

Thetha

Alumni & Friends Magazine
Special Covid-19 Edition

October 2020

Your legacy will live on,

Lungile

Our pandemic heroes

Keeping campus safe and running

#MaskUpMandela campaign
Change behaviour, save lives

Tourism Trends

Weathering the perfect storm

Convergence Fund

A pandemic lifeline

Back to business

Ad-man Mike Abel on advertising's future

ICT solutions break new ground

IN SERVICE TO OTHERS

Mandela University steps up to the plate

NO STUDENT LEFT BEHIND

Bold plan to rescue 2020 academic year



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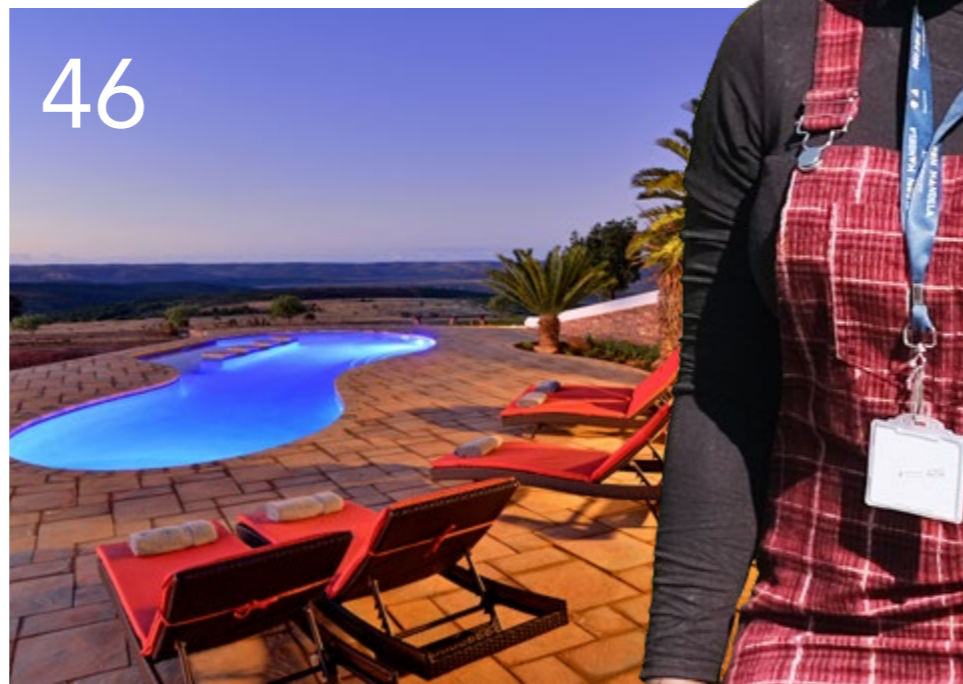
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Navigating COVID-19's uncharted waters

Welcome to this, the fourth edition of *Thetha*, our alumni and friends' magazine, with its special focus on COVID-19 – the global pandemic that has irrevocably changed our lives forever. Like every individual, organisation, community and country, Nelson Mandela University has been navigating the uncharted waters unleashed by an invisible enemy whose presence continues to impact lives and livelihoods.

With no roadmap or how-to guide, each of us has, in some form or another, been adapting or adjusting to new ways of living, working and studying. Or to use the quote, "we're building a boat, while sailing".

This edition reflects that journey to date – the building of our boat, of its many captains and heroic crew members, of our sailing partners within and beyond our shores, and of the many lessons learnt as we endeavour to enable all 28 000-plus students to complete the 2020 academic year under very trying circumstances.

It's not been easy. We have lost much, including those nearest and dearest to us, like our own Executive Dean of Health Sciences, Professor Lungile Pepeta, whose memory will live on in the positive impact he had on so many ([see page 5](#)).

But we have grown, too.

Automation, digitalisation and artificial intelligence have become fundamental drivers of our new reality. What we are experiencing today is no longer just the screenwriters' script for a sci-fi movie. And, our crew – our staff, students and alumni – have rapidly adapted to acquire the new digital skills to continue sailing while working and studying remotely.

As a university in the service of society, however, it can never just be about us, but rather what we can do with and for others. When the National State of Disaster was announced and life under lockdown began in March, staff, students and alumni needed no reminder. Many dived straight in, offering their time, talents and finances to support and develop innovative solutions to the many challenges triggered by the pandemic. Read about that response on [pages 8–39](#).

Read too about the frontline heroes; those who are keeping the campus safe and functional under the COVID-19 compliance regulations ([pages 31–33](#)).

While we do not know when the present choppy waters will become calmer and we eventually find a safe harbour, we do know that the world will never be the same again.

To this end, leading alumni from the automotive industry, tourism and marketing share their predictions for the future, along with our own futurist guru, Professor Chris Adendorff ([page 41](#)). Their efforts make us proud.

We hope these stories, and the ongoing efforts of the Alumni Relations Office, will inspire you too.

For more, go to www.mandela.ac.za/coronavirus

Debbie Derry
Editor

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Design: Juliana Jangara

Photography: Many thanks to all who contributed images to this publication

Cover image: The Mandela Bench – public art piece situated on the University's South Campus

Disclaimer: All information contained herein was correct at the time of going to print. The University cannot be held responsible for any changes or developments that may take place.

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Sanlam Student Village

Your legacy will live on, *Lungile*

(1974 – 2020)

Vice-Chancellor Professor Sibongile Muthwa pays tribute to Nelson Mandela University's Executive Dean of Health Sciences Professor Lungile Pepeta, who passed away from COVID-19 on 7 August, aged 46.

I can still hear Professor Lungile Pepeta saying, "I almost don't believe that we have come this far" while he was standing in one of the University's lecture halls for our new medical school. He had worked tirelessly to get the medical school off the ground.

At the beginning of 2021, when we are due to enrol the first cohort of students for our MBChB degree, we will be looking for Prof Pepeta, or Lungile as we called him, to see his youthful smile and shining presence acknowledging, "We have done it!"

Lungile was a paediatric cardiologist, Professor and Executive Dean of our Faculty of Health Sciences, with its approximately 4000 students. The loss of Lungile is a loss for the whole higher education sector and country, and Nelson Mandela University is devastated that he is gone. To think that we will never see him again is too hard to bear, and all our students and staff members feel it deeply. As has been said in the many tributes to Lungile, a giant tree has fallen.

Our hearts are with his wife Dr Vuyo Pepeta, and his daughter Kungawo and son Lungaka. He loved his family and community, and we loved him. He was not only our Dean, he was a rare, shining presence in so much darkness.

A giant among us

Paying homage to Lungile, Health Minister Dr Zweli Mkhize said: "South Africa has lost one of her best sons – confident, knowledgeable, articulate,

inspiring and one of the top thinkers, a brilliant mind, an outstanding academic and a pioneering researcher. He was a visionary who held high hopes for our country and an innovator who always harboured dreams of a better South Africa and spent time figuring out strategies to take this nation to the future of his ideals."

Lungile personified everything that is good about our country. Born, raised and schooled in Mbizana in the rural Eastern Cape, where he was laid to rest, he pursued his dreams and showed what can be achieved.

Dr Basil Brown, the former Head of the Department of Cardiology at Port Elizabeth Provincial Hospital worked with Lungile from 2009 to 2017, when Lungile was Head of the Department of Paediatrics at Dora Nginza Hospital in Port Elizabeth. Dr Brown described the impact that Lungile made on the delivery of paediatric cardiology services:

- Since 2009, the number of cardiac catheterisations done increased from 10-20 a year to more than 150 a year
- The number of open-heart operations on children doubled from about 30 to around 60 a year
- The HPCSA accredited his department for the training of paediatric cardiologists and under

“
The loss of Lungile is a loss for the whole higher education sector and country, and Nelson Mandela University is devastated that he is gone.”

his tutelage at least four paediatric cardiologists have qualified while working at Dora Nginza and other provincial hospitals. One of these, Dr Adele Greyling, went for further training overseas and qualified as the first paediatric electrophysiologist in South Africa

- He supervised the training of at least 20 specialist paediatricians at Dora Nginza
- He pioneered the use of devices for repairing cardiac defects, establishing himself as one of the best interventional paediatric cardiologists in the country.

A University pioneer

Lungile had similar impact at Nelson Mandela University when he took up his post as Executive Dean in 2017.

He championed the Faculty of Health Sciences' interprofessional education approach, in which all health professionals train and work together. He emphasised how their scope of practice would be enhanced by the medical school, as every discipline will have a presence in the clinical space, and all health sciences professionals will be working together as equals and feel equally valued and heard.

He was a pioneer and innovator, opting for new approaches to

better serve all South Africans. Our new medical school, according to his vision, is based on a comprehensive approach to medicine that focuses equally on the four pillars of medicine – disease prevention, health promotion, treatment and rehabilitative medicine. He was clear that “the system will produce well-rounded general physicians, trained to practise in diverse communities

– from our cities to our deep rural areas.”

Reverend George Makhabeni of the Methodist Church in Mbizana, who spoke at Lungile’s funeral, called him “one of that rare breed of good men”. He said: “Good men rise up in difficult situations. Lungile was one of them. It was in his nature to help and to speak out.”

Lungile was outspoken about how politicians needed to put aside their differences and unite in the battle against COVID-19. He was equally outspoken about how the pandemic had exposed weaknesses in the health system in the Eastern Cape and nationally.

In several articles in the media, written in collaboration with Professor Fikile Nomvete, gastroenterologist and Medical Programme Director of our Medical School, they stated: “The clinicians and all the health services teams in our hospitals are in direct contact with COVID-19 patients; they are at the frontline of the fight against the pandemic, yet their voices are not being sufficiently heard in terms of what is happening, what is needed and the support they need.”



- 01 Prof Lungile Pepeta
- 02 Prof Lungile Pepeta and Dr Khanyisa Makamba in Cuba
- 03 Prof Lungile Pepeta on the building site of the medical school on Missionvale Campus
- 04 Prof Lungile Pepeta and Dr Khanyisa Makamba with South African students at the Medical University of Sancti Spiritus in Cuba



Fighting the good fight

In collaboration with Dr Litha Matiwane, Deputy Director-General of the Eastern Cape Department of Health, whom Health Minister Dr Zweli Mkhize deployed to the Nelson Mandela Bay Metro in April this year, Lungile led our whole Faculty of Health Sciences in working with clinicians and health workers to support them and respond to the needs of the public health service.

He strongly appealed for critical vacancies for nurses, radiographers, clinical physicians and clinical epidemiologists in our public hospitals to be filled.

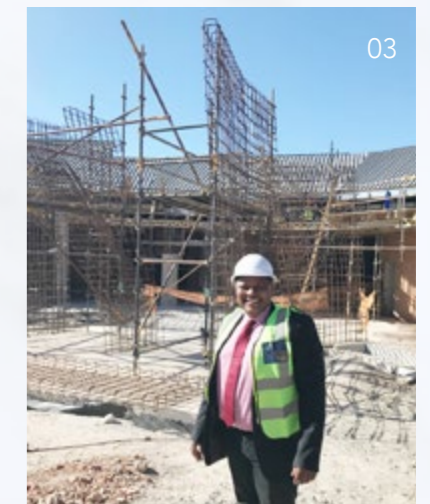
He was in constant contact with government officials, urging that the COVID-19 guidelines be changed to enable effective containment of the pandemic through stratified testing, with the most at-risk groups prioritised.

“Lungile personified everything that is good about our country.”

Lungile led from the front and his constant exposure to the virus in hospitals and communities, as is the case with all our health services professionals, was just too great. Many lives have been claimed and he was taken from us on 7 August.

One of our political science postgraduate students, Asemahle Gwala, said in his tribute: “What set Prof Pepeta apart was his unmatched love for humanity that propelled those who could not fly to soar to the sky.”

There is so much to say about Lungile, and the difference he has made to so many lives. He established a legacy that will live on through our staff and students. His spirit is soaring to the highest now and at the same time he will always be with us and we will make sure that his bright light never dims.





NELSON MANDELA UNIVERSITY

Zikhusele. Ukhusele nabanye.


Ngokunxiba kwakho i maski awukhuseli ubomi bakho kuphela, kodwa ukhusela ubomi babanye abantu obakhathalelayo kakhulu. Zibandakanye kwi ntshukumo i #MaskUpMandela ukwenzela ukubonakalisa inxaso yakho kwabo bancamayo, bencamela ukusisebenzela thina kunye nelizwe lethu ngelixesha. Lena ngenye yendlela ezininzi esidlala indima kwi #FlattenTheCurve.

UKUQUBUKA KWE CORONAVIRUS TSALELA UMNXEBA KWI NOMBOLO KA ZWELONKE: 0 800 029 999 08h00 - 16h00 (Ngomvulo-Ngolweshlanu)







Yinxibe xa uphuma endlini



Zama ukungayiphathathi



Yihlambe qho emva kweentsuku ezimbini



Qinisekisa ukuba yogquma impumlo nomlomo

IT IS IN YOUR HANDS

the fight against covid-19


NELSON MANDELA UNIVERSITY


Change the World

Protect yourself. Protect others.


By wearing a mask you not only protect your life, but also the lives of those you care about the most. Join the #MaskUpMandela movement and show your support to those who are sacrificing to serve us and our country during this time. This is one of many ways we are playing our part to #FlattenTheCurve.

CORONAVIRUS OUTBREAK national HOTLINE: 0 800 029 999 08h00 - 16h00 (Monday - Friday)







Wear it when you go out



Try not to touch it



Wash it every 2 days



Make sure it covers nose & mouth

#MaskUpMandela campaign

The awareness stories, calls for volunteers, free posters and mask patterns and advertising have one goal in mind – changing behaviours to save lives, writes Debbie Derry of the University's #MaskUpMandela campaign

If we can change behaviour, we can save lives.

It's as simple and as difficult as that. If we are able to get a nation to wash and sanitise their hands, practise social distancing and wear a mask, we can make a marked difference in saving lives amidst the COVID-19 pandemic, as those countries already accustomed to "masking up" can attest.

And so, as an institution of higher learning whose core business is education, Nelson Mandela University initiated its #MaskUpMandela campaign early in March to create awareness and call staff, students and the wider community to "mask up" in protecting themselves and others.

To aid the University as part of a national call to this end, it

established a webpage that houses #MaskUpMandela webpage (<https://www.mandela.ac.za/News-and-Events/Coronavirus-Information/-MaskUpMandela>) educational resources:

- Free posters in all languages
- Mask patterns to download
- Educational and inspirational stories about those who are making and receiving masks

- A site for volunteering services
- A cartoon series, in three languages, called the eRona Times, demonstrating prevention measures as our best defence against the virus.

In addition, the University is running an extensive regional marketing campaign in the province, which has been a COVID-19 hotspot, under the tagline of "It is in your hands".

NELSON MANDELA UNIVERSITY

CORONAVIRUS (COVID-19)

THE NATIONAL DEPARTMENT OF HEALTH STATES THAT:

Everyone must wear CLOTH face masks when in public.

Members of the public must not use N-95 and surgical masks; medical masks remain reserved only for healthcare workers.

Hand washing and social distancing still remain the best ways to fight COVID-19.

CORONAVIRUS OUTBREAK NATIONAL HOTLINE: 0 800 029 999

For more information on COVID-19 go to: <https://www.mandela.ac.za/coronavirus>

All information sourced from The National Department of Health

NELSON MANDELA UNIVERSITY


Beskerms jouself. Beskerms andere.

Deur 'n masker te dra, beskerm jy nie net jou lewe nie, maar ook die lewens van diegene vir wie jy die meeste omgee. Sluit aan by die #MaskUpMandela beweging en wys jou ondersteuning aan diegene wat opofferings maak om ons en ons land te dien. Dit is een van die vele maniere hoe ons ons deel doen in #FlattenTheCurve.


CORONAVIRUS-UITBREKING NATIONALE NOODLYN: 0 800 029 999 08h00 - 16h00 (Maandag - Vrydag)




Dra dit as jy uitgaan



Probeer nie dit daaraan te raak toe



Was dit elke 2 dae



Maak seker dit bedek neus & mond

Given the historical, innate aloofness of higher education institutions, focusing Nelson Mandela University on genuinely working in service of society is not an easy task – but this is exactly what we are doing.

By Professor André Keet

Re-positioning Mandela University in the service of society

Convergence Fund

Almost all universities claim to 'engage' society, but they may do so in the form of patronising, paternalistic charity. Ironically, this 'pseudo-engagement' increases social distance between institutions and the very communities that they wish to serve – and marginalises the wealth of education offered by the people in those communities.

Universities miss out on the key learnings offered by society, and which are based on real life and the everyday; most public customary knowledge is therefore not absorbed, understood or suitably utilised.

Bucking the trend

Universities generally view their local communities – and the work they do 'for' communities – as part of a branding exercise, rooted in ongoing institutional competition and with the aim of gaining 'points'.

This unhealthy obsession with an almost meaningless rating regime also disrupts the potential for a new, community-oriented, social justice-led character for the South Africa university sector.

Mandela University, however, is committed to working against these trends.



Two years ago, Vice-Chancellor Sibongile Muthwa challenged the University community, asking: how can we drive social justice and serve the public good, together with a strong, robust and relevant academic project?

The answer, she said, was to interact fully with the vibrant communities which we serve, in fluid and equalising ways, through hubs of convergence.

Prof Muthwa further challenged the University to reimagine engagement as the co-creation of platforms, places and spaces, where the community-society-university converge to collectively respond to the harsh challenges of our times.

Emergence of convergence

The establishment of the **Mandela University Convergence Fund**, which is aimed at supporting vulnerable communities adversely affected by a myriad of socio-economic challenges, is a central

intervention in the University's overall project.

The Fund provides an opportunity for people to cultivate humanity through their contributions. The equalising and humanising coming-together of University and community is a key organising principle of the Fund.

Since its launch, in mid-May this year, the Fund has raised more than half a million rand from staff and the broader University family. The funding has been utilised in partnership with credible civil society structures in the Nelson Mandela Bay Metro and George. The initial interventions focused on safe food and other material relief because that need was – and continues to be – urgent.

Current interventions have expanded the safe food relief concept with an eye to longer-term sustainability, particularly through supporting community kitchens and food gardening teams to strengthen local, collective and solidarity-based food systems.

Other areas of focus include the elderly, survivors of gender-based violence and people at

risk of defaulting on chronic medication, due to hunger. Resource allocation elsewhere also applies, based on advice from implementing partners.

The Fund is managed through the Mandela University Trust, which is independently audited, and overseen by trustees who ensure that there is accountability and transparency in its deployment.

Moving forward

Our Vice-Chancellor's daring proposition to reverse, undo, re-think and reconstitute has been central to the University's academic and social project over the past two years.

As the COVID-19 pandemic swept the globe and country, it reinforced and made more urgent Nelson Mandela University's commitment to be 'in service to society'.

The pandemic proved to be more than a health crisis. The unprecedented occurrence in the history of our young country's democracy highlighted

Caring for the community

Nelson Mandela University played a critical role in the pandemic response, working closely with government, individuals, companies and local communities to provide solutions.

- **Engineering network.** Ventilator production, face shields and sanitisers, etc. Currently, in partnership with SASOL, sanitiser production focuses on donations and distribution to the community.
- **ICT solutions.** A range of apps and programmes were developed and employed, most notably a paperless, cloud-based solution for the field hospital in Port Elizabeth.
- **Academic expertise.** Our Faculty of Health Sciences was involved in several interventions, while scientists and academics across all faculties offered their skills, research and programme initiatives – all based on social relevance.

- **Online events.** Seminars and community discussions were a core focus, with the community convergence workstream gathering several crucial projects under a collaborative engagement umbrella.
- **Community projects.** These include, inter alia, counselling support for community healthcare workers, solidarity-based engagement around sustained, co-operative community food systems, building an archive of resources to support activists and organisations, promoting citizen reporting and exploring food and material relief efforts.

the glaring socio-economic inequalities weaved into South Africa's fabric.

The University stepped up to the plate, dramatically escalating its engagement efforts in response to COVID-19 challenges.

The University is also part of national and global research networks and programmes, serves on both the Eastern Cape's and Nelson Mandela Metro's Extended Provincial Command Councils, and offers advisory support and services in education, health, economic and human settlement spheres.

More than a lifeline

During this challenging year, poverty, hunger and food insecurity, together with other forms of deprivation, were again underscored as a critical area of social suffering for the materially poor, who are otherwise rich and valuable communities forced into even greater hardship through unemployment and job losses in both formal and informal sectors.

These everyday struggles for survival are central to the renewed consciousness and spirit of the University.

While the state plays a central role, it is proven that social action, steered by communities in collaborative relationships with others, is the most productive and ethically-sound way to approach community-based work.

Our engagement approach is informed by our conviction that communities are innately resilient and enterprising, and that partnering with them is an equalising and mutually beneficial relationship for both parties, enabling the University to sharpen its social justice intentions with, hopefully, a pragmatic and lasting impact.

For more information about the work of the Convergence Fund, please visit www.mandela.ac.za/News-and-Events/Coronavirus-Information/Convergence-Fund or contact Dr Ossie Franks on email: oswald.franks@mandela.ac.za or mobile: +27 082 889 6967.

Our external response to the community during COVID-19

Together WE CAN

By Beth Cooper Howell

Mandela University’s ongoing pledge to being in service to society sprang into action during the gruelling first months of coronavirus, as the COVID-19 Co-ordinating Committee (CCC) harnessed our knowledge and expertise to partner with others in beating the pandemic.

These pages showcase a selection of the sterling innovations and initiatives offered by our staff and students, from feats of engineering in the design and production of critical health resources, leading-edge ICT solutions and food aid, to futuristic data modelling and creative, compassionate campaigns designed to educate and empower local communities. Because together, we can.

Call to action

Nelson Mandela University rallied its troops in the early days of COVID-19, providing a suite of skills and expertise to support local and provincial government’s efforts.

- **Health resources.** Design, production and distribution of hand sanitisers, face shields and masks, goggles, lab gowns, gloves, intubation boxes, ventilators, 3D printing

availability and a mobile testing unit.

- **Research and engagement.** Our microbiologists provided expertise in virology and pandemic response; faculties partnered to create ICT solutions for COVID-19 management (track and trace, case identification) and our senior academics offered skills and round-table discussions on the critical role of data modelling and how to respond to the disease’s impact on both basic and higher education.

“We are known as a University in the service of society,” said Vice-Chancellor Professor Sibongile Muthwa.

“As public universities, we have three missions: research and innovation, learning and teaching, and engagement. Therefore, we have an obligation to respond, to stand and raise our hands – particularly as we are named after Madiba.”

Wear a Mask, Save a Life

The #MaskupMandela campaign touched the lives of thousands of individuals and organisations throughout the greater Nelson Mandela Bay area.

WE CARE

Over 100 masks were donated to staff and residents of Cheshire Homes in Summerstrand, Port Elizabeth, by the Faculty of Humanities, represented here by Prof Pieter Binsbergen (back, second from left) as part of the University’s #MaskUpMandela campaign.



Walk the talk, wear the mask!

The Nelson Mandela University Psychology Society posed a challenge to students, staff and the South African public at large: to take part in its mask selfie competition.

Running on social media, the competition – “nmumaskupchallenge” – challenged entrants to take a creative mask selfie, post it to their Facebook or Instagram pages, and challenge a friend to do the same.

ALL SMILES

Third-year media and communication students created exciting ideas for children’s masks, then designed and delivered them to Alfonso Arries Primary School in Bethelsdorp. Staff in various faculties signed up to sew masks, while an appeal to the public to get sewing was also successful.



Science, statistics and saving lives

Behavioural change remains key in the fight against COVID-19.

Mandela University took the lead in research and discussions around data modelling. This is because it is a vital tool for answering the burning question in any disease pandemic: when is the peak?

The institution hosted a webinar in June to address the role of data modelling in trying to predict an answer to this question, using various data models.

Predictions made through data modelling have been key to the national response to the pandemic. They have helped predict the scale of the pandemic's impact relative to the country's health system capacity, while also being used to gauge the success of government's policy regulations and intervention strategies.

The answer to that 'burning question' remained a simple one, according to Nelson Mandela University Professors Azwinndini Muronga, Darelle van Greunen and the late Lungile Pepeta: "It is in our hands."

“ Predictions made through data modelling have been key to the national response to the pandemic. ”

Digital solutions save the day

The Centre for Community Technologies (CCT) took centre stage in pioneering technological innovations over COVID-19.

The urgent need for digital solutions became a priority worldwide, with the CCT leading the local charge.

"There is recognition in the importance of how technology can assist us to make far quicker decisions and to be more ready (for fighting COVID-19)," said CCT Director Professor Darelle van Greunen.

Apart from the team's work as part of the University's Coronavirus Co-ordinating Committee's collective response to the COVID-19 challenges, Prof Van Greunen also facilitated the work of the IT and Data workstream

for the Nelson Mandela Metro on the Joint Operating Committee.

ICT projects included:

- **Online COVID-19 self-screening tool** for staff and students
- **Automated facilities and stock management tool** to better manage provincial stock and equipment, such as beds, medical machinery and personal protective equipment
- **A COVID-19 contact trace and track tool**
- **The Yabelana App**, helping older people to access services and information in South Africa's largest townships
- **ICE Readiness of Schools** app to help schools assess their readiness for e-learning
- **TjopTjop**, an app co-designed by Nelson Mandela University and North-West University, aimed at assisting schools and businesses with faster entrance point screening and accurate digital records.



JUST ONE CLICK: Prof Darelle van Greunen, Director of the CCT, demonstrates the newly created Yabelana app.



TECH SAVVY: The TjopTjop app helps schools and businesses to screen faster – and more accurately – at entrance points.

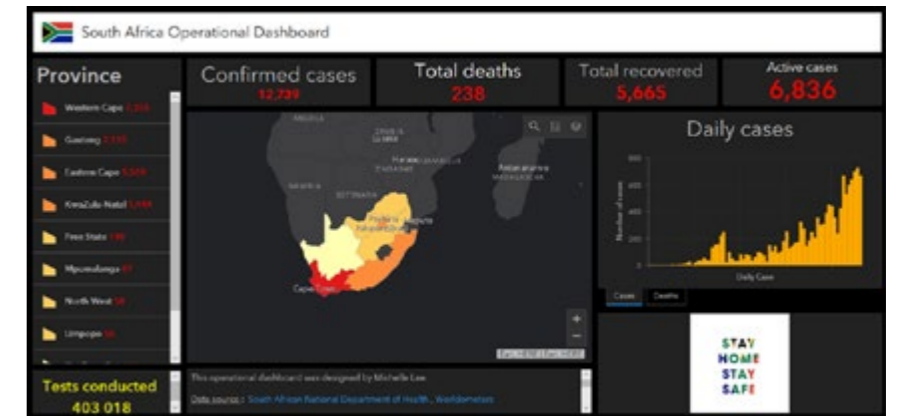
Plotting a disease

Research plays a pivotal role in pandemic prevention and management – and the work of students can pave the way for significant developments in this field.

Geographical Information Systems honours' student Michelle Lee, for example, came up with the goods by creating an operational dashboard for COVID-19 in South Africa.

The map is similar to the famous John Hopkins University map.

While still in development, Lee's study will assess the role of interactive mapping for disease surveillance.



The COVID-19 mapping dashboard being developed by Geography honours' student Michelle Lee.

E-learning project reaps rewards

The Accounting Sciences Department piloted an online tutorial project to promote online learning in their department – with excellent results.

Staff members Tarish Jagwanth, Lee-Ann MacPherson and Feroza Oliveria, in conjunction with e-technologist Andrew Thuo, conducted extensive research to launch the tutorial during lockdown via the Microsoft Teams Live Event Function.

During the pilot, the students were seated in the normal tutorial venue, whereas the tutor, who would normally conduct a face-to-face tutorial, was instead located in the lecturer's office.

The interactive session was a nod to the future of blended education, with physical and virtual teaching and learning a likely duet.

Helping hands for health

Mandela University geared up to help plug health system gaps in the Eastern Cape and nationally.

The Faculty of Health Sciences teamed up with provincial health department deputy director general Dr Litha Matiwane to investigate the needs of medical staff, hospitals and healthcare institutions.

Within days of the pandemic hitting South Africa's shores, the Coronavirus Co-ordinating Committee and its teams got to work on projects such as:

- Provision of critical resources such as face shields, ventilators and face masks
- Fast-tracking screening apps and capturing data on comorbidities



TEAM EFFORT: Displaying the hand sanitiser donated by Nelson Mandela University to the Eastern Cape Government are (from left) Vice-Chancellor Prof Sibongile Muthwa, Premier Oscar Mabuzyane, Health MEC Sindiswa Gomba and Executive Dean of the Faculty of Science Prof Azwinndini Muronga.

- Participation in the World Health Organisation's Global Solidarity Trial, in the search for treatments
- Provision of the University's large mobile clinic, Zanempilo ("bringing health"), bringing to seven the number of units deployed across the province
- Using 3D printing technology to manufacture and distribute health equipment, such as visors
- Thousands of litres of hand sanitiser manufactured and distributed by the University to provincial government, community organisations and institutions.

Working against the clock

InnoVenton, the University's Institute for Chemical Technology, produced its first batch of 200 litres of hand sanitiser within two working days.

"We had to make do with what we had, taking into account the urgency," said InnoVenton's Dr Nicole Vorster.

First, the team had to develop a recipe at laboratory scale, and then source the ingredients. The country's alcohol shortage proved a challenge, but fortunately, other ingredients – glycerol, for example, to soften the liquid's effect on hands, water, colourant and perfume – were readily available.



"We had to make do with what we had."

TOGETHER WE CAN: Mandela University-designed intubation units played an important role in the use of respiratory equipment to treat COVID-19 patients. Pictured at the foot-shaking for the handover of the intubation units at Livingstone Hospital were (from left) Cecil Frost (Shibah Engineering), Dr Marnè Page, Dr Lorenzo Boretti and Dr Lynn-Hay Frewen.



Intubation unit deployed to hospitals

The anaesthesiology staff at Livingstone Hospital recently received the first four intubation units designed by Nelson Mandela University's Advanced Engineering Design Group (AEDG).

PE Hospital Group anaesthesiologist for COVID-19 response Dr Lorenzo Boretti had earlier this year asked the University's AEDG students to design an intubation unit for the hospital group. This request was due to the pandemic and the strain it placed on the city's hospitals.

Prof Danie Hattingh, Director of the Innovation through Engineering Institute housed at Nelson Mandela University, secured funding from the Mandela Bay Development Agency to build the intubation units. This enabled several to be supplied across the PE Hospital Group.

In addition, Nelson Mandela University alumnus Cecil Frost, director of Shibah Engineering,

organised the manufacturing of the intubation units.

These units encompass the intubation box, including the vacuum extraction units and custom-made connections and adaptors for quick installation and use in theatre. They have been tested for efficiency in in-theatre training sessions.

After some delay with administrative issues, the first units have been delivered as an additional layer of protection for our healthcare professionals, says Clive Hands, AEDG project manager.

National funding is now being sought so that units can be deployed to hospitals across the country, says Hands.

For more information about the development of the intubation units, including the trials and tribulations encountered along the way, see the AEDG website:

aedg.mandela.ac.za/Projects/Intubation-Unit-Accesories

Mandela University cleaning teams led the way so that other staff and students could safely return to campus in a phased approach.

A 20-strong team of cleaners sanitised areas from the get-go, received COVID-19 training and adhered to strict hygiene protocols.

They, together with other frontline staff – protective services, essential workers and other essential employees – played a fundamental role in helping the University fulfil its safety mandate: to prepare, prevent and protect.

Service above self

Social work student steps forward

Third-year Social Work student Alicia Daniels always wanted to make a difference, no matter how small.

A resident of Tiryville informal settlement in Uitenhage, Daniels was one of dozens of Mandela Uni students who opened their hearts and gave of their time to help the less fortunate during COVID-19.

“The children, especially, are so close to my heart and so I decided to look for sponsors among my friends and family to have a little soup kitchen for them.”

Alicia found 10 sponsors to provide four meals of soup and bread for 60 children ranging in age from 3-16, over two weeks.

“I know that two weeks will never be enough, but the smiles and the joy I saw on the children’s faces brought joy to my heart.

“I come from a poor background and I know exactly how it feels to be hungry, and therefore I am making it my mission to finish my studies and make a difference in my community.”

“The children, especially, are so close to my heart ... ”



LENDING A HAND: Student volunteers packing food parcels for communities and organisations on behalf of Nelson Mandela University’s Convergence Fund.

A Shot in the Arm for DIGITAL Transformation

In light of the critical role that ICTs play in aiding continuity of learning and business during COVID-19, universities and colleges worldwide need to prioritise the technologies required for a seismic structural shift in higher education. *By Dr Samuel Bosire, Chief Information Officer, Nelson Mandela University*



“
The fact is that the ground of online learning or e-learning has shifted irrevocably
”

Photo: Lunga Ngcabashe (@lubrapictures)

Risk management experts describe the global pandemic as a black swan event – rare, but high in impact.

The need for rapid digital transformation in higher education was thrown into focus following the closure of campuses across South Africa.

Calls for online solutions are now *en vogue*, with universities and colleges working hard to achieve the end-goal of catching up and completing the 2020 academic year in limited time.

Technological strategies and solutions became a critical factor in delivering learning and teaching, and supportive return-to-campus protocols; and will continue to do so.

Increasingly, platforms that previously supplemented face-to-face lectures have become a primary learning portal. Even before COVID-19, institutions had begun grappling with blended learning (a hybrid of contact and technology-enhanced learning and teaching).

Unprecedented times

The scale and speed at which the sector has been required to digitally

Solutions for students

Many Mandela University students live in townships, informal settlements and rural areas – how are they to access the internet, let alone learn and study in a suitable environment?

We immediately adopted a flexible pathway approach to ensure that all students had access to materials and support, whether online or via work packs, and revamped our entire learning and teaching process, from assessments and academic timelines to support and teaching methods. (See [page 26](#))

In addition, Mandela University's ICT team produced an array of solutions addressing administrative and practical issues such as transport, meals, residential return, cleaning and screening.

transform since the start of the pandemic has been described as “emergency remote teaching and learning”.

Buoyed by great generosity from software vendors and telecommunications companies, the option to launch online became more viable and affordable.

Some traditional assumptions have also been debunked. Most telling among these is that students are either on campus or working elsewhere with unlimited access to data and connectivity.

This is simply not the case – and higher education institutions have had to think on their feet to ensure that no student is left behind.

The fact is that digital transformation won't work unless barriers to participation are eliminated. All stakeholders in the higher education system require quality access to digital resources.

Unity is strength

This pandemic has presented an opportunity for South African universities to demonstrate resilience and innovation, with digital

transformation as the vehicle.

In our view, the herculean task of salvaging the academic year is possible in partnership with government, the private sector and communities. The matter of digital access has demonstrated that so much more can be achieved – and so much faster – when we all work collaboratively.

Challenges we faced included:

- Limited time for expanding digital access, content creation and course design
- Strict adherence to best practices
- Support and training of lecturers in facilitating online learning
- Addressing the question: what about students with limited or no connectivity and devices?

A team effort

The ease with which any institution transitions to operating remotely using digital platforms is directly proportional to the number of years of deliberate planning and development it has invested in people, technology and support infrastructure.

The fact is that the ground of online learning or e-learning has shifted irrevocably. And this transformation will not produce the desired outcome unless barriers to participation are eliminated and no student is left behind.

In a nutshell, wherever higher education institutions might be on this curve, they need to radically ramp up their digital transformation strategies.

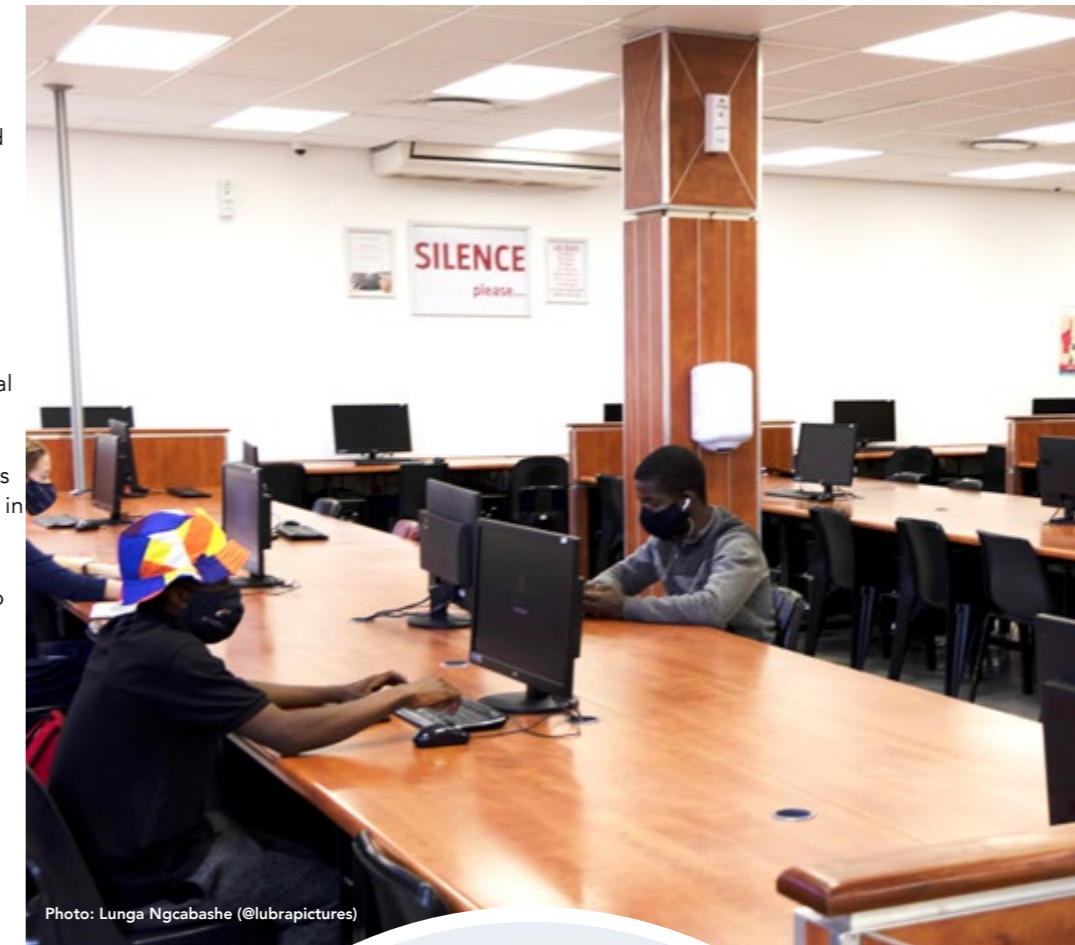


Photo: Lunga Ngcabashe (@lubrapictures)



Dr Samuel Bosire

“Higher education institutions have had to think on their feet to ensure that no student is left behind.”

ICT SOLUTIONS

The impact of COVID-19 has fast-tracked much, including these new automated solutions in making life simpler and safer:



Online COVID-19 self-screening tool: Staff and students can take responsibility for their own well-being with the screening information also fed directly to the University's health officials for overall monitoring. (<http://webapps.mandela.ac.za/Screening/>)



Students invited back to campus: This integrated system notifying those students identified to return to campus enabled students to agree to the new on-campus terms and conditions and sign up and receive their study travel permits all online.



Meals: Students may select their meals, collection points and times online across all Port Elizabeth campuses.



Food parcels: Students who are part of the nutrition programme can now discreetly arrange to collect their food parcels using the new online booking system.



Timetable venue booking: This new system not only allows lecturers to book face-to-face venues and classes on a weekly basis but has developed to prevent clashes and cater for multiple class groups of fewer students per class. The booking is automatically emailed to the affected students who then show the information as their permission to visit campus or enter the facilities.



Cleaning: An online form has been developed for staff to request the sanitisation of venues to assist the University with its cleaning processes and response times.



Student transport: Working with the returning student information, along with the lecturer venue requests and the individual students preferred pick-up point, the new integrated student transport will enable a more efficient service.



Lab bookings: A general lab booking system is now in place, giving students the opportunity to pre-book their 90-minute slot in labs that have been reconfigured to comply with all COVID-19 compliance measures.



Attendance confirmation: Students invited to campus for a face-to-face class can confirm or decline their attendance. The system also prompts the student to confirm his or her pick-up location should they require transport.



STUDENTS

LEADING

the way



Nelson Mandela University Dean of Students Luthando Jack looks at how students are coping as they embrace new ways of living and learning, writes Gillian McAinsh

Dean of Students Luthando Jack has a tough task on his hands: Mandela Uni students want to know what is happening to their studies and,

indeed, their entire campus life for the rest of 2020 and ahead.

Along with the unpredictability brought by the COVID-19 pandemic, Jack is addressing these concerns by striving to empower students while giving the necessary support along the way.

“My passion is unleashing the potential of young people and their assets,” says Jack.

“What this period requires from us is to communicate authentically and to keep on saying ‘what we share with you is based on what we know now. Things may change and so we may have to come back to you with

adjustments’.

“The difficulty is that the only thing that is certain now is uncertainty.”

He knows the dire effect the coronavirus has had on the academic year, not only at tertiary institutions but also at school level. Which leads to the question: what happens to universities and their students if schools and their learners are delayed?

“We will have continuing students but we also need that pipeline for new students, so the pandemic talks to the entire schooling system,” says Jack.

“Yes, we can push the matrics out

Don't take life for granted

“COVID also made us realise the value of something that we took for granted: life,” says Jack.

“Health and education are bedrocks and if you have an unhealthy nation, everything has to adjust around that or it will fall apart.”

– but what about the year after? You need a certain level of education now to get into matric in 2021, and so on, and so on.

“We need basic education (to function) because without that we cannot exist.”

Student Counselling

It's been an immensely stressful few months for students.

“We asked our Student Counselling to provide the necessary support and to be flexible. They strive to go beyond the call of duty even if it is after hours and of course to provide online support.

“At the same time, our students have also been equally appreciative of the support we're providing. Some have even written to thank us.”

In a personal touch, Jack has phoned each student the University knows has contracted the virus. He has been surprised at how many of them know his name and humbled by reactions to his simple yet caring gesture.

“Those who have been in quarantine with us say ‘we feel we are at a home away from home’. So, that type of total support system, especially as they undergo this difficult period, is necessary and it must be an ongoing support until we get through this.”

Between 18 June, when university re-opened, and the end of July, there were around 20 student coronavirus cases and Jack is happy to report that most are now well.

He is aware that many students face additional pressures over and above the pandemic.

“Some of them are poverty stricken. They may have food when they are at university because we support them, but back home there is no food. So, they would be distressed by that.”

Virtual classes and online learning are another challenge. Just as staff have had to adapt how they teach, students also have had to adapt how they learn.

Nelson Mandela University has put in place short-term contracts with major cellphone service providers and supplies students with 30GB data each month. It also has handed over more than 5000 laptops to those with no suitable device on which to work.

Many students living and studying remotely off campus have not had access to computer labs, so these new laptops have helped immensely.

Messages such as “My laptop is with me, I've charged it and I'm getting down to work” are music to Jack's ears.



Luthando Jack

What to do differently in future

“We need to reflect honestly and ask: ‘What are those things that worked?’ and consolidate them. Also, what the pitfalls were – and then try to correct them. Embed all the best practices that we've taken out of COVID and save them, holistically, into our own systems as the University.

“Let us learn to live with the virus. Let us no longer make it an add-on in our work – rather let it be embedded in all our processes at the University, for students and staff, because some of the things that the virus reminded us to do are centred around basic, healthy lifestyles.

“That is the first thing that we need to do.

The second thing is to up the game in terms of public education about living healthy lives and taking full responsibility.

“All of us have to adapt and realise that we live in a changing, connected world largely driven by technology. The focus of our leadership development programme is to encourage these attributes in our students.

“They need to be prepared to reinvent themselves in an ever-changing world. Which means that the purpose of the University is to teach them how to learn.

“The university of the future must be built now, not tomorrow. If we build it only tomorrow, we're going to be irrelevant tomorrow.”

No Student Left Behind

With the 2020 academic year in disarray following the global pandemic, Mandela University was forced to send students home on an extended recess in March. This heralded a challenge – how to restart learning and teaching with 29 000 students dispersed across the country and globe. Professor Cheryl Foxcroft, Deputy Vice-Chancellor: Learning & Teaching, reports.

In 2016 during #FeesMustFall, we faced the challenge of completing three weeks of learning and teaching (LT) and the end-of-year examinations with almost no access to our campuses.

With some out-of-the-box thinking, we rose to that seemingly impossible task to complete the academic year and had a bumper graduation ceremony.

Fast-forward to 2020.

Uppermost in our mind was the differing contexts, circumstances and needs of our students, and especially the challenges students experience when learning remotely, as many of them live in townships, informal settlements and rural areas where online access and a private space to study are a big ask.

We started by declaring our unwavering commitment to provide all students with LT opportunities and support to complete the 2020 academic year, despite the trying times.

Thereafter, to plan and tackle the LT journey, we needed a compass to guide us. A set of principles and values were generated to serve as a guide.

Blended pathways

Given our strong commitment to social justice and equality, we developed **two blended learning pathways** (and variations of these) to enable our students to complete their first semester modules and the academic year.

These pathways have been adapted as more information and national guidelines were gazetted, such as

the percentage and categories of students that can return at various lockdown levels.

Next, we adopted a phased approach to resuming LT activities:

- From April, students prepared to learn in alternative ways and thereafter, learning intensified for Pathway 1 (PW1) students from May.
- PW1 consists of, on average, 70% of our students. They completed their semester 1 module assessments in June-July. Some have returned to campus to do experiential work in laboratories and studios, or clinical training. From mid-July, we phased in the provision of intensive blended LT for PW2 returning students and those who now have acquired laptops and connectivity, while dispatching learning materials to other Pathway 2 students.
- We also aim to return more of the PW2 students without devices or connectivity as soon as possible.

We are remaining agile and employing **flexible timeframes** to allow students enough time to adapt to online and remote learning. To assist us, we track progress weekly and have regular reflection sessions.

Support beyond academics

Embedded in our approach is support for student learning and wellness through a variety of means and platforms.

A range of support and capacity building is available for academics regarding practising flexible, human-centred pedagogy in a technology-rich environment.



As students either return to campus or continue to learn remotely, we will adopt a blended LT delivery approach for the remainder of the 2020 academic year.

This means that most of the theoretical work will be covered online, augmented with virtual lectures and flipped-class discussions. Contact sessions that adhere to physical distancing and health requirements will be limited to lab and studio work, experiential and work-integrated learning and possibly for some revision sessions and tutorials, tests and exams, depending on the lockdown level.

Given our human-centred, flexible, blended pathways approach, and the grit and determination displayed by our students, academics and professional and administrative support staff to persist with this difficult journey and adapt as needed, we are on track to complete the 2020 academic year by the end of February 2021.

10 KEY LEARNINGS

1. **In complex, disruptive situations:** the value of “shrinking the change”, “smoothing the path”, finding the “bright spots”, monitoring progress, and being flexible and adaptable to plot and adjust our plans.
2. **Positive relationship shifts between students and staff:** mutual growth of understanding of LT and life challenges and appreciation of effort and hard work.
3. **Navigating the online environment:** students need explicit, clear communication about how to navigate content, what is expected of them in a task, what they can expect from a lecturer, and so on.
4. **Planning around technology:** knowing which device a student uses for learning purposes has assisted lecturers to plan learning facilitation and the design of learning materials accordingly.
5. **Experimenting bravely:** lecturers need to be adaptable, flexible and innovative in terms of learning design and teaching. Sometimes this involves trying out something in new, unimagined ways.
6. **Meaningful learning:** greater thought has gone into learning materials and activities provided (for example, including voice notes and adjusting some of the texts and activities so that they are relevant to the COVID-19 context).
7. **Expanding our online offering:** facilitating LT online was challenging for both students and staff and for students to adapt to learning online. However, many of them persisted, and students felt actively engaged in learning when a range of platforms and media were used.
8. **“Without-a-box” thinking:** this is needed in the second semester to find ways to make the workload for students and lecturers more manageable.
9. **Finding the balance:** while the switch to continuous assessment was appropriate for online learning, a better balance between assessment and learning opportunities needs to be found in that “continuous assessment ≠ continuously assessing”.
10. **Greater coordination of assessments:** this is needed across all departments and faculties, as students were sometimes faced with multiple assessments on the same day.

The LT compass

- Prioritise health of students and staff
- Be flexible and adaptable through uncharted territory during fluid times
- Adopt a human-centred, flexible pedagogical approach
- Reaffirm the core values of our University
- Commitment to excellence, social justice and equality, and integrity.

Pathway 1 learners are those with suitable devices and connectivity to complete most of their learning digitally. **Pathway 2 learners** did not initially have access to devices or connectivity.

The SHOW must go on

Arts, Culture and Heritage are taking the arts online, writes Gillian McAinsh

Even though the world of arts, culture and heritage has been irrevocably altered by the COVID-19 pandemic, the show must go on.

Since lockdown crushed the possibility of a large, live audience, the University's Arts, Culture and Heritage team have had to deliver on their mandate in innovative ways.

Under the leadership of new head Ryan Pillay, this has meant showcasing the University's talents and projects online in vibrant digital packages.

Pillay, a sociologist by training and an art-lover by nature, took the helm of the department from Michael Barry just before the coronavirus hit the world.

Almost immediately, he dived into digital storytelling.

"We are not able to get together in a physical way, but we cannot be quiet at this time of COVID," Pillay says.

"We've had to reimagine engagement in the shape of webinar meetings and online surveys and we rely heavily on social media interactions. Where we would have done a road show to the different

"We have to look at reinventing ourselves digitally."



Nelson Mandela University Choir digital performance of John Knox Bokwe's 'Plea From Africa', for Africa Day 2020

campuses and run focus groups, now we do the work digitally.

"We have to look at reinventing ourselves digitally."

Making it work

Each digital package has a specific theme such as International Jazz Day, Africa Day, Youth Day and Mandela Day. They incorporate disciplines as diverse as hip-hop and ballet, podcasts and pop-art, cooking and fine art, and more.

"The work of art, culture and heritage must also talk to the community, as we are a University which is in service to society. We've got to help with the cornerstone messaging of distancing, washing your hands, #maskupformandela."

This means spreading the message far and wide, not only in South Africa, but across the entire continent.

Arts, Culture and Heritage has developed a series of COVID-19

POP-ART style publication punches out its message

Arts, Culture and Heritage has a graphic new way to share information about COVID-19: a pop-art style cartoon strip called eRona Times.

"We need to get the message out to all layers of the University community," says its creative driver Ryan Pillay.

With this in mind, the Roy Lichtenstein-inspired artwork is linked to simple text that conveys one key point per week.

"One cartoon will work on the theme that you've got to wear a mask, for example, and the second will show you why you need to social distance or stay at home. Every week there's a different message that will go out," says Pillay.

The team behind the cartoons produce the eRona Times in English, isiXhosa and Afrikaans.

The graphic newspaper reflects the same message as the Nelson Mandela quote "it is in your hands", and aims to increase awareness of basic preventative measures against the virus. As such it is part of the larger #MaskUpMandela_campaign aiming to change behaviour and save lives.



Link for eRona Times: www.mandela.ac.za/News-and-Events/Coronavirus-Information/-MaskUpMandela



Ryan Pillay

children’s story books in five languages, for example, with the first 10 books already written.

“We’ve done them in the three most predominant Eastern Cape languages of English, Afrikaans and isiXhosa and then we’ve added French to reach Francophone Africa, and Kiswahili,” says Pillay. “Kiswahili

is the most widely spoken language across the continent, so we’ve partnered with colleagues from the University of Dar es Salaam in Tanzania for that translation.”

Other events in the pipeline include a National Arts Festival collaboration during Heritage Month and, in October, the University’s 13th

annual Isisusa music festival, pivoting into the world’s virtual realm the jazzy sounds of Africa and Nelson Mandela University.

There are also whispers of a radio play in conjunction with one of the country’s most famous living artists.

As they say in showbiz, the show ain’t over until the fat lady sings.

Keeping the **CAMPUS** *functioning and safe*

Effectively managing a multi-campus university with 28 000-plus students and 4000 staff members takes a committed team. Doing so during a global pandemic, also takes the hard work, resilience, initiative and bravery of frontline workers, writes **Debbie Derry**.

Mandela Uni choir fills the digital space with song

Even though public performances are not yet possible, the voices of Nelson Mandela University’s multi-award-winning choir have not been silent.

Jazz pianist, composer and author Ulagh Williams, who took over the conductor’s baton from Junita Lamprecht-van Dijk earlier this year, has been filling the digital space with song.

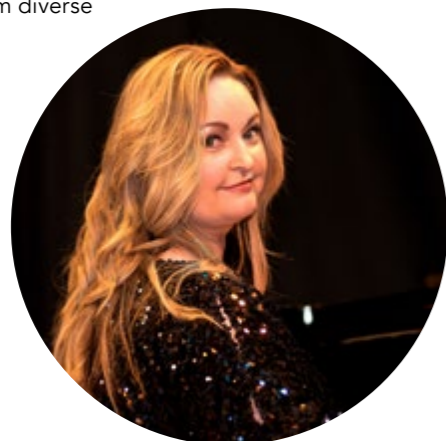
In May, for example, members of the choir presented an uplifting rendition of the late Johnny Clegg’s *Spirit of the Great Heart* as an arts therapy piece.

Led by Williams, the choir aimed at enhancing wellness over a difficult time and prefaced its performance with the words: “From our family to yours, we wish you safety.”

Then for Africa Day, also in May, the choir members and alumni presented a haunting rendition of John Knox Bokwe’s *Plea From Africa*, also arranged and directed by the new conductor.

In July, Williams also lent her talents to the digital celebration of *Mandela Month*, released on Nelson Mandela’s birthday on 18 July.

This saw students, staff and alumni from diverse communities and cultural disciplines create an online arts package on the different phases of Mandela’s life.



Ulagh Williams



Cover page for Mandela Day 2020 digital celebration, artwork by Esmé Goosen (Port Elizabeth fine artist)

“From our family to yours, we wish you safety.”

Meet Sister Valencia Benjamin. Diminutive, quietly spoken and deeply committed to saving lives. It’s what drove her to choose nursing as a career some 30 years ago.

Today, Sister Benjamin, like dozens of other healthcare workers globally, is practising her passion on a much grander scale; in her case as an architect of the University’s safety plan. It’s been her job, as the University’s COVID-19 compliance officer (Health), to ensure that the institution meets all the requirements of the Occupational Health and Safety Act.

“Once the lockdown came into effect, I spent the first couple of weeks refining and developing the University’s compliance plan, which ultimately spearheaded the institution’s safety plans to fight Covid-19.

“Even before the first reported case in South Africa, I had a draft document which set out much of what we needed to do.”



Sister Valencia Benjamin

“... I spent the first couple of weeks refining and developing the University’s compliance plan ...”

United we stand

While Sister Benjamin and all the healthcare colleagues are focused on health, safety and wellness during the biggest health response in our University’s, and indeed our country’s history, there are countless others working on the ground to ensure the University is functional.

These are the residence managers, electricians, plumbers, caterers, cleaners, technicians, safety and compliance officers and security staff without whom academic and administrative staff and students would not be able to return to campus in a controlled manner in line with sector regulations.

And what of the printers – those men and women who have worked long hours to print study materials for students unable to study remotely, and the colleagues who stayed behind to post the materials?

The on-the-ground efforts of the counsellors, secretaries, administrators, contact centre, laboratory technicians and assistants,



Linda Cikido

Loving her students

"I love my students," says Linda Cikido, 47, who works as a cashier at the Charlotte Maxeke (Lebombo)/Hector Pieterse (Letaba) kitchen on North Campus serving about 100 students a day at the moment, much less than before the pandemic.

She also helps in the kitchen to prepare food, working from 7am to 4pm. She admits though that being a cashier is her first love as she loves the interaction with the students.

"I am very happy to be back at work as it is very safe with all the personal protection equipment. Also, only five students are allowed inside at a time due to social distancing. I was very frustrated by doing nothing at home."

Linda has been with the University since 2015 and used to work at KFC, Woolworths and Fedics before.

“ I am very happy to be back at work as it is very safe with all the personal protection equipment.”

carpenters and transport operators are deserving of recognition too.

The face of courage

Not only have these frontline staff members, mainly critical and essential workers, had to adjust to changed behaviours and new ways of working in the midst of the pandemic, but many have been further challenged by the absence of colleagues whose age or underlying medical conditions means they are unable to work on campus.

They have also experienced additional fears about contracting the virus and taking it home to their families.

Like head of the University's Protection Services, Simphiwe Nkosi, who has been on campus, rallying his troops to keep all safe and secure, since lockdown began.

"Lockdown has brought so much anxiety for my family; the fear that I may bring the virus to them from work, because I have engaged with potentially positive people. Of course, I did all I could – wearing my PPE to protect myself – and my family – from the virus."

The role of those working on the ground takes nothing away from those academics and other staff members who have worked equally hard remotely to ensure that the University meets its commitment to guaranteeing that all students are able to complete the 2020 academic year.

We salute you all.

For more on these staff stories go to our Together We Can page (www.mandela.ac.za/News-and-Events/Coronavirus-Information/Together-We-Can).

Keeping the network running

Network engineer Cheslin Bagley, 41, is one of the frontline ICT Services staff members who has been on campus during lockdown. He keeps the whole University connected via our computer network, on which Wi-Fi and business critical systems depend.

Together with two team members, Ziyaad Abdullah and Zihle Dlokolo, Cheslin has to keep the system running in spite of what happens elsewhere. During lockdown Wi-Fi in residences and off-campus accommodation has been an essential requirement.

Cheslin loves that his job is hands-on and the challenges keep his brain active. "The opportunities to up-skill and improve my skills levels are the biggest advantage to my job," he says.

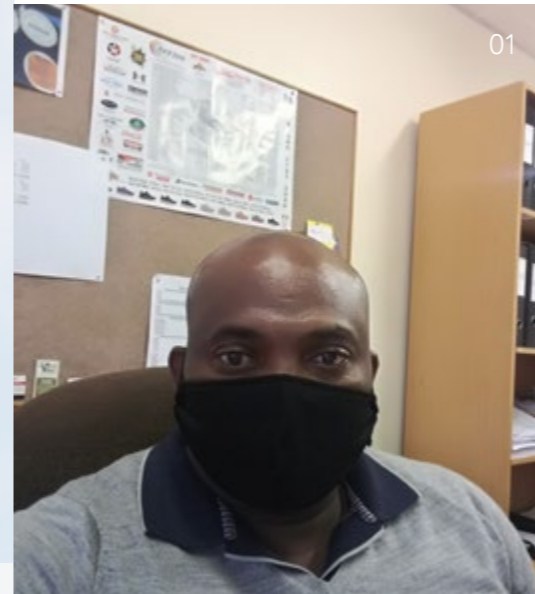
He enjoys making a difference and finding solutions to people's problems.

The network is essential for staff productivity which emphasises the importance of Cheslin's job. Cheslin has been with the University for 11 years.

“ The opportunities to up-skill and improve my skills levels are the biggest advantage to my job.”



Cheslin Bagley



01



03



06



04



02



05



07

- 01 Transport Services staff member, Luthando Rafani
- 02 Leading security initiatives through lockdown is head of Protection Services Simphiwe Nkosi. He says a big positive, despite many pressures, is that he has "contributed immensely to ensuring that there is a university community to come back to at the end of this lockdown".
- 03 Healthcare staff members Fiona Magnus (left) and Zubrina Baartman (right) stayed in daily contact with staff member Skye Cronje when she contracted COVID-19 and gifted her an olive tree sapling to symbolically mark her journey to recovery.
- 04 Social work graduate intern Inga Gule focuses on the psycho-social support of staff members.
- 05 Transport Services staff member, Thanduxolo Rasi
- 06 Catering staff member Lauren Strauss is not only ensuring that on-campus students never go hungry, but was also part of a team who developed a new online meal booking system to improve safety measures.
- 07 Transport Services staff member, Thanduxolo Booi

For more on these staff stories go to our Together We Can page (www.mandela.ac.za/News-and-Events/Coronavirus-Information/Together-We-Can).



COVID-19 CHANGING lives & needs

Pushing brands in new directions

Apart from the impact on lives and livelihoods, COVID-19 has closed shops across the country, curtailed travel, transformed the way we work and, no doubt, changed the way we spend money. How will this affect the advertising and marketing industry? Nicky Willemse speaks to leading ad-man Mike Abel to find out.

COVID-19 has changed life as we know it – and brands will have to tune in to a new set of consumer mindsets and behaviours.

“We are learning new ways of working and operating that, without the virus, we may have been too nervous to explore,” says Mike Abel, who heads up M&C Saatchi Abel – currently rated “Agency of the Year” by its peers and the industry – as well as M&C Saatchi Group South Africa.

“I suspect there may be less conspicuous consumption with more social consciousness and a higher level of *ubuntu*, where we’ll feel more connected and involved in helping one another.”

Although the advertising industry is in for a “rough ride” right now,

“

Brands need to move from the inspirational and sentimental platitudes that we’ve seen ... and now match this with action. What are you actually doing to help your consumers through this?”

with many brands cutting back on marketing spend, Abel says many brands will continue to be active and should be.

“My view is that these brands need to now move from the inspirational and sentimental platitudes that we’ve seen – and were needed and I believe mostly welcomed by consumers – and now match this with action. What are you actually doing to help your consumers through this?”

There are many ways to do this, he says, ranging from specific actions, such as banks offering payment holidays, to businesses changing what they do to contribute to the situation, for instance, fragrance production lines making hand sanitiser. Brands can also offer an escape from anxiety, such as free online classes relating to their product.

“These brands will build lasting equity through these actions. Most importantly, it has to be authentic and not seen as a marketing opportunity.”

Abel says for some brands, however, this is perhaps time to pause. “By that, I don’t mean stop. Take this time to refine or develop new strategies and innovations so that when we’re through this, you’re ready to go to market with impact. That day will come.”

“I suspect there may be less conspicuous consumption with more social consciousness and a higher level of *ubuntu*, where we’ll feel more connected and involved in helping one another.”

Bay boy makes good

Born and raised in Port Elizabeth, 53-year-old Mike Abel studied marketing and sales management at Nelson Mandela University after first trying out architecture and psychology. He completed his studies at the AAA School of Advertising in Cape Town, where he has mostly lived since he was 21, apart from stints working in Johannesburg and Australia. He is married to Sara and has three sons: Ricky, 19, Jake, 17, and Anthony, 12.

He is a founding partner and CEO of M&C Saatchi Abel and M&C Saatchi Group South Africa, a group of creative companies that employ 350 people across seven companies. The group works with a broad range of clients, including Standard Bank, Takealot, Nando’s and Lexus.

“I’m proud to have created a group of companies with amazing people where the goal was always to make transformation the core of the business. It’s something which I think we’ve achieved in spades through majority black-ownership, and a diverse array of people where over 60% are female and over 60% are people of colour.

“And of course, I’m proud to have had the opportunity to change lives through The Street Store, an M&C Saatchi Abel force-for-good initiative that has clothed over 500 000 people around the world.”

The Street Store is a rent-free, premises-free, pop-up clothing store for the homeless, allowing them to shop for free.

“We’ve just launched our SA Lockdown Street Store. Given that we can’t host a physical Street Store, we are asking people to take the time while they’re at home and clean out their cupboards, fill some black bags with clothing and then, once we’re out of lockdown, we’ll let them know where to drop them off.”

Once COVID-19 is over, how will we spend our money?

Abel thinks there will likely be three consumer responses, perhaps in phases and depending on which segment of the market, for most economically-active South Africans:

- 1. A period of release:** Having been constrained both physically and mentally, we may feel a desperate need to experience the things we missed or have learnt about while in isolation and want to try.
- 2. A period of reset:** We’ll look at how we can pick up the pieces of our lives across family, social circles and work and apply some of these learnings to get back to the day-to-day tasks of life.
- 3. A period of renewal:** This is the higher-order phase, where we re-think where and on what we spend our time and money.

Building a low-cost ventilator in a month

Marcel Botha sees solutions where others don't – and makes them happen. When New York City needed ventilators and fast, he and a team developed one in a month. Nicky Willemse caught up with this entrepreneur extraordinaire.

Ventilators are expensive, complex and take a long time to make – but they've become a medical must-have in the COVID-19 pandemic.

When the virus peaked in New York City earlier this year, three innovative New Yorkers – one of them South African born-and-raised Marcel Botha – pulled together a team of engineers, manufacturers, medical physicians and regulatory experts to develop a low-cost ventilator in record time.

Called the Spiro Wave, it has been approved under the United States Food and Drug Administration (FDA) Emergency Use Authorization (EUA) process – and was hailed by the *New York Times* as a valuable tool in the arsenal of treatment for COVID-19.

"We delivered 3 000 Spiro Wave units to the city of New York, but that was just the first step. Our team is focused on building and evolving this product till it becomes a standard piece of medical equipment in ambulances and emergency rooms ... so that any country that needs it can have it at scale for a reduced price," says Pretoria-born and Cape Town-raised Botha, 43, who heads up product design and development company 10XBeta in New York.

Working against the clock

Botha's team worked 20-hour days, coming up with eight different prototypes in the first week, and then 30 different adaptations of these

Home in New York, heart in South Africa

Though Botha left the country two decades ago, he has never forgotten his South African roots.

"I love South Africa. I left to study ... and before you know it, you have spent 20 years abroad. Today, I am a New Yorker fuelled by South African perseverance, stamina and agility.

"I have long-term business and product development partners in South Africa and still have many friends there."

After completing his architecture studies at Nelson Mandela University in the late 1990s, Botha left South Africa to pursue further studies in London, Italy and the United States, including the famed Massachusetts Institute of Technology, where he obtained his Master of Science degree, specialising in Design Computation in 2006.

His parents still live in Cape Town – and he (along with wife Caroline and their three small children) visit South Africa every year.

"We hope to contribute to whatever the country needs with Spiro Wave, as we evaluate the manufacturing setup in South Africa."

before getting to the final version of the product in just 20 days – which they further refined in the project's final leg.

The Spiro Wave is not the first medical device Botha has helped to create. Others include Validose, a drug delivery system for depression, pain and other intranasal applications; IndieGo, a portable device that turns an ordinary wheelchair into an electric wheelchair, and Timesulin, a timer to remind diabetics when they last took their insulin. Outside of healthcare, he helped mastermind ergonomic baby-feeding spoon Spuni, as well as Beatbot, the robot that raced against Usain Bolt.

Looking ahead, he's already thinking of "other COVID-related responses that would benefit society longer-term" including mobile emergency room and intensive care unit work stations, and oxygen concentrators. Watch this space.

SPIRO WAVE vs a normal ventilator?

The Spiro Wave is a "bridge" ventilator, or automatic resuscitator, which helps less critically-ill patients to breathe. If a patient's condition worsens, they still need to be placed on standard ventilators.

Priced at \$3 300 (R60 000), it costs substantially less than normal ICU ventilators, which cost about \$30 000 (R550 000).

Dr Albert Kwon, one of the medical advisors on the Spiro Wave project, says: "It is not meant as a replacement for full-feature ventilators ... [but] is meant to help close the gap as quickly as possible between what the current industry can provide, and the expected need from the COVID-19 crisis."



Lessons from COVID-19:

- Risk management is important. Understand that business models will change, and quickly. It's no different from the dot.com bubble crash, post-9/11 and the 2008 credit crunch. As an entrepreneur, you [need to] redirect pretty quickly.
- As a business, limit burn rate, limit debt.
- Top five traits you need: Agility, Decisiveness, Stamina, Focus, Execution.
- "My personal make up does not accept failure as an option. When you have been hardened in product ventures over 15+ years, you know what can be done and what success means. You do not focus on failure, you rather become cognisant of risks in real time and put all your energy into mitigating that."

ALUMNI STEP UP

to the plate

Be it engineering or entrepreneurial skills, an ability to network, educate or simply remind us of the positives during the coronavirus pandemic, Nelson Mandela University alumni are doing their bit. Nicky Willemse investigates.

From fast-tracking the urgent need for ventilators in hard-hit New York to using the gift of telling stories and educating communities about infection prevention, our graduates around the globe are doing the University proud in the fight against COVID-19.

Quinton Uren

In Port Elizabeth Jendamark group managing director Quinton Uren, a 2019 Alumni Achiever award winner, is collaborating with industry partners to counter the anticipated shortages and challenges of the pandemic in South Africa. These include Volkswagen South Africa (VWSA), and the University's Faculty of Engineering, Built Environment and Technology.

Jendamark, an international award-winning automotive assembly systems manufacturer, has been working with VWSA's engineers. Together they are helping to source filter material and manufacture face masks, as well as components, for VWSA's ventilator project.

Jendamark has also been engaging with eNtsoa, a University institute specialising in innovation through engineering, to coordinate and sponsor the 3D-printing of face shields as personal protective equipment (PPE) for frontline medical staff. Uren says Nelson Mandela Bay businesses have rallied to support this critical PPE project.

"For us now, it is not about competition but collaboration on a much bigger issue facing us all: that of COVID-19," he says.

Several suppliers have jumped on board: Plastic Concepts, Acoustex, Alurite, Tenneco and Fain. Jendamark's **own oxygenator project** is also in progress. This focuses on providing an oxygen-enriched air supply at the correct pressure for continuous positive air pressure (CPAP) ventilators.



James Pearce & Charles Stretch

Bulk SMS provider SMSPortal, run by Mandela University alumni, has donated 100 000 SMS messages to the University to enable effective communication with students and staff during the COVID-19 pandemic.

Adopting our motto of *Together We Can*, SMSPortal has further strengthened a long-standing relationship with the University, showing that we can all make a difference by doing our bit.

SMSPortal is the brainchild of two entrepreneurs, James Pearce, a BSc Computer Science graduate, and Charles Stretch a BCom graduate, and was started in 2002 in a Port Elizabeth garage.

The bulk SMS service provider serves as a marketing tool for business owners, and has grown to a R700-million business today.

The market leader in its sector, the company has a global footprint, with just about every major blue chip financial and retail institution as clients, including Anglo American, Pick 'n Pay, Toyota and Sanlam. They are now also a 30% black female owned business.

In 2013, Pearce and Stretch received the prestigious Alumni Rising Star Award from the University in recognition of their outstanding entrepreneurial work.

This is not the first time that SMSPortal has stepped in during a crisis. In 2016, during *#FeesMustFall*, they donated half a million SMS messages to the University to assist with communicating to students.



Charles Stretch



James Pearce

Allan Knott-Craig

IT entrepreneur Allan Knott-Craig (BCom Honours Accounting 1998), is focusing on the positives without ignoring, or making light of, the devastating effect of the coronavirus.

He is highlighting the theory that South Africans could dodge the worst of COVID-19 because of having received the BCG vaccine for TB, thus lowering their risk of death.

Founder of Project Isiwe – a non-profit company managing the deployment of South Africa's largest public, free Wi-Fi network – Knott-Craig has also reminded citizens of other silver linings: less traffic, pollution and a clampdown on loadshedding during lockdown.



Vanessa Mhlom

Chartered Accounting alumna Vanessa Mhlom is a business analyst at the Nybble financial technology company in Johannesburg.

She initiated the development of a Lockdown Levels app that gives users detailed updated information about their district's lockdown level, using a smartphone GPS-tracking capability.

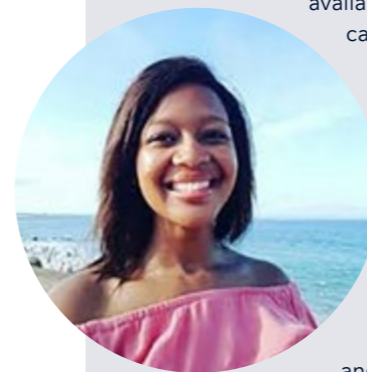
The application is completely free to use and available for Android devices. iOS users can save the webpage on their home screens. It is district-specific and clearly highlights the restrictions applicable to the user.

LockdownLevels, jointly developed by financial technology company Nybble and jobs platform JOBJACK, is working together with state officials to ensure that the application always has the latest and accurate information and that the public is informed in a timely fashion.

"Now more than ever, it is important for companies to work together and leverage on one another's strengths. We truly are stronger together," she says.

The app also features a link to the non-profit organisation Job-abled, in a bid to help differently-abled individuals find access to jobs during the crisis.

To download the app, visit lockdownlevels.com



Pumza Deti

A BCom alumna (2011) currently making a name for herself in the community development space, Deti recently worked with the Good Work Foundation (GWF), doing a voice-over for an isiXhosa video providing detailed information about COVID-19.

"The video explains what this new infectious disease is, how to look out for symptoms, how it spreads and how to help stop spreading it," she says. She hopes the video will reach many people, especially in places that do not usually have access to this kind of information.

"As a person who grew up in Mount Frere in the Eastern Cape, I relate so much to being unable to access certain information.

"Also, being a Xhosa speaker, I hope that this video will be shared with as many isiXhosa-speaking people as possible. Hopefully the video will reach people in villages, townships and all parts of South Africa where information may not be easily accessible."

During lockdown, Deti continues to work remotely as a private banker at Investec in Cape Town and does these projects on the side. View the video at: www.goodworkfoundation.org/our-stories/gwfs-covid-19-video



Garth De Villiers

The ROVD Group in Port Elizabeth has come up with ground-breaking technology, creating a prototype mechanical ventilator powered by nothing but oxygen.

The industrial automation company, with Mechanical Engineering alumnus Garth de Villiers as its managing director, has designed a product which claims to be more practical than other ventilators as it relies entirely on a pressure source for energy rather than on electricity.

De Villiers, who graduated with a National Diploma in Mechanical Engineering in 1996, a BTech in 2003 and an MBA in 2013, says his design engineers have finalised a working model in the hope that interested medical partners will join them to drive the concept further and ultimately produce 500 ventilators a week.

While labour costs are the biggest challenge, materials were comparatively cheap and readily available.

"The thinking behind this initiative was not profit-driven but to rather make it easily attainable for those in need."

The device has been designed for hospitals and clinics with limited resources.



Tribute to the late CUMNGCE GAWE

Long-standing Council member Mxolisi Cumngce Gawe, who passed away in June this year, has left a legacy in several spheres.

Gawe, who died at the age of 80, served the University and its predecessor the PE Technikon in various capacities from 1986.

“BhutGawe, as we fondly knew him, served the University with distinction as Deputy Chair of Council, on the Nelson Mandela Metropolitan University (NMMU) Trust as well as the Alumni Association Executive Committee. Through his leadership, he ensured that the needs of all communities were served by the University. Indeed, he sowed the seeds of our collective commitment to build an institution in service to society,” said Vice-Chancellor Professor Sibongile Muthwa.

ANC veteran Gawe was active in politics and became a member of the provincial legislature in 1994. The ANC later deployed him as mayor of Uitenhage Transitional Council in 1997. He also held several top business positions and worked at Goodyear South Africa for 23 years.

A statement released by the ANC described Gawe as “a man who carved rich lives in the face of devastating conditions”.

Emeritus Professor Hugh Jeffery was another who praised Gawe for his imprint, and said he was “a giant who leaves a legacy behind that few will be able to follow”.

He originally made his mark on what is now Nelson Mandela University when he was the first black graduate of the former PE Technikon in 1980, with four distinctions for his National Diploma in Industrial Administration (now Industrial Engineering).

“We recall his steadfast commitment to the University, a loyal ambassador at every step. We salute him for his unfaltering belief in always calling on us to do what needs to be done to ensure that the doors of learning are open for all,” said Professor Muthwa.

The University recognised Gawe for his contributions to the University and the community with both a Council and Alumni award in 2016.

“Cumngce Gawe was an example of dedication, commitment and a visionary, having worked at Komani Hospital and studying part-time to achieve his qualification at PE Technikon,” Alumni Association President Khwezi Blosè said.



“A giant who leaves a legacy behind that few will be able to follow.”

Digital platforms are part of ‘new normal’ as universities prepare for tomorrow, today

BRAVE NEW WORLD

With COVID-19 taking centre stage, the higher education sector has been forced into the future, embracing technology, innovation and creative thinking to get things done, writes Cathy Dippnall.

With coronavirus sweeping across the globe this year, e-learning exploded overnight as a safe, viable way to continue delivering education to students.

This fast-tracked focus on digital platforms highlights a real possibility – that there could be a complete revolution in higher education within five years, says Nelson Mandela University Professor of Future Studies, Chris Adendorff.

Virtual learning, however, is only one of the future trends shaping how universities are likely to reinvent themselves over the next couple of years.

The global drive towards connectivity has also shown up the inequalities and inadequacies in both the current education system and society.

Getting students “connected” in a non-physical space is inextricably linked to economics, geography and domestic circumstances.

The future of higher education is closely connected to developments in new technologies and the

computing capacities of new intelligent machines, explains Prof Adendorff.

Advances in Artificial Intelligence (AI) could significantly impact and influence teaching and learning in higher education – and not only in the field of online learning.

As Presidential Commissioner for the South African Fourth Industrial Revolution (4IR), Prof Adendorff has his finger on the pulse – the pandemic has only highlighted what was already in the pipeline for higher education.



Future trends highlight problems in current education system and society

“Now and then, crises and developments emerge which remind us that we cannot easily escape our unresolved past,” says Prof Adendorff.

The COVID-19 pandemic brought socio-economic inequalities in South Africa into sharp relief. Unless these are resolved, the past will continue to weigh on the present.

The field of education has faced severe disruption – and the importance of making critical societal, organisational and cultural changes to the education sector is just as important as focusing on technology and digitalisation.

For a student with no dedicated access to the digital space, the benefits of rapid technological development are pointless.

Nelson Mandela University rose to the challenge of providing accessible, quality education to all students during lockdown – and not only in a virtual learning space. (see page 26 for our story on Learning and Teaching).

Utilising technology to pave the way for leaving no student behind is not only possible, but essential, he says.

“The 4IR has equipped society with highly potent tools, and we must harness their capabilities, where possible, to win this fight.”

The automotive industry is constantly evolving, with car makers on a never-ending quest to create better, more efficient vehicles. Will COVID-19 put the brakes on the industry – or help to fast-track progress? Nicky Willemse reports back from industry leaders – all of them former alumni – across the world.

COVID-19 has disrupted the car industry, but experts agree it's not going to stop it from meeting the changing needs of consumers. Internally, things look different, with many staff working at home, and employees' health being prioritised. But lockdown has accelerated all things digital, especially in the way businesses are run and cars are sold, and technological innovation continues to peak.

From evolution to revolution

"The auto industry worldwide is going through a period of revolutionary change," says David Powels, who previously headed up Volkswagen in South Africa, Brazil, and across South and Latin America, and is now the First Vice President and Commercial Executive Vice-President of joint-venture company SAIC VW in China.

He has watched how "steady ... evolutionary change" has been replaced by "nothing short of revolutionary change" in

four key areas: the shift towards electrification, self-driving cars, the car becoming a connected device (connected to a broader ecosystem), and the digitisation of organisations and processes.

"The global motor industry is [now] facing these four revolutions ... in a world disrupted by a once-in-100-year catastrophic situation where consumer demand will be impacted negatively for some time and over-capacity grows ... The game is on!"

Global race to electric

Despite COVID-19 disruptions, shares in US electric car maker Tesla hit a record high in July – and almost half of all car sales in Norway this year were electric.

In China, SAIC VW has just

invested €800-million (R16-billion) in a new plant to produce 300 000 electric cars a year – and will be launching four new electric vehicles in the next 18 months.

With many challenges still to overcome, it will be a while before Africa relies on joules to go places, but this is not all bad, says Shawn Govender, Plant Manager for Ford Motor Company Engine Plant in Port Elizabeth. "There is still opportunity for potential additional business within Africa for current product – which means possibly a lower cost per unit."

And, Govender says, regardless of COVID, electric vehicles will be fast-tracked – particularly from an environmental perspective – and hopefully, South Africa will be part of this.

Older generations becoming 'digital natives'

COVID-19 has dramatically accelerated the use of digital in sales and marketing and administration.

It's forced two older generations – those aged 40 to 60, and those aged 60 to 80 – to "instantaneously become digital natives", says Powels.

"(This) will accelerate the shift in the way we have to deal with all customers in the near term, not just young, first-time buyers who are the original new-generation digital natives."

Online will become the place of consumer interface with the brand and products, says New York-based Johan de Nysschen,

who is the Chief Operating Officer for Volkswagen Group, North America.

"The importance of expensive showrooms will diminish. Business will go to the customer – the customer will not visit the business."

What cars will we buy?

Both during and after the pandemic, consumers may change their preferences for cars.

"As the economy comes under increasing pressure, customers may 'down buy' from luxury to more affordable vehicles ... and may opt for fewer vehicles per household as more people work from home," says Denise van Huyssteen, who is the Executive for Corporate Affairs, Business Strategy and Legal at Port Elizabeth-based Isuzu Motors South Africa.

After being in lockdown, customers may also become interested in cars that allow them off-roading and outdoor adventuring capability – a telling symbol of our very human desire for freedom and the open road.

GLOBAL

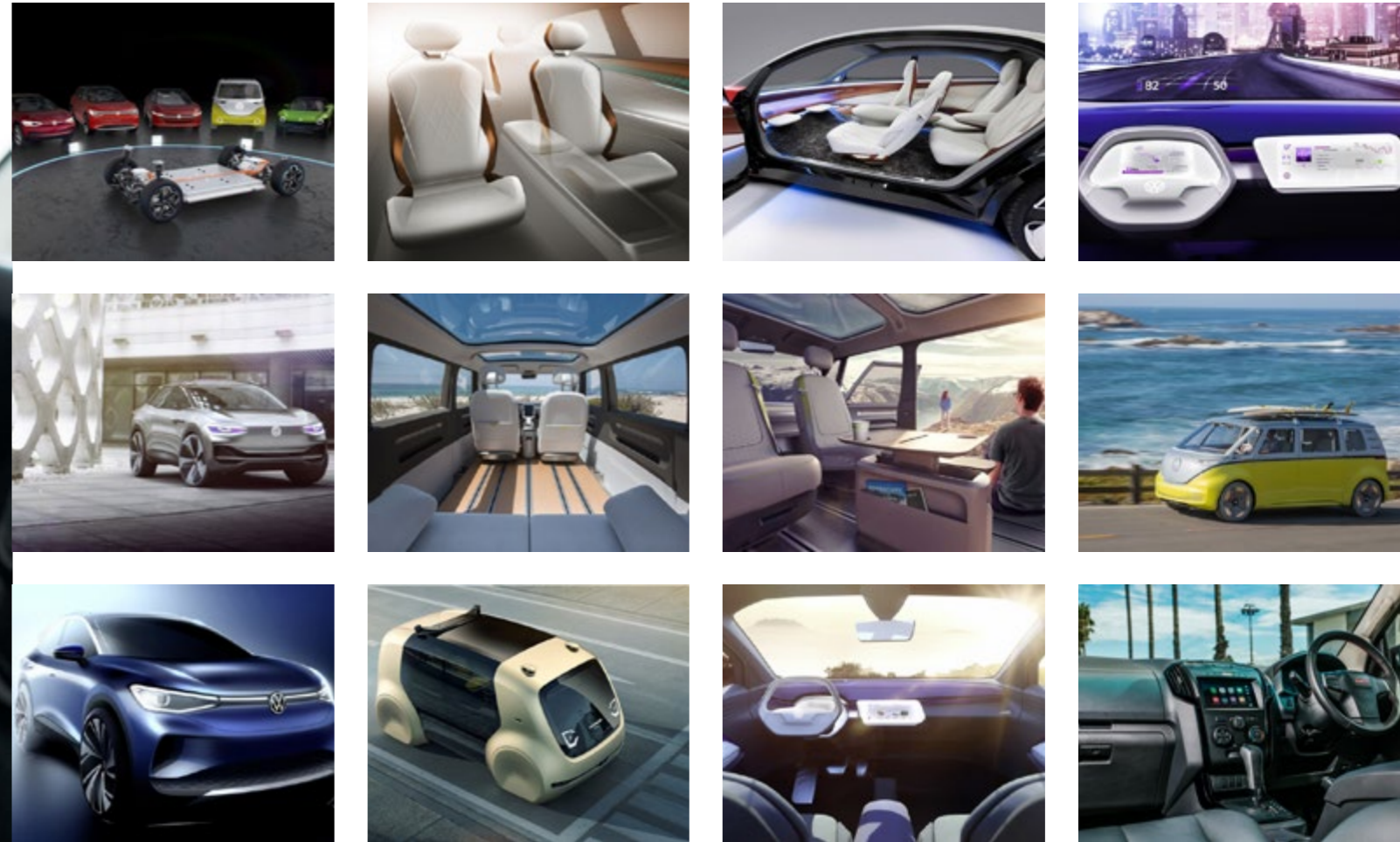
CAR

INDUSTRY

'Game on'!



Volkswagen's newly-launched ID.3 – with the acronym standing for "intelligent design, identity and visionary technologies" – is the first model built on the company's new modular all-electric MEB platform. The ID3 has been touted as being more affordable than other electric vehicles, thus more accessible to the general public. It's not yet available in South Africa, but in England is priced from £38 800 (around R870 000).



Cars of the near and distance future: The race is on towards highly-efficient and safe mobile spaces, in which occupants can relax, work and play.



Top:
Connectivity and maps: Isuzu's Alpine Infotainment system easily connects to users' cell phones and comes with embedded navigation.

Centre from left:
Shawn Govender, Plant Manager of Ford Motor Company's Engine Plant in Port Elizabeth.

David Powels, First Vice President and Commercial Executive Vice-President of SAIC VW in China.



Bottom from left:
Denise van Huyssteen, Executive for Corporate Affairs, Business Strategy and Legal at Isuzu Motors South Africa in Port Elizabeth.

New York-based Johan de Nysschen, Chief Operating Officer of Volkswagen Group, North America.

Car industry helping communities during COVID-19

Throughout the pandemic, South Africa's motor industry has been able to support communities in crisis in remarkable ways, says Michael Sacke, who was CEO and Managing Director of Isuzu Motors South Africa until the end of July, when he relocated to New Zealand.



Michael Sacke

Industry assistance included designing and building field hospitals, refurbishing existing ones, medical supply storage and distribution management and 3D printing of ventilators, other breathing apparatus and face shields.

SA car dealers shift online

In South Africa, many automotive dealers used the early weeks of hard lockdown to shift to online retail.

"During lockdown, we were busier than ever," says Annie Joubert, director of operations and finance at Compatible Automotive, a Johannesburg-based company that specialises in supplying website platforms and other software solutions to dealers across Africa.

Dealer staff and sales executives did online training on using software to their advantage, she says.

And South Africa is not far off from developing an interface allowing buyers to purchase a car completely online.



Annie Joubert

TOURISM

Where To Now

PAUL GARDINER

The Mantis Group CEO is an entrepreneur, eco-venturer and mentor. Founder and MD of Worldwide Experience and senior partner in several tourist-related businesses globally, Gardiner is based in the United Kingdom, where he markets Africa to foreign tourists. Mantis is a Port Elizabeth-based collection of eco-conscious hotels, eco-escapes and waterways.

"The impact of COVID-19 is devastating to all sectors of the tourist industry worldwide," says Gardiner. "However, we have learnt valuable lessons for the future."



Lessons learnt

- **No questions asked** – When there is a sign of another new viral outbreak, we will know exactly how to react
- **Wildlife** – We should show more respect for wildlife on this planet
- **Corporate travel** – Interactive platforms have replaced unnecessary business travel
- **Homeworking** – This model will stick as employers now have faith in employees' ability to work from home
- **Remote learning** – This new way of learning has opened the eyes of schools, parents and others.

Trends

- **New kind of traveller** – The emergence of the conscious traveller, visiting remote and faraway places, having brilliant natural experiences
- **Sustainable tourism** – It is about embracing both community and conservation
- **Creating impact** – Holidays with 'impact' allow guests educational experiences
- **Eco-tourism** – We are preparing ourselves for a new wave of post-COVID travellers who care about the planet.



01

NURA-LISA KARAMAGI

A lawyer by profession, Hotels Association of Tanzania (HAT) CEO Karamagi is young and dynamic. A Nelson Mandela University law degree (cum laude) graduate, the Tanzanian businesswoman liaises with the United Republic of Tanzania on strategic partnerships, advocacy, the hospitality sector and public relations matters.

"The COVID-19 impact on tourism, both locally and globally, has been adverse. It has resulted in significant revenue losses, massive retrenchments or salary deductions in the sector. This has extended to the entire supply value chain," says Karamagi.

The fact that Tanzania did not have a lockdown, however, allowed companies to trade and generate cash flow, although recovery will be slower, given limited financial support and intervention by government.

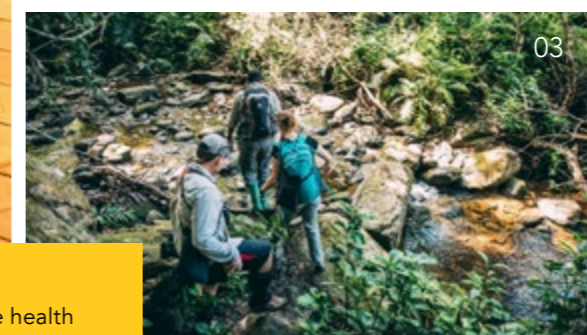


Trends

- **Safety** – Ensure the health and safety of the public and tourists
- **Planning** – Plan and develop future products and recovery plans, focusing on the domestic and regional markets and preserving tourism resources
- **Word of mouth** – Use this best form of marketing. We must continue travelling, but focus on prevention of disease. Travellers returning home healthy will spread confidence to the market
- **Customer experience** – Give customers the experience of a lifetime, focusing on service and attention to detail
- **Health checks** – This will become a permanent measure and advance over time to detect more than just temperature.



02



03



04

Lessons learnt

- **Risk assessments** – Companies must broaden their risk assessments
- **Vulnerability** – We have learnt how truly vulnerable we are as humans, how quickly we can spread a virus and how grossly it can affect our health systems, economies and societal interaction.

VUYANI DAYIMANI

A results-driven executive who spent most of his career in the public sector, Dayimani is CEO of the Eastern Cape Parks and Tourism Agency (ECPTA). The organisation develops and manages protected areas and promotes the development of tourism in the province. His role is to turn around environments that fail to perform. Dayimani holds an MSc in Botany from Mandela University.

"The industry is hard hit, with millions of rands being lost in revenue and thousands of jobs and businesses going under," he says. "Supporting domestic tourism is our first point of recovery."



ECPTA is currently focused on applying new health protocols, restoring traveller confidence to stimulate demand and implementing tourism recovery plans.

Trends

- **Unlocking innovation** – Novel ways to sustain the tourism sector
- **Considering Generation C** – The health-wise and safety conscious tourist
- **Embracing the tech-savvy tourist** – They research, plan and book their holiday experiences exclusively online
- **Micro-trips** – More affordable, stimulating, short trips more often
- **Promoting domestic tourism** – Wide open spaces, outdoor activities, and "local is lekker" programmes
- **Digitised holidays** – Virtual tours and augmented reality as marketing strategies.

- 01 Founders Lodge, Main Carousel (Mantis Group)
- 02 Founders Lodge, Master suite (Mantis Group)
- 03 The Mahale Mountain National Park, Tanzania (HAT)
- 04 A kayak and lilo experience in the Tsitsikamma National Park (ECPTA)

HEALTHCARE

lessons on price tariffs

By Gillian McAinsh



The COVID-19 pandemic has created opportunities for public and private partnerships, with government entering into contracts with private hospitals to admit public patients.

It based these contracts on prescribed rates calculated on a cost-recovery basis, and determining the prescribed rate speaks to Dr Gideon Botha's PhD research, *A framework for price tariffs in the costing structures of South African private hospitals*.

As part of his research, Botha reviewed various costing models and price tariff payment models used in healthcare, and proposed the best combination to determine private hospital tariffs in South Africa.

"I used a laparoscopic appendectomy procedure to determine the price tariffs for the procedure based on various combinations of unit costing and price tariff payment models," says Botha.

Based on the results, he recommended a combination to determine price tariffs in private hospitals in South Africa.

"Price tariffs in South Africa are not based on the cost of the resources used or what it actually costs to provide the treatment," Botha explains.

How costing should work

The price tariff charged to patients needs to be based on the cost of the resources used, which should be determined using a unit costing model.

The unit costing model should then inform the price tariff charged to the patient to ensure it is reasonable. At the same time, it should allow

“

I love taking what I've learned and being able to apply it”

the healthcare providers to cover their costs and make a profit.

The price tariff is then onward charged using a payment model that affects the characteristics of the price tariff. The model should try to increase value for the patient by improving their healthcare outcome at the lowest cost.

"Government contracting private hospitals to admit patients during COVID-19 has created a great opportunity for the public and private sectors to work together in partnership," says Botha.

The determination of the price tariffs is key to increasing private-public partnerships as the country moves towards implementing the NHI, says Botha, as it "creates transparency for all parties and establishes trust in the process".

Test phase

His model is already being put to the test.

"We are piloting the research in Namibia. The results of our research could potentially inform price tariffs over the next couple of years and could lead to policy changes on how price tariffs are determined.

"The piloting of this research shows that it is invaluable and can create positive change.

"I love taking what I've learned and being able to apply it."

"COVID-19 has created an opportunity for private and public partnerships as we move toward implementation of the planned NHI"

Proud alumnus

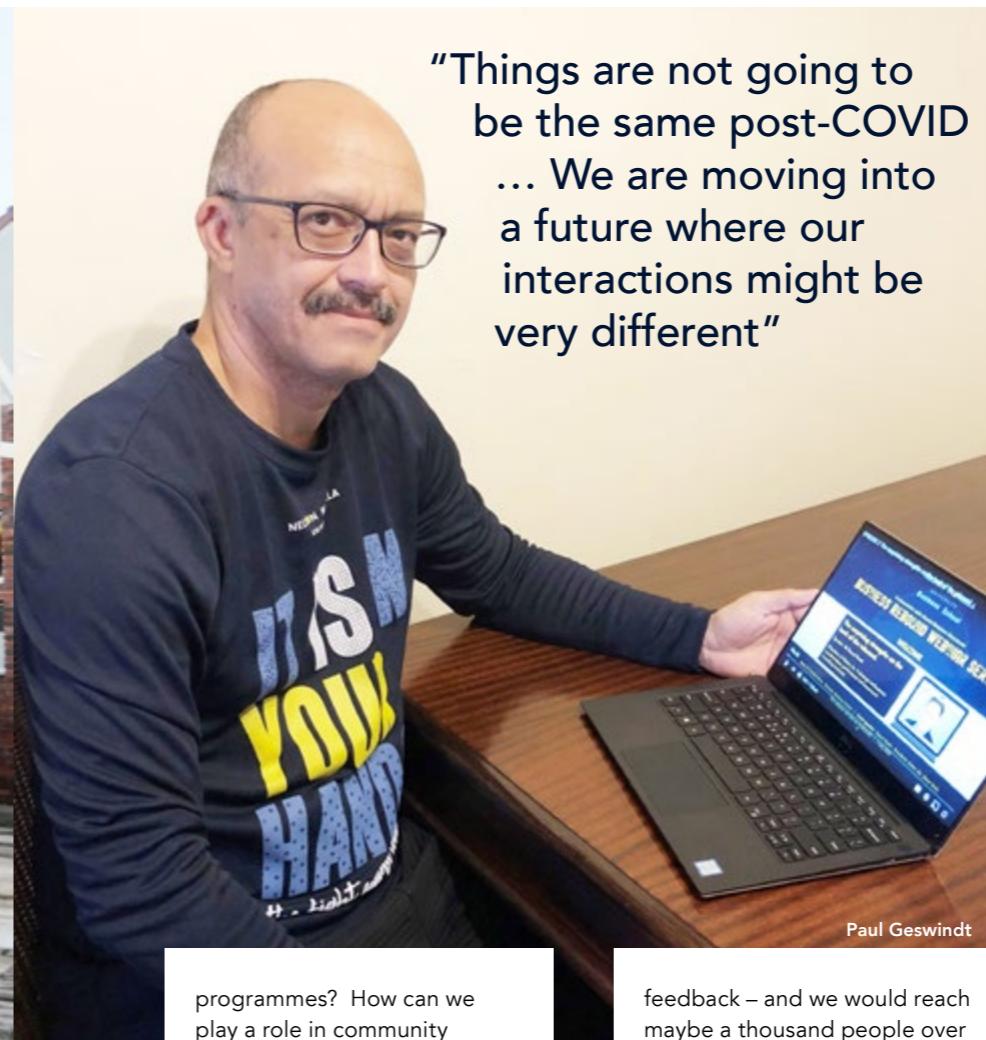
The completion of his PhD at Nelson Mandela University is not the end of Dr Gideon Botha's academic road.

Prior to graduating "virtually" in April 2020, he enrolled for his master's degree in Futures Studies at the University of Stellenbosch.

"I would not have been able to complete this PhD without the support and guidance of my supervisor, Prof Miemie Struwig, and co-promoters Dr Paul Dalmeyer and Dr Heidi Janse van Rensburg.

"They have been exemplary in every way and we are looking forward to publishing articles on the research done for my PhD.

"Mandela University will always be close to my heart, as it formed me as a student and cultivated my love for learning during my undergraduate and honours years. Completing my PhD at this prestigious institution has been a great privilege, especially under the supervision of such exemplary academics."



“Things are not going to be the same post-COVID ... We are moving into a future where our interactions might be very different”

Paul Geswindt

Alumni Relations: embracing change

How the university engages with its alumni has been evolving for some time – but the COVID-19 pandemic has certainly played a role in fast-tracking the process.

Not only are alumni gatherings shifting online, but their focus has also become more strategic, in line with the needs of a growing number of younger graduates.

“About 50 per cent of our alumni are recent graduates – graduating from 2005 (the year of the merger)

and up,” says Alumni Relations Director Paul Geswindt.

In 2004, the combined graduate total of the former institutions (University of Port Elizabeth, which by then had incorporated Vista PE, and PE Technikon) was 5 223. In 2019, Nelson Mandela University had 6 918 graduates.

Younger alumni are coming on board, filling elected positions, and bringing a new voice into the alumni space, touching on the challenges new graduates face. These range from graduate unemployment to the need for career advancement support, to the plight of graduates in rural areas.

“These are major issues, but we are looking at how we can play a part in addressing them,” Geswindt explains.

“For example, how can our broader alumni body get involved in mentorship and coaching, or the sharing of expertise or resources to support some of the institutional

programmes? How can we play a role in community development? ... We need to find ways as an institution to delve deeper into some of these areas.”

Moving with the times

While the Alumni Relations office is starting to collaborate more closely with the broader University to address these issues, it’s also moving towards the digital transformation of its operations, to enable wider engagement with alumni across the world.

“Even before COVID-19, we started including a lot more activities in the digital space,” says Geswindt.

“In the past, we used to travel to major centres nationally and internationally, to update alumni on the affairs of the University and get their

feedback – and we would reach maybe a thousand people over the course of a year in these geographic areas.”

This interaction has since shifted online with more social media communication, along with e-newsletters and e-magazines. The office has also partnered with the University’s Business School to run a series of webinar talks which include local and international alumni.

“These talks not only showcase alumni expertise but also the global footprint of the institution – and they’re reaching far more people, not just alumni.”

Looking ahead

This is just the start. Future talks will be interactive and include multiple voices and disciplines – ranging from

sport, art and psychology to lifestyle issues, including the challenges voiced by today’s graduates.

“We are also promoting the broader institutional online programmes to our alumni, giving them the opportunity to be part of more institutional events.”

Plans are afoot to build online alumni communities to replace “old-fashioned alumni chapters” – while the University Shop is developing an online store.

“Things are not going to be the same post-COVID ... We are moving into a future where our interactions might be very different,” says Geswindt.

But far from fearing the change, Alumni Relations at Nelson Mandela University is embracing it.

Fast facts about our graduates and alumni

- Over the years, Nelson Mandela University has conferred 152 155 qualifications to 114 250 graduates
- 24,9% of graduates have more than one qualification
- There are between 6 000 and 7 000 new graduates each year
- In 2010, the Alumni Association launched its annual Alumni Awards to celebrate alumni achievers
- So far, 38 Achiever Awards and 32 Rising Star Awards have been conferred, but there are many other alumni who are making a difference (let us know, by emailing: alumni@mandela.ac.za)
- The University Shop was established by the Alumni Association in 2005. Contact shop@mandela.ac.za or visit shop.mandela.ac.za.



With the pandemic putting all varsity sport for 2020 into injury time, the ongoing development of student-athletes called for an innovative approach, writes Coetzee Gouws

LOCKDOWN LESSONS LEARNT



Yoliswa Lumka

Madibaz director of sport Yoliswa Lumka, supported by the sport managers and coaches from the various codes, immediately got to work to turn negatives into positives – and these were the lessons learnt.

Virtual learning

The priority was to ensure all student-athletes complete their academic year.

With more time to study, the University came to the party with laptops for qualifying students and free data for all.

Off the pitch

Coaches invested their time in “off the pitch” training, which is often neglected because of the intensity of the academic programme.

Many coaches connected with student-athletes on a one-on-one basis, focusing on mental conditioning and designing programmes specific to the individuals’ needs.

Training methods were re-evaluated based on feedback provided by athletes.

Coaches provided online exercises and virtual competitions before restrictions were relaxed and more outdoor training was allowed.

Outside the box

Players have different physical requirements and contrasting socio-economic backgrounds, but all of them became creative in the ways they approached novel training requirements.

They improved their video analysis skills by watching and analysing matches and embraced different ways of training their bodies due to the initial restrictions.

Athletes were also given exercises to explore the benefits of visualisation techniques, which can aid in improving performance.

Mentoring coaches

The conditions created by lockdown also extended to management, with coaches taking time to develop their skills through observing mentors at work, webinars and courses and researching how to refine tactics within their specific sports codes.



After being relegated, the powers that be at the FNB Madibaz Rugby Club put a plan in play to regain promotion to the 2021 Varsity Cup competition.

Being booted into the second-tier Varsity Shield in 2018 did not sit well with management and they immediately focused their attention on re-entering the top flight.

MADIBAZ back in the big time

By Coetzee Gouws

With promotion earned on a biennial basis, the plan was to end the league phase of the 2019 and 2020 seasons as log-leaders.

The Madibaz started impressively last year by going through the league phase unbeaten, finishing five points ahead of second-placed Cape Peninsula University of Technology (CPUT) before losing to them in the final.

This put them in the driver’s seat going into the crucial 2020 competition and although they suffered a setback by losing to Walter Sisulu University (WSU), they won all their other matches before the season was halted by the coronavirus.

Their overall points tally of 46 gave them an unassailable lead over CPUT (40) and WSU (35) and, when the rest of the tournament was cancelled, the Madibaz were named the overall winners and promoted.

Rugby manager Ntsikelelo Ngcakana said it was important to recognise all those who were involved in the successful campaign.

“To coach Jarryd Buys and his management staff and to all the players – well done.”

What’s not to love when a plan comes together?



COVID-19 Crisis: Opportunity to reset Economy and Society and build a new Social Contract



Dr Randall Jonas
Director: Business School


Dr. Randall Jonas, Director of the Nelson Mandela University Business School asserts that, "the global proliferation of COVID-19 shifted the focus almost entirely on the public health and the economic impact of the pandemic. Yet, its impact on work, society and education is no less profound. Lockdown measures aimed at 'flattening the curve' have wide spread effects. The slowdown in the world's rhythm is unthinkable and a world in quarantine is almost surreal. The pandemic is an unprecedented crisis leaving the world with many unknown unknowns. Consequently, the post-COVID-19 world is likely to be a world of multiple scenarios as we attempt to 'learn from the future'. The pandemic has also catapulted our world into a plethora of digital solutions resulting in a rapid embrace of 4IR, from **remote working** to **virtual meetings** and virtual events. The world as we know it has changed profoundly with dispersed workforces and social distancing, an unthinkable necessity till now. The cessation of non-essential services has ground **global economic activity to a halt** with the inevitable threat of a recession. We are thus facing a great reset in economy and society and leaders must be at the coalface of this transition to new ways of working, business and living."

The Great Reset in the economy and society as result of the COVID-19 pandemic as well as the accelerated thrust into the Fourth Industrial Revolution, has been a call for the **courage of change**. 'Great Reset' implies that we boldly find new ways of living, working and doing business.

According to the World Economic Forum, '...the Great Reset is a commitment to build the foundations of our economic and social system jointly and urgently for a more fair, sustainable and resilient future. It requires a new social contract centred on human dignity, social justice and where societal progress does not fall behind economic development. The global health crisis has laid bare longstanding ruptures in our economies and societies, and created a social crisis that urgently requires decent, meaningful jobs.'

"The Great Reset is a welcome recognition that this human tragedy must be a wake-up call. We must build more equal, inclusive and sustainable economies and societies that are more resilient in the face of pandemics, climate change and the many other global changes we face," said António Guterres, Secretary-General, United Nations, New York. A Great Reset is necessary to build a new social contract that honours the dignity of every human being.

DON'T LET A WORLD IN QUARANTINE PUT YOUR MIND ON LOCKDOWN



Contact the Business School to co-create tailor-made training solutions to support your organisation toward a resilient rebound strategy, or join our digital programmes to build resilience, stay positive and renew skills.

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