSA	Disabled People South Africa
DST	Department of Science and Technology
EASA	Education Association of South Africa
ECM	Enterprise Content Management
EDTP SETA	Education & Training Development Practices - Sector Education Training Authority
eFundi	The NWU's e-learning system
Eish!	The NWU's internal staff newsletter
ERP	Enterprise Resource Planning
FCCD	Forum for Continuous Collaboration in Development
FIFA	Fédération Internationale de Football Association
FNB	First National Bank
FTE	Full Time Equivalent
HART	Hypertension in Africa Research Team
HEAIDS	Higher Education AIDS
HEMIS	Higher Education Management Information System

HEQC	Higher Education Quality Committee
HESA	Higher Education South Africa
HIV	Human Immunodeficiency Virus
HRC	Human Rights Commission
HREE	Human Resources and Employment Equity Committee
IABD	Institutional Advancement and Business Development
ICAS	Institutional Committee for Academic Standards
ICNL	Institutional Course for New Lecturers
ICRI	Institutional Committee for Research and Innovation
ICT	Information and Communications Technology
IEESDF	Institutional Employment Equity and Skills Development Forum
IF	Institutional Forum
IKS	Indigenous Knowledge Systems
IM	Institutional Management
IP	Intellectual Property
IP	Institutional Plan
IPR	Intellectual Property Rights
IREA	Institutional Research Excellence Awards
ISRC	Institutional Student Representative Council
ITEA	Institutional Teaching Excellence Award
ITIL	Information Technology Infrastructure Library
LGSETA	Local Government Sectoral Education and Training Authority
LIASA	Library and Information Association of South Africa
LibQUAL	This is a suite of services that libraries use to solicit, track, understand, and act upon users' opinions of service quality.
MATCH	MATCH EVENTS SERVICES (PTY) Ltd (Registration No 2006/003884/07 is the only official company appointed by FIFA for providing all ticketing, accommodation and event information on behalf of FIFA for the 2010 FIFA World (Soccer) Cup
MBA	Master's in Business Administration
MTN	This is a global communications partner and world-class cellular network.

MULTA	Municipal Leadership and Training Academy
MUSA	Medicine Usage in South Africa
NASA	National Aeronautics and Space Administration
NGO	Non-Governmental Organisation
NRF	National Research Foundation
NSFAS	National Student Financial Aid Scheme
NWRCC	North-West Research Coordinating Committee
NWSP	North-West Science Park
NWU	North-West University
OE	Organisational Entity
Oracle-ERP	Oracle Enterprise Resource Planning
PALAMA	Public Administration and Leadership Management Academy
PanSALB	Pan South African Language Board
PBMR	Pebble Bed Modular Reactor
PC	Personal computer
PCT	Patent Cooperation Treaty
PEPFAR	Presidential Project for AIDS Relief
PGCE	Postgraduate Certificate in Education
PGDM	Postgraduate Diploma in Management
PhASRec	Physical Activity Sport and Recreation
PURE Study	Prospective Urban and Rural Epidemiological Study
SABPA	Sympathetic Activity and Ambulatory Blood Pressure of Africans
SADC	Southern African Development Community
SAIEE	South African Institute of Electronic Engineering

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.
SANCB	South African National Council for the Blind
SANPAD	South Africa-Netherlands Research Programme on Alternatives in Development
Sasol	South African Coal, Oil and Gas Corporation
SASSU	South African Students Sports Union
SAUS	South African Union of Students
SEACOM	This is an optical fibre submarine communications cable.
SET	Science, Engineering and Technology
SI	Supplemental Instruction
SRC	Student Representative Council
TFT	Teacher Further Training
THRIP	Technology and Human Resources for Industry Programme
TOC	Transformation Oversight Committee
TWAS	Third World Academy of Science
UCT	University of Cape Town
UJ	University of Johannesburg
UNISA	University of South Africa
UP	University of Pretoria
USSA	University Sport South Africa
VCT	Voluntary Counselling and Testing
VSS	Varsité Student System
WITS	Witwatersrand University

ACKNOWLEDGEMENTS



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The 2008 Annual Report is published by the Institutional Corporate Affairs and Relations Office.

This publication is also available in Afrikaans.

