NWU ®

The Transformation Journey
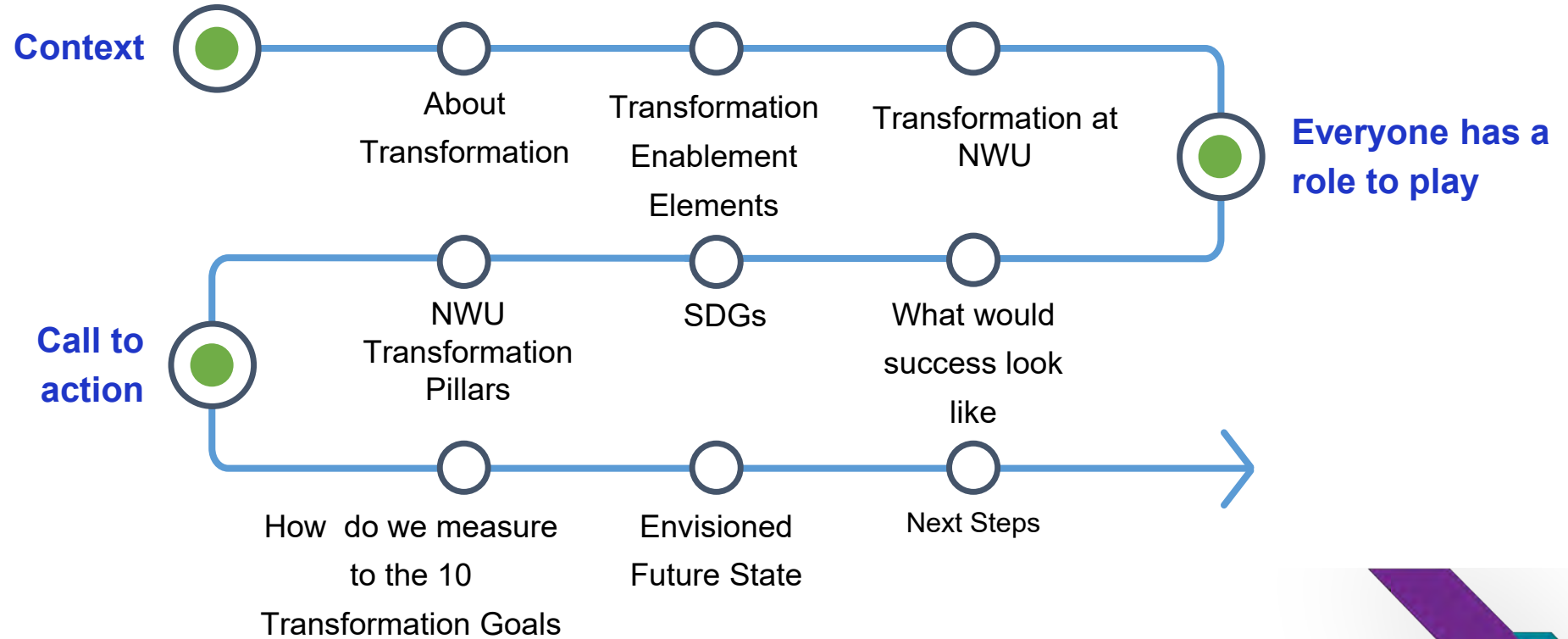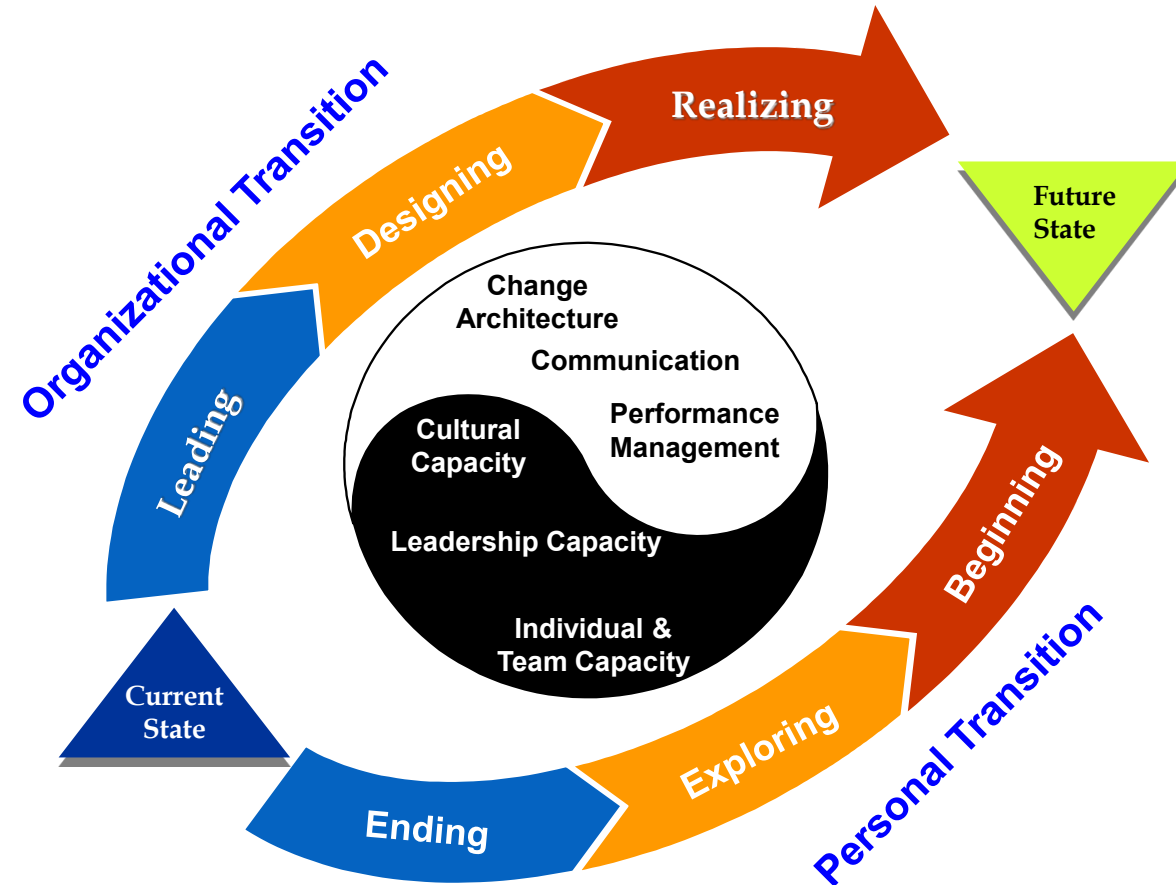
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TRANSFORMATION

ABOUT TRANSFORMATION

➤ Definitions of "transformation" often vary and are contextually specific. The NWU context confirms that transformation is inextricably connected to issues of justice, culture, performance indicators, communal wellbeing, excellence, relevance, etc., as well as to the wider concept of being responsive to environmental and political changes, and being relevant to the current needs of the communities we serve"

➤ Transformation at the NWU is not conceived of as a discrete and separate element that can be driven from an office. Transformation is deeply embedded in all university activities from the transformation of the curriculum to transformation of the institutional culture. All leaders, managers and supervisors are required to further the transformation objectives of the University and to be change champions of transformation initiatives.

➤ Transformation is monitored within the strategy development, planning, evaluation and reporting framework of the NWU.

➤ The Transformation Oversight Committee of Council oversees and monitors the achievement of transformation targets and goals. Other structures such as the Institutional Forum, the consultative Employment Equity and Skills Development Forum and the People and Culture Committee of Council, all monitor the achievement of transformation goals.

TRANSFORMATION ENABLEMENT ELEMENTS

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TRANSFORMATION @NWU...

➢ Several transformation activities have been undertaken at the NWU.

➢ We acknowledge that transformation is not a once-off event but a journey.

➢ As the NWU , we have embarked on this journey and there is consensus that more could be done to scale up on the transformation agenda.

➢ There are also other emerging transformation pillars , e.g., the NWU Digital Business Strategy (DBS) – which will have the effect of impacting everything in the NWU ecosystem.

➢ There is the NWU Charter, Transformation Goals and various enabling policies to support the transformation agenda – the critical question is: are they still relevant or need to be updated.

➢ There are transformation emerging themes – DBS, Internationalisation, and how our transformation processes also relate to the Sustainable Development Goals (SDGs).

NWU TRANSFORMATION PILLARS

NWU STAFF ENVIRONMENT	
Key Activity	Culture, Diversity & Inclusion, Multi-generational Strategy, EE, New NWU Values
How will we measure success?	
Key Milestones?	

Community Engagement

NWU Leadership

NWU Transformation Driven Through Accountability

NWU Staff and Students

NWU GOVERNANCE SYSTEMS	
Key Activity	Reform of the Governance Structures, Council, Senate in form and stature
How will we ensure success?	
When should it be completed?	

NWU STUDENT ENVIRONMENT	
Key Activity	Student Access & Success, Curriculum Review, Decolonization, Language Policy, Student Governance Structures
How will we measure success?	
Key Milestones?	

NWU DIGITAL BUSINESS STRATEGY	
Key Activity	Digital dexterity and readiness-upskilling & reskilling
How will we measure success?	
Key Milestones?	

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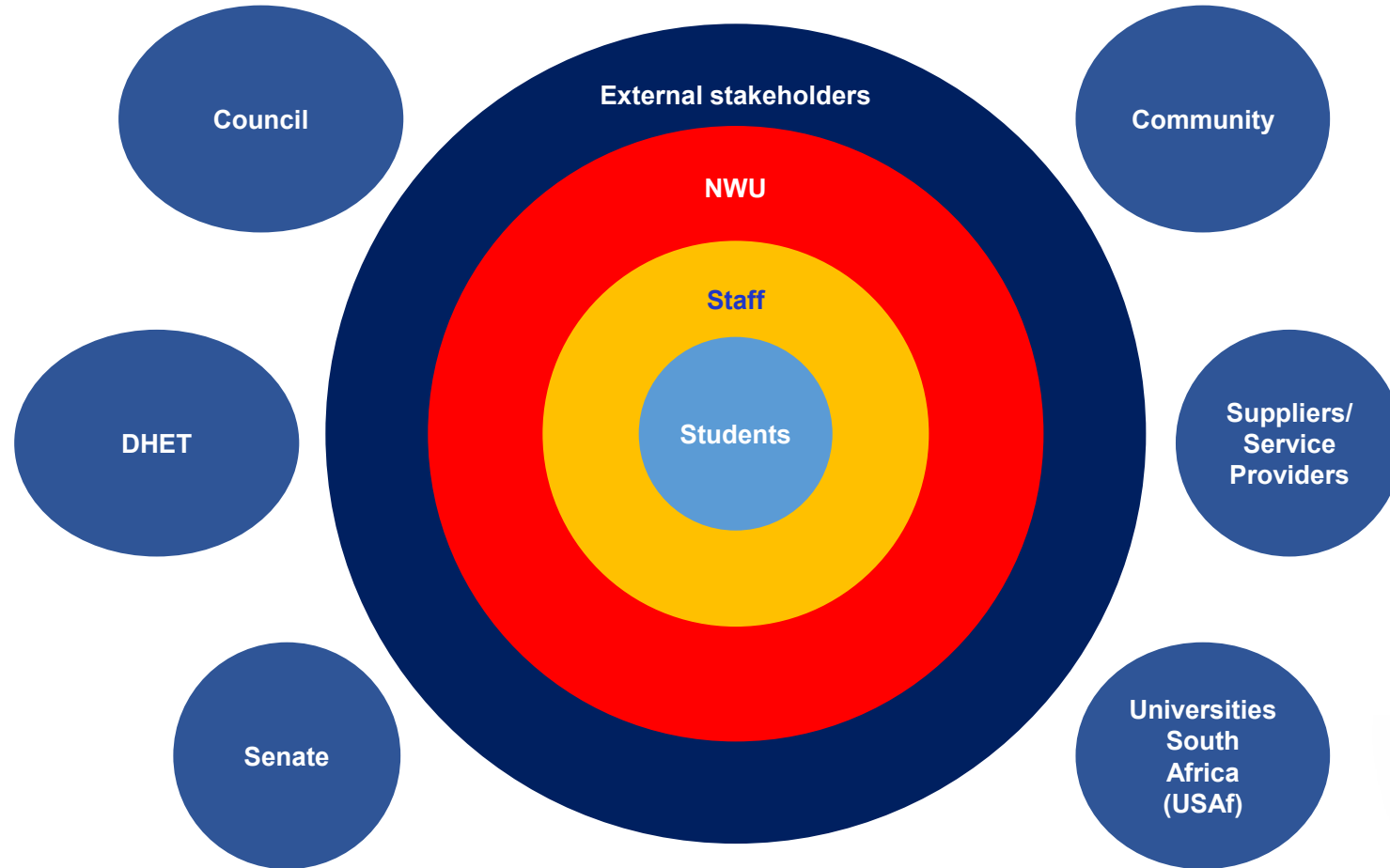
RELEVANT GUIDING FRAMEWORKS

➢ **Transformation Charter**

➢ **Policy on Employment Equity**

➢ **Policy on Gender-Based Violence**

➢ **Policy on Employees Living with Disabilities**

➢ **Policy on Students Living with Disabilities**

➢ **Sexual Harassment Policy**

➢ **Human Rights Policy**

➢ **Language Policy**

➢ **Human Rights at the NWU**

➢ **SRC & SCC Transformation and Diversity Officers**

➢ **Student Diversity and Transformation Committee**.

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NWU TRANSFORMATION GOALS

The 10 NWU Transformation Goals which we judge as the most relevant to pursue, monitor and achieve transformation are:

1. **Diversity**
2. **Access**
3. **Alignment**
4. **Redress**
5. **Equity**
6. **Resource Allocation**
7. **Increased Unity**
8. **Student Experience**
9. **Success**
10. **Quality**.

Transformation is a journey, it is a process and not a once-off event! We need to transform the hearts and minds

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THE NWU TRANSFORMATION CHARTER

Background

➢ Approved by the NWU Council on 18 November 2021.

➢ States that the NWU subscribes to:

- a broad interpretation of transformation
- which is not limited to conventional categories of race and gender,
- but seeks to advance the creation and celebration of a truly diverse and culturally rich community.

➢ Requires far reaching change pertaining to:

- institutional behaviours,
- culture,
- identity and
- values.

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TRANSFORMATION & SDGs

Universities have a direct role in addressing the challenges set out in *Transforming Our World: The 2030 Agenda for Sustainable Development*. **Does our NWU Transformation Agenda adequately respond to the SDGs?**

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OUR **STUDENTS**
AT THE CENTRE
OF EVERYTHING
WE DO AT THE NWU

➢ The **Student Transformation Agenda** is a large-scale strategic change programme operating across the NWU with the prime objective of putting the student at the heart of everything we do.

➢ There have been some significant changes in the student space with a primary focus on:

◉ Student Access and Success

◉ Reasonable accommodation for students living with disabilities

◉ Language policy that promotes access and success of all students as well as promotion of multilingualism

◉ Curriculum review

◉ Transformation in the student governance space to engender diversity and inclusivity.

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Transformation Student Governance Snapshot

2019

- Transformation Charter (2012) - *outdated*
- Students Disability Policy (2012) - *outdated*
- Constitution of the Students' Representative Council (2017) – *no transformation enablers.*

2022

- Transformation Charter (**2021**)
- Policy on Students' Living with Disabilities (**2021**)
- Policy on Gender-Based Violence (**2021**)
- Institutional Rules on Student Governance (**2021**) – para. 14
- Constitution of Students' Representative Council 2021 – paras. 11.4 & 14.4 (**2021**)
- Student Life Language Plan (**2019 & 2021**)

Structures and Mechanisms Enabling Transformation: Student Life Environment

Student Diversity and Transformation Committee

- Ensure the **implementation** and **accomplishment** of **strategic** transformation objectives informed by the Council directives on the diversification and transformation the student profile.

Establishment of SRC and SCC: Transformation and Diversity Officers

- Giving effect to paragraph 14 of the Institutional Rules on Student Governance - realisation of **effective** and **practical transformation** initiatives developed and implemented **by student leaders**.

My NWU Language Portrait App

- Facilitate meaningful **discussion** and **interaction** pertaining to **multilingualism**, enabling improved **social cohesion** and embracement of **cultural diversity**.

Student Life Co-Curricular Terminology Glossary

- **Organic development** of terms and phrases in the four identified target languages of the NWU within the **Co-Curricular** environment by students and staff.

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OUR **PEOPLE** – TRANSFORMATION AGENDA

➢ Our people are the very foundation of the NWU success

➢ In order for NWU to scale up on transformation, we need to have an engaged, motivated , diverse and inclusive staff who operate in an environment that allows them to flourish and become the best versions of themselves

➢ Employment equity and diversification of staff demographic profile

➢ Robust succession plans and accelerated leadership development programmes

➢ Monitor the non-designated appointment processes' impact on the EE profiles

➢ Continuous monitoring of EE profiles and progress

➢ Awareness campaigns on different types of disabilities

➢ Reasonable accommodation for people living with disabilities

➢ NWU Culture Values

➢ Organizational Citizenship Recognition Awards.

"The forces that unite us are intrinsic and greater than the superimposed influences that keep us apart."
—Kwame Nkrumah, political leader and activist.

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EE Goals for 2022 and Beyond

Short-term:

- To develop robust succession plans and accelerated leadership development programmes

- Monitor the non-designated appointment processes' impact on the EE profiles

- Continuous monitoring of EE profiles and progress through the Vice-Chancellor's roadshows

- Awareness campaigns on different types of disabilities

Medium-term:

- An established environment that nurtures, values and shows respect for diversity in all its iterations (through culture invention projects)

- Capacitation programmes aimed at women empowerment and accelerated leadership development

- Effective retention strategies for identified key skilled positions, through mentorship programmes and coaching

Long-term:

- To accelerate the pace for the achievement of the NWU EE targets in line with the HE sector targets from DoEL
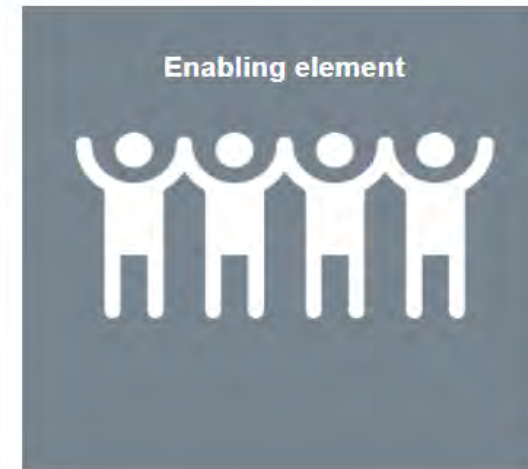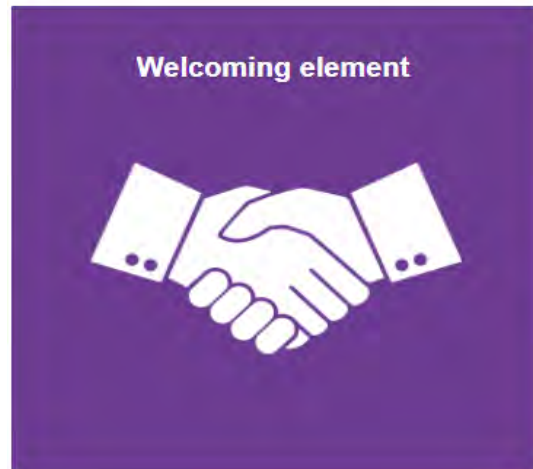
CARING AND INCLUSIVE
EMBRACING DIVERSITY
TRANSPARENCY
EXCELLENCE IN ALL ENDEAVOURS
ETHICS IN ALL ENDEAVOURS
RESPONSIBILITY AND ACCOUNTABILITY
ACADEMIC FREEDOM AND FREEDOM OF RESEARCH

NWU WAY

Welcoming element

Inclusive element

Enabling element

Culture Statement

To achieve our NWU Dream we actively build a welcoming, inclusive and enabling culture among staff and students underpinned by behaviours congruent to commitment to social justice, diversity and an ethic of care.

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Culture Statement

To achieve our NWU Dream we actively build a welcoming, inclusive and enabling culture among staff and students underpinned by behaviours congruent to commitment to social justice, diversity and an ethic of care.

NWU Values and Values-Driven Behaviour

Caring and inclusive	Embracing Diversity	Transparency	Excellence in all endeavours	Ethics in all endeavours	Responsibility and accountability	Academic Freedom and Freedom of Research

CARING AND INCLUSIVE

We consider the well-being of all our students and staff, and act in an inclusive and caring manner towards our NWU community.

- Provide support and understanding to others.
- Act and interact with empathy towards others.
- Greet each other, remain courteous and respectful.
- Show appreciation, acknowledging and recognising the efforts and contributions of others.
- Considering the impact of your actions on others.

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TO TRANSFORM WE NEED TO BUILD THE NWU BELONGINGNESS

High

Uniqueness

Differentiation

People feel that their unique identity is recognised but don't feel accepted

Inclusion

People feel understood and part of the group

Exclusion

People feel like they don't belong in the culture, nor do they feel valued

Assimilation

People blend into the group to fit in but don't feel that their unique identity is valued

Low

Source: Shore et al (2011). Inclusion and diversity in work groups: A review and model for future research. *Journal of Management, 37(4), 1262- 1289.*

Belonging

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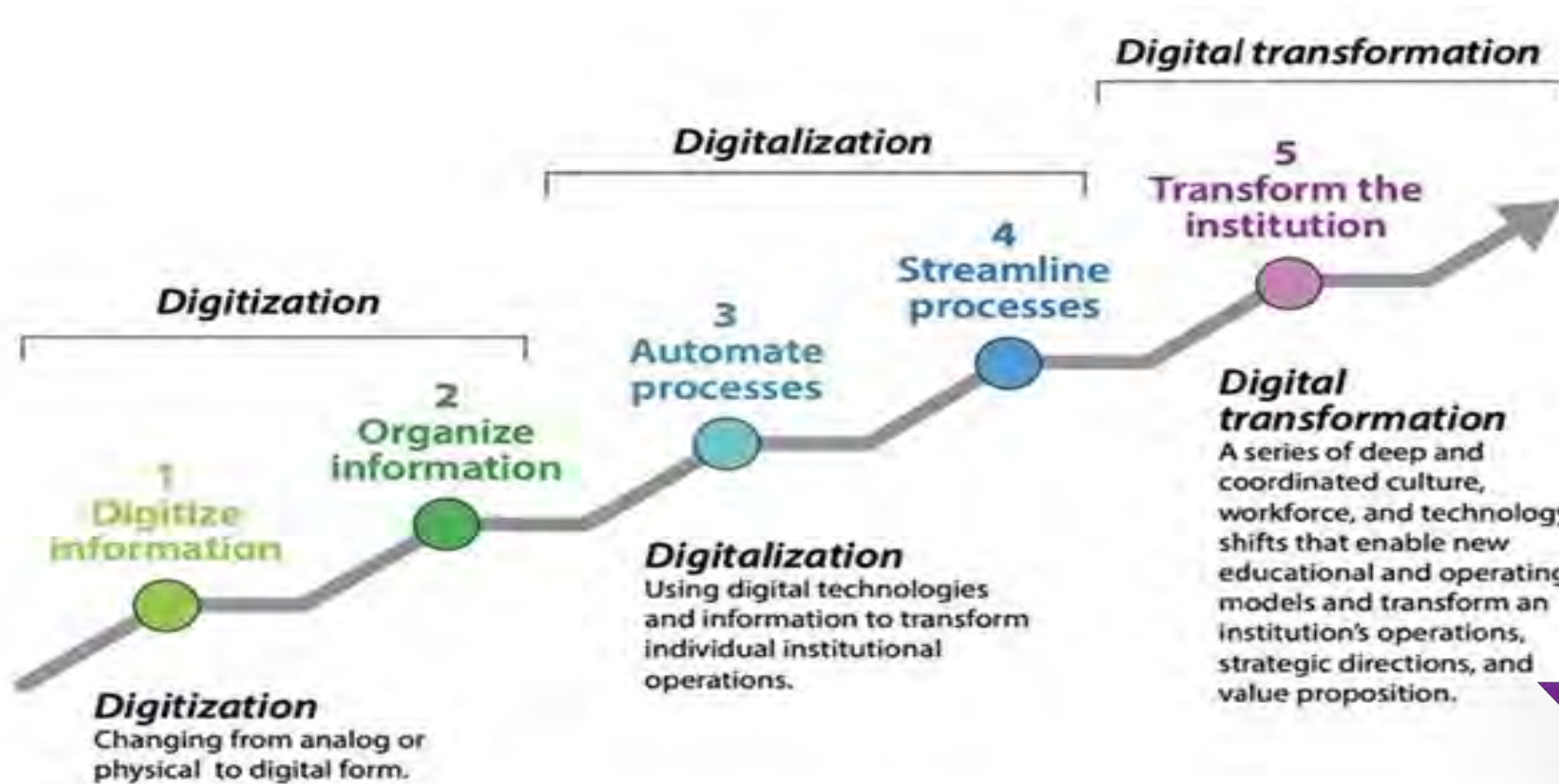
NWU TRANSFORMATION THROUGH MULTI-GENERATIONAL COHESION

Strategic Drivers   Nurturing & Nourishing true inclusivity at NWU through values-driven leadership   *Strategic Benefits*

Strategic Drivers	NWU Focus Areas & Actions			Strategic Benefits
NWU Business Strategy, Values	Organisation: Create the Culture			
	Functions: Accountability, Responsibility, Support		NWU Enabling Practices	Transformation Generational Cohesion & Solidarity
	Team and Employee: Active Involvement			
NWU D&I Strategy	Bold Leadership: Hold Leadership accountable for delivering multigenerational cohesion	Empowering an Age Inclusive Culture: Remove biases in decision making	Enabling Practices: Increase inclusive discipline in HR processes	
Employee Value Proposition (EVP)	Reverse Mentorship Programme (20's-60's)	Inter-generation Courageous Conversations (20's-60's)	Age Discrimination Policy (all)	Employee Engagement, Motivation, Performance
	Midlife MOT (40-60's)	Age bias training (all)	Ageism Recruitment Training (HR)	
	ALL IN Career Development (20-40's)	Mental Health & wellbeing (30-40's)	Youth Succession Planning (20-30's)	NWU Focus Areas & Actions
NWU Employee Engagement	Women in Leadership Programme (30-40's)	Mid-Life ERG's (30-50's)	Employee Life cycle Audit of Age bias	
	Metrics and progress tracking			
Social Economic Context	Change Management		NWU Supporting processes	Future Ready & Future Fit Organization
	Communication			

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DIGITAL TRANSFORMATION

DIGITAL TRANSFORMATION...

➤ The NWU has adopted the Digital Business Strategy (DBS) as a key transformation imperative.

➤ The NWU aims to implement a range of digital initiatives across the organisation to optimise and automate processes, create quality stakeholder experiences, enable new offerings, and provide integrated reporting and analytics to ultimately result in new competitive advantages for the NWU, supporting the positioning of the NWU as an institution of superior academic excellence.

➤ Technology will be at the heart of the NWU strategy.

➤ With the adoption and implementation of the DBS, the NWU has an opportunity to elevate the utilization of innovative technology in order to enhance teaching, learning and administrative functions.

➤ Such activities will result in increased access to education for all, including students with disabilities and those living in rural areas, while also decreasing learning and working disruptions and increasing communication with stakeholders.

➤ The DBS will entail some investments in digital competencies, meaning that staff and students will be upskilled and reskilled to be able to compete in the new world of work. Digital dexterity is a competitive advantage in the digital economy.

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DIGITAL TRANSFORMATION...

DIGITAL TRANSFORMATION GOALS

Goal 1:

- Drive operational efficiency in the various environments of the NWU.

Goal 2:

- Create intentional experiences for all stakeholders of the NWU.

Goal 3:

- Transform the university business model to unlock alternate revenue streams.

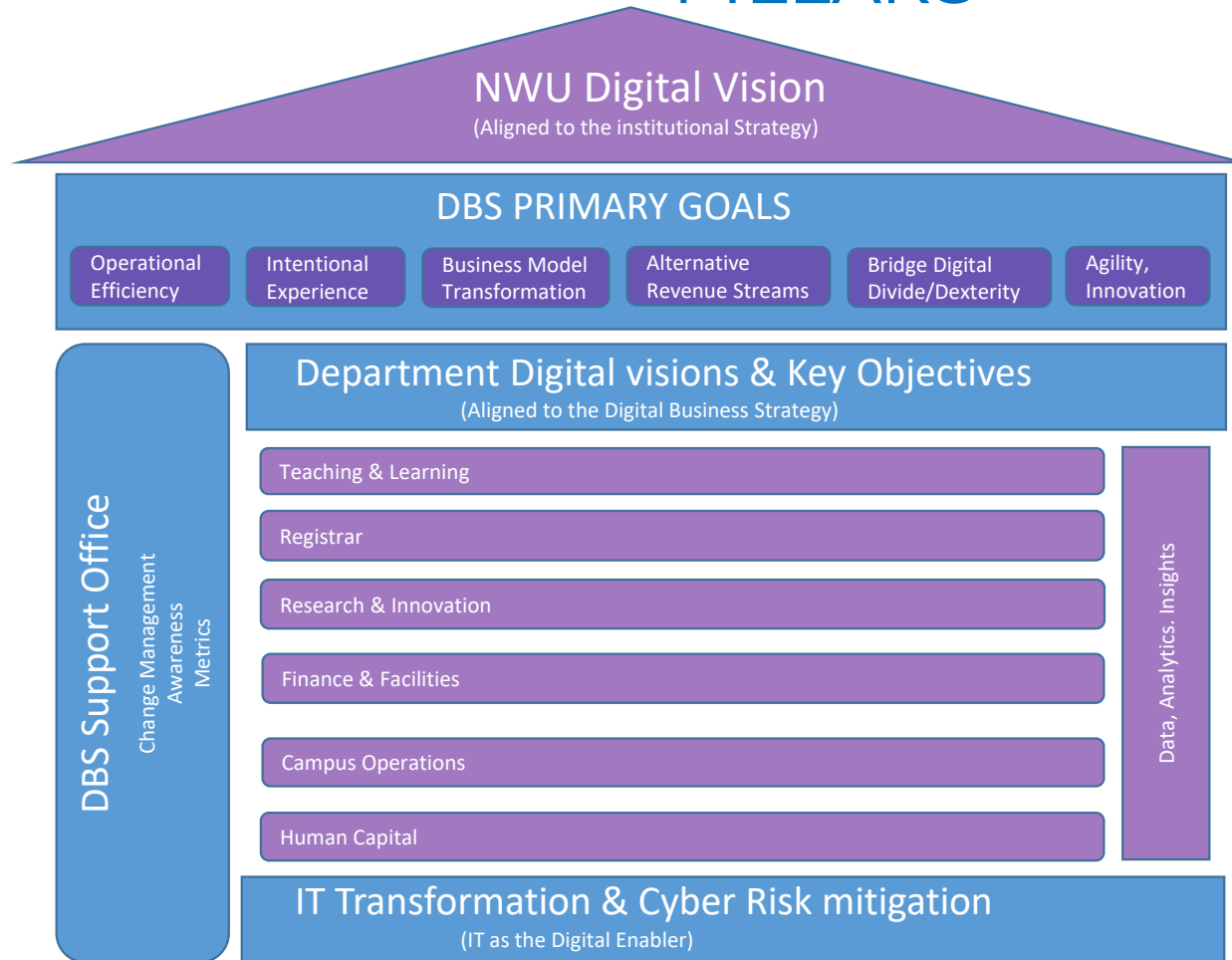***Create an innovation culture within the university***

- An innovation culture is to be established within the university where staff and students are confident to experiment and innovate within their respective environments.

Develop the digital competencies of staff and students

- As the technological nature of the university increases, it is important to ensure that our staff and students have the required digital competencies to function within the digital environment.

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DIGITAL BUSINESS STRATEGY CORE PILLARS

NWU Digital Vision
(Aligned to the institutional Strategy)

DBS PRIMARY GOALS

Operational Efficiency	Intentional Experience	Business Model Transformation	Alternative Revenue Streams	Bridge Digital Divide/Dexterity	Agility, Innovation

Department Digital visions & Key Objectives
(Aligned to the Digital Business Strategy)

DBS Support Office
Change Management
Awareness
Metrics

- Teaching & Learning
- Registrar
- Research & Innovation
- Finance & Facilities
- Campus Operations
- Human Capital

Data, Analytics. Insights

IT Transformation & Cyber Risk mitigation
(IT as the Digital Enabler)

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DBS TRANSFORMATIONAL IMPACT

- Intelligent automation of mundane tasks leads to
  - elevation of staff to more meaningful roles
  - release of budget to invest in HC initiatives

- Improving digital dexterity leads to:-
  - Improved communication flows
  - Better access to opportunities

- Bridging the digital divide leads to
  - Addressing legacy of inequality
  - Improving student throughput
  - Increased employability

Operational Efficiency

Digital Dexterity Digital Divide

Business Model Transformation

Intentional Experience

- Implementing Hybrid/Flexible teaching leads to
  - Expanded access for more students
  - Equitable sharing of specialist resources
  - Early diagnosis and early student intervention leading improved throughput
  - Introduce Agile, Entrepreneurial culture

- Digitally enhanced experience leads to:-
  - Meeting the needs of a digitally savvy student
  - Appealing to the international market thereby driving Internationalization
  - Increased Brand Reputation

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IMPORTANCE OF DIGITAL SKILLS IN DRIVING DIGITAL TRANSFORMATION

➢Digital skills (are) one of the **five foundational pillars** in the World Bank's Digital Economy for Africa (DE4A) initiative- a bold vision to ensure that every African individual, business, and government is **digitally enabled** by 2030.

➢The goal is to drive the **digital transformation of Africa** and ensure its **full participation** in the **global digital economy**.

➢ **Foundational Pillars**:

◉ installation of the digital infrastructure

◉ growth of digital entrepreneurship

◉ development and use of digital platforms and digital services

◉ help to extend the application of digital tools and processes in a wide variety of sectors

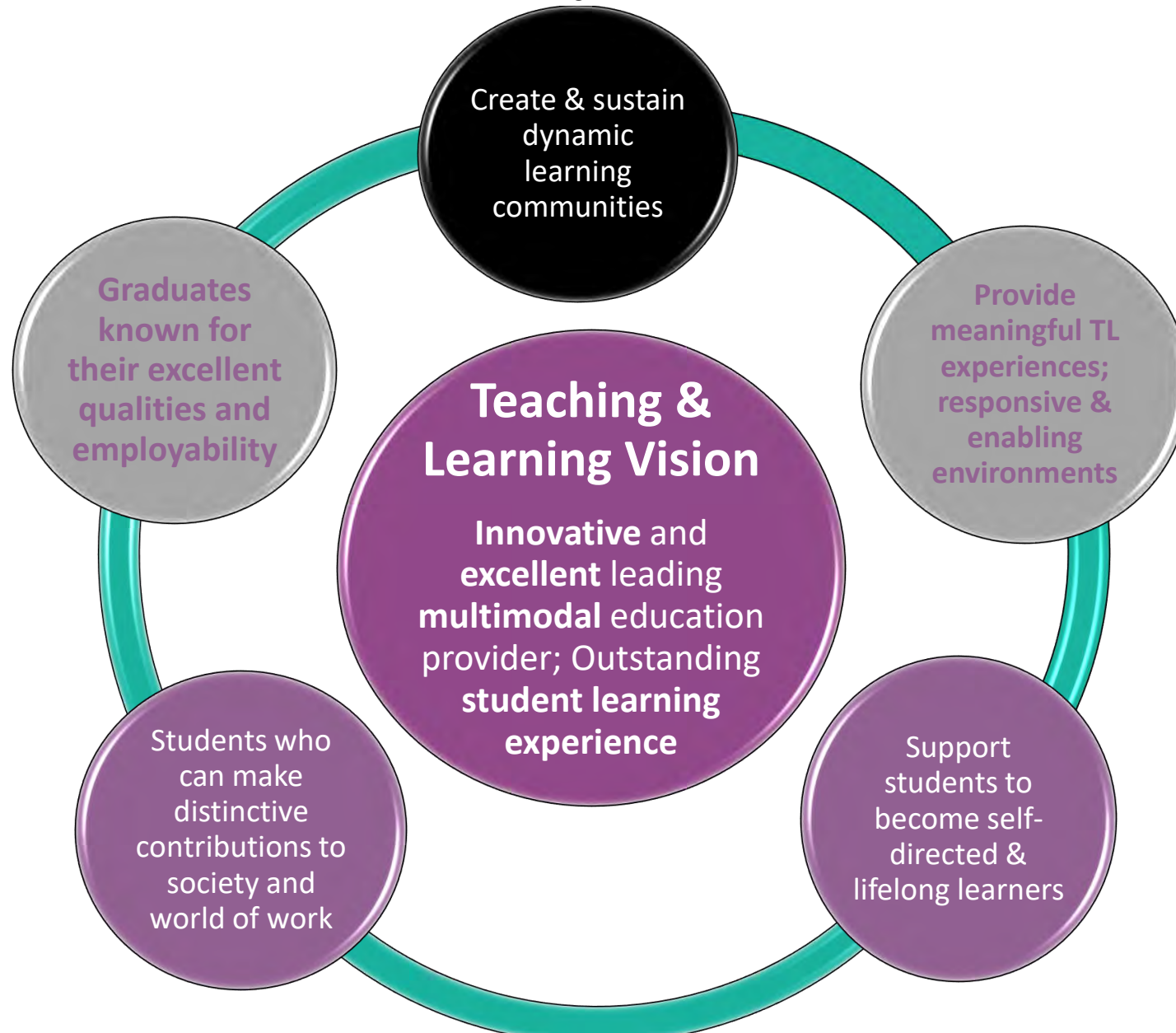◉ digitally literate citizens can better reap the profits of a digitally connected world

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Teaching and Learning Transformation @NWU
From Strategy to Plan to Action: Policy and Planning Drivers

Among the array of teaching and learning policies, strategy and plans at NWU, **the following stand out** as key to enabling transformation of teaching and learning:

- ➢ Declaration of Decolonisation of University Education (2018)
- ➢ Declaration on Open Education Resources (2018)
- ➢ Teaching and Learning Strategy (2021–2025)
- ➢ Language Policy (2022)
- ➢ Faculty Integrated Teaching Learning Plans (3-year cycle)
- ➢ Faculty Language Plans (3-year cycle)

487

Create & sustain dynamic learning communities

Graduates known for their excellent qualities and employability

Provide meaningful TL experiences; responsive & enabling environments

Teaching & Learning Vision

Innovative and **excellent** leading **multimodal** education provider; Outstanding **student learning experience**

Students who can make distinctive contributions to society and world of work

Support students to become self-directed & lifelong learners

NWU Graduate Attributes

Transformation in Research & Innovation
Strategies to **Enhance Global Visibility of NWU's Research**

- ❑ **Boloka: NWU Institutional Repository**
  - ◉ Storing, disseminating and preserving digital scholarly material created by staff and students
  - ◉ NWU-IR enhances the impact of your research, citation and h-index
- ❑ **The Open Journal System (NWU OJS)**
  - ◉ a digital platform on which these journals, and any other journal that Faculty members may be involved in, can be published.
- ❑ Enhance the support for **Author' Profiles** and **ORCID iD**
  - ◉ ORCID Profile update: Integration with NWU Manuscript, Scopus, Web of Science/Publons, CrossRef, DataCite, Google Scholar, etc.
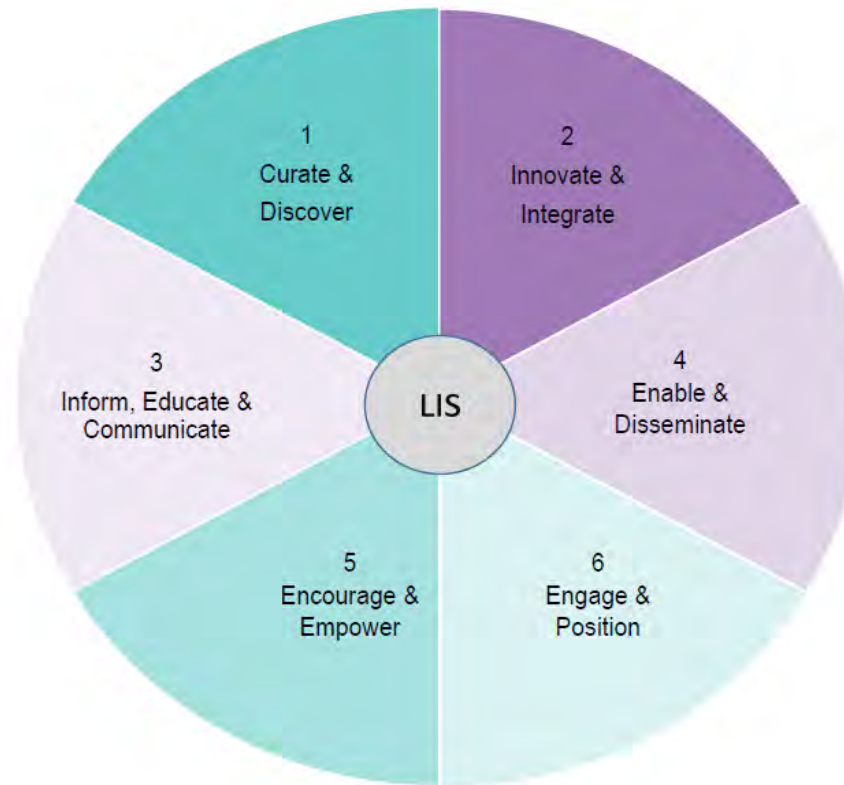- ❑ **Research Data Management Services**
  - ◉ Data citation
  - ◉ Meet funders' requirements
  - ◉ Meet publishers' requirements
  - ◉ Enhance collaboration
  - ◉ Discoverability of raw data
  - ◉ The FAIR Data (findable, accessible, interoperable and reusable)
  - ◉ Data Management Planning (DMP) - DMPTool
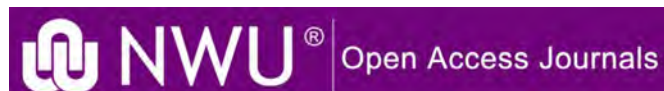
Library & Information Science (LIS)
Enablement & Dissemination of NWU Research to World

Transformative Agreements @NWU
(Read & Publish Agreements)

➢Transformative agreements, also referred to as 'transitional' or read and publish agreements, are contracts negotiated between institutions (consortia and libraries) and publishers in order to maintain access to scholarly content available only through subscription, while supporting the transition to Open Access (OA) publishing.

➢It is a read and publish deal where subscription expenditures are redirected to cover the OA article processing charges (APCs).

➢The NWU-LIS has signed transformative agreements – through SANLiC (South African National Library and information Consortium) – with publishers that will broaden access to NWU scholarship & to support the NWU research community with OA publishing.

➢The NWU-LIS has also independently entered into OA publishing agreements with other publishers that do not have transformative deals *(In progress with BioMed Central (BMC) and Springer Nature OA).*

➢These agreements allow researchers to publish directly to OA with no APCs.

Transformation & Community Engagement (CE)
Global Trends & Main Concepts Defined

Trends

1. CE towards an engaged scholarship in HE is globally a non-negotiable mission.

2. Significant shift from output to also include impact.

3. Moving pragmatically from CE conceptual confusion to engaged scholarship with impact/measurement.

Concepts Defined

1. Community engagement

2. Community

3. Scholarship of Engagement/Engaged Scholarship

4. Engaged Research/Research and Innovation

5. Engaged Teaching and Learning

6. Social justice

7. Sustainability

8. Volunteerism
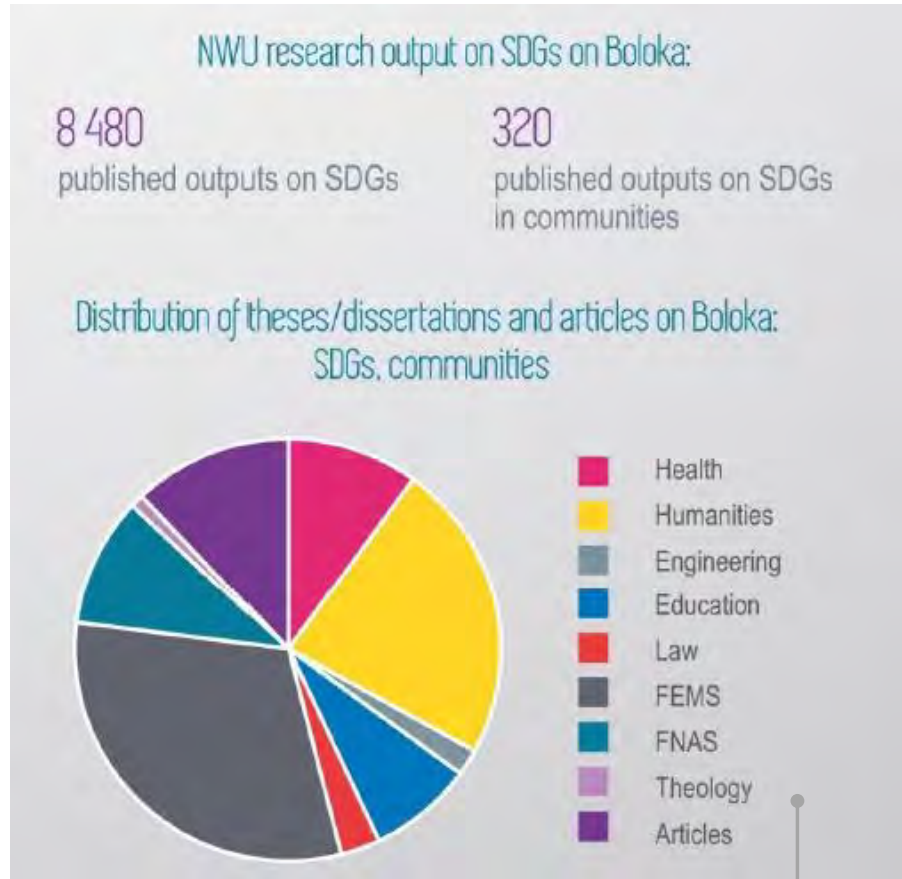
Community Engagement & SDGs
Critical Linkage

Linkage to Sustainable Development Goals:

1 NO POVERTY — 28	2 ZERO HUNGER — 25

| 3 GOOD HEALTH & WELL-BEING — 34 | 4 QUALITY EDUCATION — 227 | 5 GENDER EQUALITY — 8 | 6 CLEAN WATER & SANITATION — 21 | 7 AFFORDABLE & CLEAN ENERGY — 2 |

| 8 DECENT WORK & ECONOMIC GROWTH — 69 | 9 INDUSTRIE, INNOVATION AND INFRASTRUCTURE — 41 | 10 REDUCED INEQUALITIES — 81 | 11 SUSTAINABLE CITIES AND COMMUNITIES — 48 | 12 RESPONSIBLE CONSUMPTION & PRODUCTION — 9 |

| 13 CLIMATE ACTION — 2 | 14 LIVE BELOW WATER — 4 | 15 LIVE ON LAND — 14 | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS — 34 | 17 PARTNERSHIPS FOR THE GOALS — 47 |

Critical note:
- NWU is in the process of approving a sustainability policy.

- Goal 4 (Quality education) highest representation aligns with HEI.

- Goal 10 (Reduced inequalities) aligns with NWU's social justice mission.

- Goal 8 (Decent work and economic growth) aligns with National Development Plan 2030

Recommend:
- Define sustainability indicators to plan, monitor and evaluate all CE activities.
- Investigate participating in ranking/ratings of CE activities.

NWU Research on SDGs

NWU research output on SDGs on Boloka:

8 480
published outputs on SDGs

320
published outputs on SDGs in communities

Distribution of theses/dissertations and articles on Boloka: SDGs, communities

Legend:
- Health
- Humanities
- Engineering
- Education
- Law
- FEMS
- FNAS
- Theology
- Articles

A publication footprint on SDGs is evident based on Boloka Repository.

Critical note:
- Although SDGs do feature in NWU academic outputs, only 0.04% thereof acknowledge "Communities".

Recommend:
- Titles and keywords from publications should reflect the NWU's CE activities.

Overview of CE Activities from CE Database
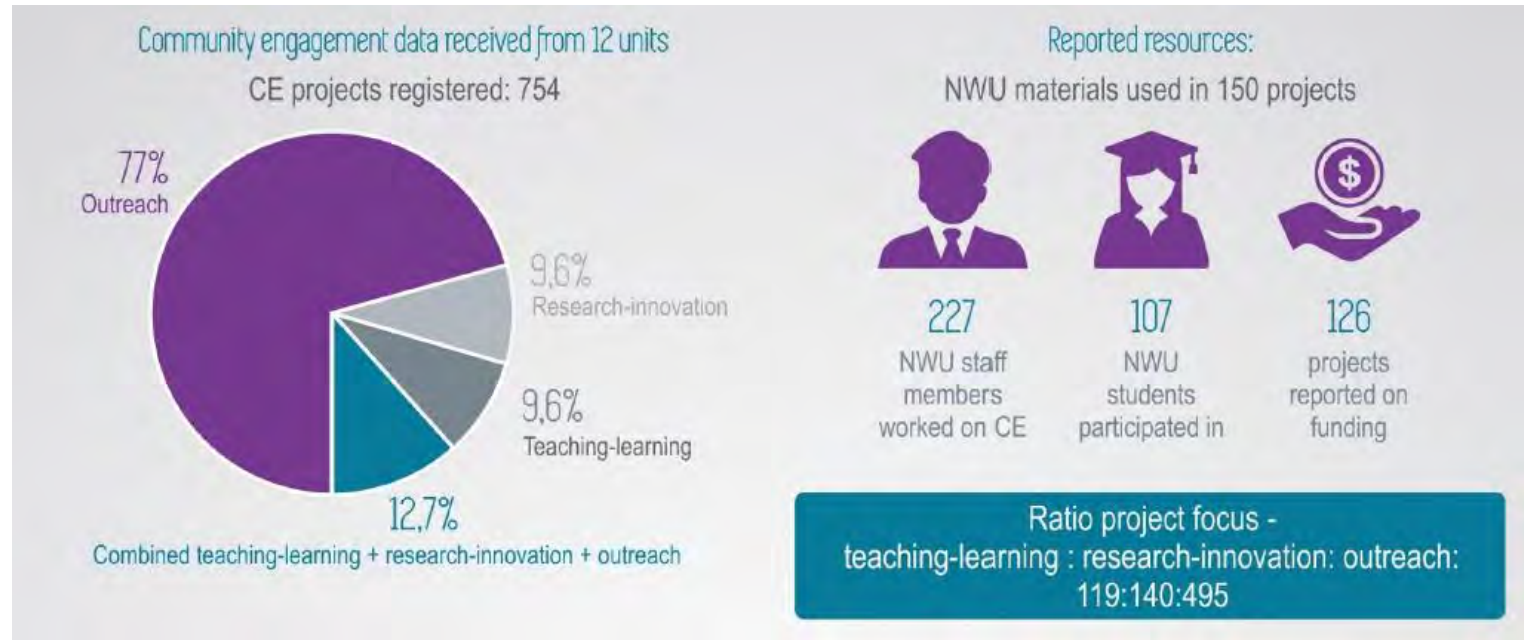
Critical note:
- Outreach is the 1st level of CE, not reciprocal, not sustainable and deficit-focused.
- A shift is required from outreach to a balanced engaged scholarship.

Recommend:
- Engaged scholarship requires an asset-based approach, reciprocal relationships and impact measurement.
- Must be integrated into T-L, R-I and volunteerism.

TRANSFORMATION OF PROCUREMENT SPACE

- NWU Council approved the 10 Preferential Procurement Principles on 18 March 2019
- The Principles were incorporated into Financial Policy and Preferential Procurement Strategy approved by Council on 28 July 2020
- Operationalized the policy and strategy into the process and continually improving
- Community Liaison Officers appointed on all 3 campuses, specifically for Procurement
- Targeting inclusion of designated groups and SMMEs through quotes and closed tenders
- Achieved the target of 50% of controlled spend with 51% and more black-owned suppliers in 2021 and marked improvement in all categories
- Many success stories of inclusion and successful completion of projects by developing SMMEs
- Continuous process to operationalize the strategy and to improve inclusion
- Large suppliers joined hands with NWU in enterprise and supplier development.

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TRANSFORMATION OF NWU PROCUREMENT SPACE: FIGURES

% SPEND PER CATEGORY						
CATEGORY	AMOUNT 2021	% OF TOTAL	AMOUNT 2020	% OF TOTAL	AMOUNT 2019	% OF TOTAL
Total conrolled supplier spend	1 527 595 464	100.00%	1 067 082 899	100.00%	1 204 142 982	100.00%
Recognised BBBEE spend	1 338 038 406	87.59%	815 560 997	76.43%	849 284 003	70.53%
QSE spend	490 495 076	32.11%	237 334 192	22.24%	305 575 408	25.38%
EME spend	373 079 972	24.42%	223 557 240	20.95%	82 236 812	6.83%
Black owned spend 51%	776 933 372	50.86%	430 943 574	40.39%	381 823 419	31.71%
Black women owned spend 15%	521 104 968	34.11%	297 744 535	27.90%	125 725 001	10.44%
BBBEE level 1 spend	717 928 928	47.00%	246 869 402	23.13%		
BBBEE level 2 spend	225 114 493	14.74%	235 373 588	22.06%		
BBBEE level 3 spend	44 603 505	2.92%	31 410 905	2.94%		
BBBEE level 4 spend	250 721 441	16.41%	165 040 380	15.47%		
BBBEE level 5 spend	10 745 393	0.70%	24 584 678	2.30%		
BBBEE level 6 spend	22 521 418	1.47%	43 997 593	4.12%		
BBBEE level 7 spend	41 199 312	2.70%	50 530 735	4.74%		
BBBEE level 8 spend	25 203 918	1.65%	17 730 304	1.66%		
BBBEE non compliant spend	189 557 058	12.41%	251 545 314	23.57%		

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Transformation @NWU
What Would Success Look Like?

➢ Increased focus on students and staff **access to information and resources.**

➢ Critical reflection on **ethical practices.**

➢ NWU **governance development: Diversity and Inclusivity in both the students and staff structures –** establishment of improved and effective policies.

➢ **Entrenching multilingualism** and the development of African languages.

➢ Multi-generational Cohesion: **employment equity and diversification** of staff demographic profile: Culture, Values and Inclusivity.
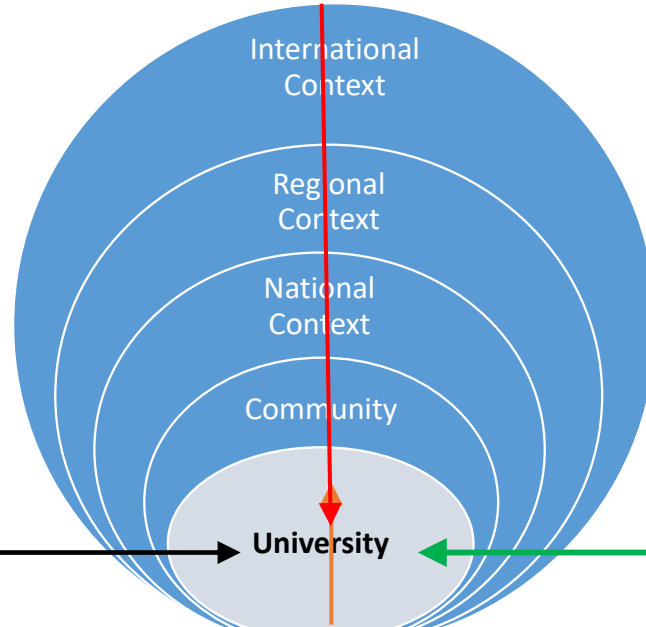
# GIVING EFFECT TO TRANSFORMATION

How do we plan and commit to a comprehensive journey?

➢ Include everyone, even the unwilling

➢ Foster emotional commitment

➢ Promote citizen-led innovation

➢ Focus groups sessions

➢ What are the various steering committees that we have at NWU?

➢ What does success look like from a transformation agenda point of view?

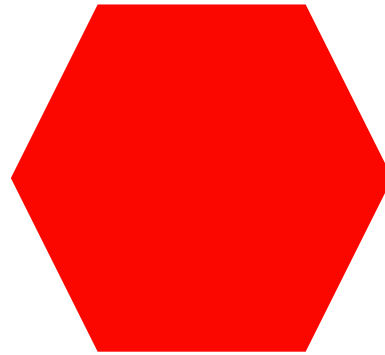➢ How are we tracking and monitoring the progress?

"I have seen that in any great undertaking it is not enough for [one] to depend simply upon [oneself]." — Chief Isna-La-Wica, Teton Sioux chief.
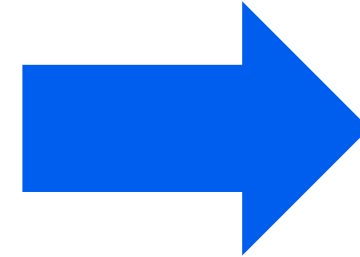
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HOW CAN WE SCALE UP ON A TRANSFORMATION JOURNEY?
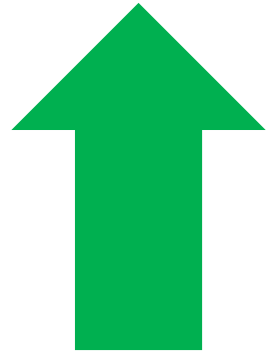
Start doing

Stop doing

Keep doing

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Transformation @NWU: The NEXT Steps

Checking our Understanding of Transformation

- Each UMC member will be given an opportunity to outline their understanding of Transformation and how their relevant Faculty/Division has adopted transformation in response to the 10 Transformation Goals of the NWU.
- (Self-Evaluation Process)

The Relevance and Adequacy of the 10 NWU Transformation Goals

- The 10 Transformation Goals of the NWU will need to be evaluated to determine relevance and adequacy; there may be a need to have a consultation process that may entail the revision of the NWU Transformation Goals. In responding to the transformation activities in their respective spaces, the UMC member will also have to confirm the relevance and adequacy of the 10 NWU Transformation Goals.

Compilation of our Understanding of Transformation

- Once every UMC member has been given the opportunity to present an outline of Transformation in their respective spaces and how the transformation activities respond to the 10 NWU Transformation Goals, then the next step will be a consolidation of the report and enlist the services of an expert on transformation to evaluate the progress and adequacy/relevance of our transformation agenda.

The New Transformation Road Map

- Once the evaluation has been completed and recommendations received, then the new transformation agenda will be drawn up.

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