



**Nelson Mandela
Metropolitan
University**
for tomorrow



Annual Report 2016

Vision

To be a dynamic African university, recognised for its leadership in generating cutting-edge knowledge for a sustainable future.

Mission

To offer a diverse range of quality educational opportunities that will make a critical and constructive contribution to regional, national and global sustainability.

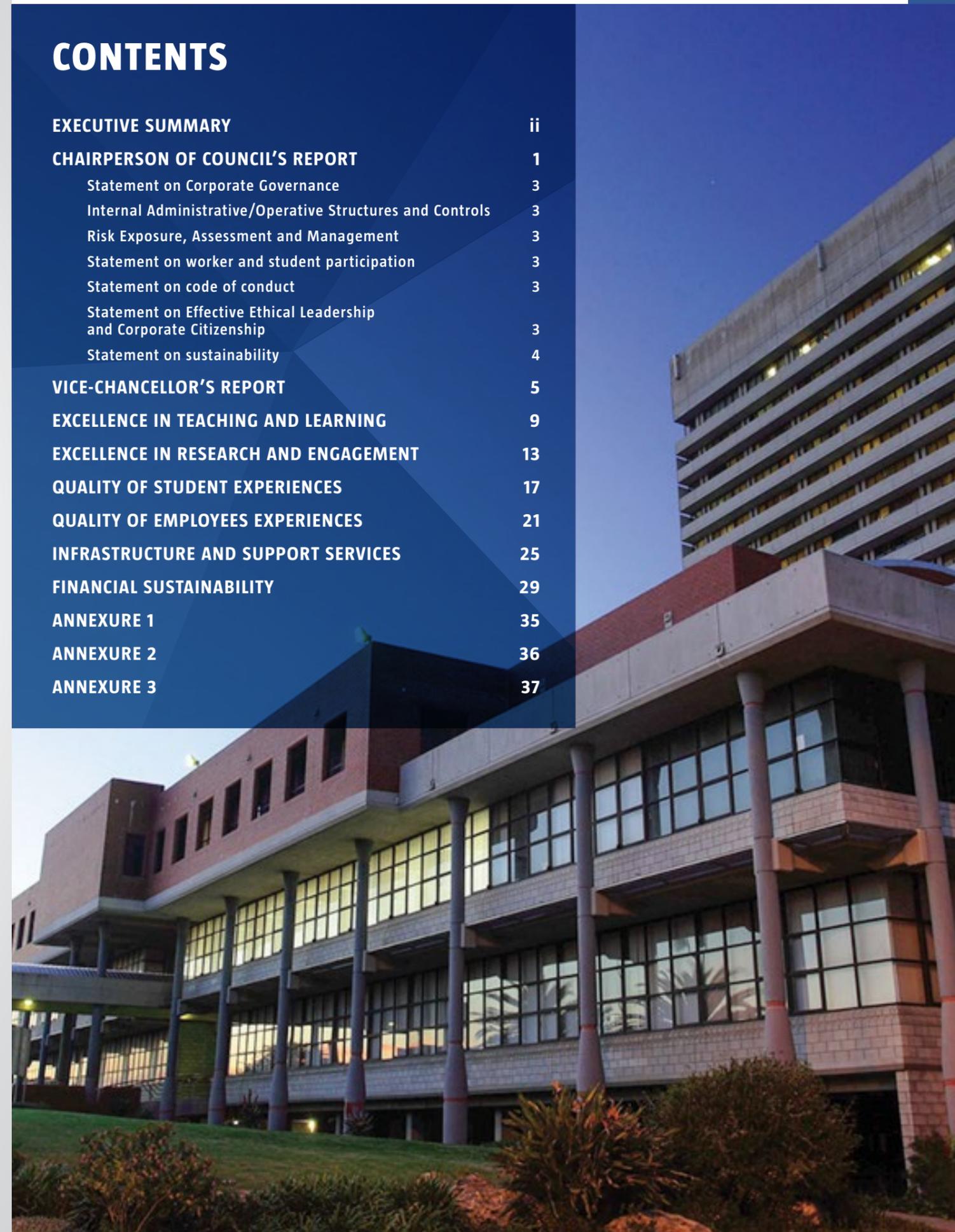
Values



The dreams, hopes and aspirations of students, staff and the greater community of Nelson Mandela Metropolitan University are being formulated through the Vision 2020 process which was initiated in 2008.

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EXECUTIVE SUMMARY

NMMU remains committed to serve society through generating cutting-edge knowledge relevant to the African and global contexts and developing graduates that will contribute locally, nationally and globally, for the public good.

The events associated with the #FeesMustFall student protests in 2015/2016 have effectively served as a change catalyst. The Higher Education sector have used the opportunity to reflect, review and innovate around both the core and support functions associated with institutions of higher learning.

Despite some negative experiences associated with the #FeesMustFall student protests, the leadership of NMMU together with the academic and support employees collectively ensured the completion of the 2016 academic year. Innovative teaching and learning methodologies and modalities were developed and implemented to ensure that the student could successfully complete the 2016 academic year.

This change trajectory align with the outcomes we continue to pursue as part of our Vision 2020. Despite the challenges experienced in 2016, we can proudly report that the overall institutional performance was positive. Enrolment increased, the average success rate of students exceeded the national norm, and the number of degrees and diplomas awarded exceeded that of 2015, with a record number of Masters and Doctoral students graduating.

Implementation of initiatives were geared at enhancing the living and learning experiences of students and improving their retention

and success. Significant resources have been committed to the expansion of student accommodation, the provision of financial support, student transport and improving accessibility for students with disabilities. Enhancing of information communication and technology infrastructure that supports blended learning, accessibility and connectivity that enable students to access online learning resources.

These developments and improvements similarly aimed to enhance the working environment of our employees, with several business process re-engineering being implemented. With the prevailing economic conditions exerting more pressure on the limited resources available to the University, the projects furthermore endeavour to reduce costs and/or generate revenue for the University. Programmes continue to be implemented to address the challenges associated with the retirement of senior academics and the diversification of the profile of employees, particularly academics.

Increases in the cost of utilities and the insourcing of previously outsourced service workers have placed further pressure on already stressed resources. However, a revenue generation strategy has been developed to address the overall sustainability of the University.



REPORT OF THE CHAIR OF THE UNIVERSITY COUNCIL



Nelson Mandela Metropolitan University (NMMU), like most Higher Education Institutions (HEIs) within the broader Higher Education sector, operated under severe pressure and financial strain as a result of the cumulative effects of far-reaching demands for 'free higher education', in-sourcing, social transformation, occurring at the same time, and in many ways affected by the unstable political situation and stagnant economic conditions prevalent in South Africa in recent times.

The multiple underlying instabilities in higher education are probably going to persist for as long as the wider political, economic and indeed social causes are not effectively and sustainably addressed, and it is even more important now than ever before to try to link our short-term decisions to long-term

sustainability imperatives.

Council's performance during the period under review was formally assessed to determine how effectively it met its responsibilities as the governing body of the University. In accordance with the regulations for reporting by public higher educations, the institutional performance in relation to the 2016 Annual Performance Plan will be reflected in the relevant sections of this report.

Council performance objectives for 2016 were approved by Council and reflect the strategic priorities of Vision 2020 (V2020), as outlined below:

- **Strategic Plan: Vision 2020**
Oversight of management's progress in achievement of V2020 APEX Priorities for 2016;
- **Financial Viability**
Ensuring NMMU generates a budget for 2017 that provides for a reserve accumulation of between 5-10% of revenue from Council funded activities;
- **Academic Excellence:**
Ensuring improvement of average student throughput rates and research output in line with national benchmarks;
- **Improving Quality of Student Life:**
Ensuring the development of vibrant culture of living and learning on all campuses;
- **Improving Quality of Employees Life:**
Ensuring a competitive total employee value proposition for all employees;
- **Operations and Infrastructure:**
Ensuring efficient operational systems and provision of adequate infrastructure to support NMMU operations;
- **Effective and Efficient Management of Council:**
Ensuring efficient and effective management and execution of Council and Council committee business processes.

Matters of significance considered by Council during the year under review include:

- Election of Chairperson (Judge R Pillay) and Vice-Chairperson (Prof E Thipe-Mokhuane) of Council.
- The 2016 Mid-Year Performance Review Report and 2017 Annual Performance Plan was approved for submission to the Department of Higher Education and Training.
- The 2017 Institutional budget as well as the three-year rolling budget (2017-2019), as recommended by the Finance and Facilities Committee, was approved by Council.
- Council delegated the approval of the Revised NMMU Enrolment Plan (2017/18-2019/20) to Executive Committee of Council which was subsequently ratified by Council.
- Approval was requested from the Minister of Higher Education and Training to rename the Nelson Mandela University as the Nelson Mandela University.
- Council approved the Employment Equity Report for submission to the Department of Labour.
- New policies approved by Council include Pardoning of Student Misconduct Policy and Certification Policy.
- Revisions to policies approved by Council include Rules and Procedures for Conferring of Honorary Awards; Investment Policy; and the Student Representative Council Constitution (ratified Executive Committee of Council's approval).



Council's vision for the future development trajectories of the university has been anchored on four key strategic "game changers", namely:

- Positioning Nelson Mandela University as the leading Ocean Sciences university in the country, and in the longer range, the continent as a whole;
- Establishing a medical school;
- Building the new brand of the Nelson Mandela University, nationally and internationally; and
- Developing capacity for strategic resource mobilization through the re-structuring of the Nelson Mandela University Trust and the establishment of appropriate internal institutional capacity.

Statement on Corporate Governance

Council, established in terms of section 27(4) of the Higher Education Act as amended, is the highest decision-making body of NMMU and is responsible for the governance and good order of the University. The composition of Council, as contemplated in paragraph 5 of the Statute, provides for membership of external independent members as well as employees and students of the University. Council held four ordinary meetings during 2016. Attendance at these meetings averaged 87%.

Council formally assessed its performance for 2016 in order to determine how effectively it met its responsibilities as the governing body of the University. The outcome of Council's performance assessment was positive.

Committees of Council

Council has established seven committees to assist it in the execution of its functions.

- Executive Committee - Judge R Pillay
- Governance Committee - Ms C Williams
- Human Resources and Remuneration Committee - Mr A Mohamed
- Finance and Facilities Committee - Mr A Biggs
- Audit and Risk Committee - Mr K Riga
- Higher Education Committee - Judge R Pillay
- Nomination Committee

All committees are formally constituted with terms of reference and the majority of their membership consisting of external members of Council. In terms of the Rules of Council, external members of Council with the appropriate skills and experience chaired all committees.

During the period under review, all matters that served at these committees were dealt with in accordance with the University's document on the delegation of decision-making authority.

Internal Administrative/Operative Structures and Controls

Council, through the Audit and Risk Committee, is responsible for the governance of systems of controls in respect of the University's

financial and non-financial processes. Management is responsible for the implementation of effective, feasible and compliant internal controls.

The Audit and Risk Committee assisted Council in carrying out its risk responsibilities by, *inter alia*, reviewing the key risks to the University, considering and monitoring the risk management process and plan.

Risk Exposure, Assessment and Management

The Audit and Risk Committee, on behalf of Council, is responsible for risk governance of risk at the NMMU. MANCO, with the support of the Risk Management Committee, is responsible for the implementation of an effective and responsible system of risk management including the approved risk mitigation plans.

Statement on worker and student participation

The Council and Management of the University are committed to co-operative governance, with employees and students serving on the official structures of the University e.g. Council, Senate, Institutional Forum as well as Management and Senate committees.

Statement on code of conduct

The Rules of Council, including a Code of Conduct for Council members, are primarily based on the Higher Education Act of 1997, the Institutional Statute and the principles enunciated in the King III Report on Corporate Governance for South Africa, where applicable.

The purpose of the Code of Conduct for Council members is to establish agreement on standards of morally acceptable behaviour within Council; to guide moral decision-making; to strengthen commitment to the University; and to enhance the reputation of Council among stakeholders of the University. The Code regulates, *inter alia*, conflicts of interest, prohibited activities, and transgressions of the Code. In addition, the University's core values commit all employees and students to act with integrity; requiring ethical, professional behaviour; and acting in an accountable and transparent manner.

Statement on Effective Ethical Leadership and Corporate Citizenship

The Rules of Council, including a Code of Conduct for Council members, are primarily based on the Higher Education Act, the Institutional Statute and the principles enunciated in the King III Report on Corporate Governance for South Africa, where applicable. In addition, the University's values commit all employees and students to act with integrity; requiring ethical, professional behaviour; and acting in an accountable and transparent manner.

NMMU is committed to contribute to its economic, ecological and social responsibilities through ethical decision-making and continues to report in accordance with the various statutory requirements. NMMU continues to serve the public good through knowledge production; the provision of highly-skilled graduates that advances socio-economic development; and more directly through various engagement projects undertaken by employees and students, taking on the form of community interaction, service

and outreach; professional- or discipline-based service provision; teaching and learning and/or research and scholarship.

NMMU has not received any requests for access to information, neither has it been sanctioned or fined for being non-compliant or contravening any statutory obligations, human rights or unfair labour practices.

NMMU provides mechanisms via which employees and students can disclose any criminal and irregular conduct.

Statement on sustainability

The King III Report on Corporate Governance defines sustainability as follows:

“ Sustainability means conducting operations in a manner that meets existing needs without compromising the ability of future generations to meet their needs. Sustainability also refers to the ability of an organisation to consistently, continually and efficiently raise, manage and deploy funds with which to implement programmes and to achieve set goals that ultimately benefit the communities in which they operate. ”

(Institute of Directors of South Africa, 'Practice Notes. A guide to the application of King III for non-profit organisations', 2.)

The long-term viability and sustainability of the Institution is the primary objective of the Council and Management. We are currently implementing the second five-year strategic cycle (2016-2020). Given the ever-changing Higher Education landscape and more specifically the recent events such as the #FeesMustFall movement in South Africa, the in-sourcing of certain services in a financially constrained environment, the long-term sustainability of the institution might be threatened.

Despite the positive indications of government attempting to address the funding challenges in higher education, it is clear that South African universities will still need to be both innovative and resourceful in finding ways to ensure their financial sustainability in the medium and long-term. The three key pillars identified to ensure institutional sustainability include the following:

- Deploying and utilising financial and other resources more efficiently, effectively and economically;
- Re-imagining and implementing innovative ways so-called

third-stream resources are mobilised at NMMU; and

- Leveraging the maximum amount of funding from government for operational and capital costs as possible.

The following special projects are linked to the abovementioned pillars to ensure the medium- and long-term sustainability of the University:

- Academic Optimisation and Strategic Differentiation;
- Review of Organisational Structures, Including Business Modelling of Reintegrated Services;
- Improving Cost Efficiencies;
- Re-imagining Revenue Mobilisation, Commercialisation and Overhead Recovery; and
- Institutional Operating Model.

Other ongoing projects include:

- **Appointment of Sustainability Engineer** to conceptualise, coordinate and drive sustainability initiatives going forward
- **Reclaimed water project:** Implemented under the guidance of the sustainability engineer.
- **Paperless committee meetings:** A project to investigate the fitness-for-purpose of OneNote as an alternative to PDFs in committee meetings has been initiated.
- **Completion of a reverse osmosis plant** has been completed as part of the new Education Building, and complements the rainwater harvesting project.
- **Solar powered bicycle project** is completed and operational between North and South Campuses.
- **The photovoltaic (PV) farm** brief has been completed and was advertised in February 2016.
- **A Space Optimisation and Utilisation Action Plan** is being implemented to give effect to more effective and efficient space utilisation.

It is within the context of rapid shifts in our internal and external operating environments, that a thorough review of V2020 will be conducted in 2017 to evaluate perceived and actual progress with implementing Vision 2020, while also extending our planning horizons beyond 2020 in anticipation of possible future challenges and opportunities.



Judge R Pillay
CHAIRPERSON OF COUNCIL

VICE-CHANCELLOR'S REPORT



Quarterly reports are submitted to Council to provide an overview of progress made regarding implementation of V2020 according to the categories specified below:

- Strategic planning
- Institutional climate and quality of student and employees life
- Improving academic excellence (teaching, research and engagement)
- Transformation
- Improving quality of operations, infrastructure and support services, and
- Financial sustainability

Self-Assessment

I have served NMMU for two successive and successful terms from January 2007, during which I have played a pioneering role and made advances in the development and transformation of NMMU. During my tenure, NMMU scored a number of landmark achievements that took the University well beyond the challenges associated with the 'merger' years. Some of the major achievements include:

- Growth in overall student numbers from 22 661 in 2008 to over 27 848 in 2016, whilst graduation numbers rose from 4 464 in 2008 to 6 795 in 2016;
- Massive increase in postgraduate student intake, from 2 914 in 2008 to 4 162 in 2016;
- Research output productivity rose from 504.838 to 965.01 total weighted research output units from 2008 to 2016, with 13 new prestigious Research Chairs, two A-rated; ten B-rated and dozens of C-rated scientists joining NMMU's ranks;
- Total number of permanent employees grew from 1 524 to 2 154 in the same period, with numbers of Black employees rising from 42.3% to 59.7%, and women comprising 56.8% and men at 43.18% of total workforce in the same period;
- Total recurrent income in 2008 stood at R1.063b, by 2015 this rose to R2.052b, a 93% increase in revenue; total fixed asset value rose from R1.404b to R3.026b by 2015, registering a 115% increase over this period;
- Total financial aid contributions, in the form of bursaries and loans, rose from around R250m in 2008 to over R600m by 2016;

- Expansion of NMMU with the formation of a new Ocean Sciences Campus, and with this, attracting over R1.2b worth of new marine and maritime investment commitments to date;
- Converting NMMU's Bird Street Campus into a dedicated Arts and Culture campus, with a new Art Gallery, to support the creative arts sector;
- Successful campaign to establish South Africa's 10th Medical School at NMMU by 2020;
- Capital expansion in property, plant and intellectual capital since the original creation of the University, including three new Libraries, one Science Complex, a new Business School, two Engineering Buildings, one new Education Complex, a Biokinetics Complex, an Atomic High Resolution Centre, and three large Lecture Hall complexes in Port Elizabeth and George.
- Modernisation of the Missionvale Campus and the George Campus, with over R350m of capital investments from 2008 to date;
- Securing ministerial approval of a name change to Nelson Mandela University, key to repositioning and rebranding the University globally.
- Launching of over fifteen (15) cutting-edge centres and institutes aimed at discovery, application and innovation in the natural and human sciences.

Acknowledgements

I wish to acknowledge the immeasurable contributions of the Chancellor, the Chair and Deputy-Chair of Council, all external members of Council who either chair or are members of Council sub-committees, all other members of Council, my Executive colleagues and the extended Management team. I would also like to express my heartfelt gratitude towards the two primary constituencies within the NMMU community, namely our employees and students. Your invaluable commitment and resilience shown during the challenging times of 2016, is unrivaled and laudable.

Steady progress is being made with the two key expansionary efforts mandated by Council, namely the establishment a new Marine and Maritime Sciences capability and a Medical School.

• Ocean Sciences strategy

In December 2016, NMMU became the legal owner of the former Council for Scientific and Industrial Research campus in Gomery Avenue, which has been renamed the Nelson Mandela University Ocean Sciences Campus.

The crafting of cross-cutting ocean sciences research themes is underway and will serve as a meta-level organising framework to co-locate transdisciplinary research teams on the ocean sciences campus.

The University of Southampton, one of Europe's most prestigious research universities with an impressive Ocean Sciences record, is keen on forging a long-term partnership with NMMU.

• NMMU Medical School

The DHET has provided written commitment for the establishment of South Africa's 10th medical school at NMMU and Minister Nzimande has requested the Minister of Health to seek a directive from the HPCSA (Health Professions Council of South Africa) for formal steps to be taken towards this end.

The appointment of the new Executive Dean, Prof Lungile Pepeta, will be effective from 1 January 2017 and the new Dean will utilise his strong linkages with the health and medical fraternity in the city and region, and crucially, the Provincial Department of Health, to help to position and affirm support at local and regional levels.

Our Faculty of Health Sciences, in collaboration with the South African Committee of Medical Deans, is to lead the design of a new curriculum for medical schools, with the goal that it may become a national curriculum standard.

• Name Change and Strategic positioning of Nelson Mandela University

The new look and name – Nelson Mandela University - will be unveiled on Thursday, 20 July 2017. This will be accompanied and followed by an extensive communication, marketing and rebranding campaign. In addition, talks have been held with the Mandela Foundation about Nelson Mandela University forming a partnership with the other Mandela Foundations in 2018, marking the 100th anniversary of the birth of Madiba.

Financial Sustainability - Strategic Resource Mobilization

The financial sustainability of the University will depend largely on our ability to grow and diversify our resource base to simultaneously optimise subsidy and tuition yield and reducing the overall over-dependency on tuition fees as a source of income. This work includes a range of cost management strategies, and revenue optimisation interventions.

• Cost Management Interventions:

Implementation of cost management interventions are ongoing, aimed at rationalizing and streamlining various aspects of the costing structures and financial flows across the entire university, notably:

- o Austerity measures to eliminating unnecessary duplications and wasteful expenditure and implementing cost-cutting measures to reduce expenditure.



- o Revising the Resource Allocation Model to ensure more efficient resource accountability for resources raised whilst also enabling the University to deploy it more strategically in high-growth and high-yield areas.
- o Revisiting the space utilisation plan and capital projects plan to adopt alternative, mixed delivery methods and new innovative ways in delivery of teaching and learning to diversify our student markets and potentially reduce delivery costs.
- o Review and Develop Innovative Business Models for Catering, Cleaning, Security Services, and Garden and Sports Field Maintenance to drive down costs and optimise service delivery across these service platforms.

• Revenue Optimization:

With respect of revenue optimization, a number of interventions have been introduced and are underway, including Innovative Resource Generation: Re-Imagining Resource Mobilisation at NMMU in the medium-term and long-term involving at least four inter-related strategic priorities: restructuring of the Nelson Mandela University Trust, establishing a Strategic Resource Mobilisation Office, maximising commercialisation opportunities and re-engineering the Short Learning Programmes.

Projects undertaken to enhance and optimise the quality

of operations, infrastructure and support services will be elaborated on further in this report.

VICE-CHANCELLOR

EXCELLENCE IN TEACHING AND LEARNING



During the course of the year under review, the following Executive Dean positions were filled:

- **Dr I Lagardien – Executive Dean: Faculty of Business and Economic Sciences;**
- **Prof A Muronga – Executive Dean: Faculty of Science; and**
- **Prof A Govindjee – Executive Dean: Faculty of Law**

These changes in the academic leadership have provided opportunities for new insights to be infused into the academic project and the advancement of Transformation in these spaces.

The #FeesMustFall protests have been a watershed moment in the history of South Africa, profoundly affecting the Higher Education sector as a whole. Completion of the academic year was paramount, which was enabled via the development of an Academic Completion Plan (ACP). Multi-mode teaching were implemented to complete the teaching programme, including e-learning and the use of alternative more secure sites. Constant engagement with the various student formations enabled the development of the plan and started discussions on the co-creation of a 'new normal'. Key elements of the 'new normal' include the decolonised African context, reflecting alternative epistemologies, knowledge paradigms within the core pillars of teaching and learning, research and engagement. In addition, the Institutional values of respect for diversity, excellence, integrity, uBuntu, taking responsibility and respect for the natural environment should become evident in the lived experiences of both students and employees.

Alternative methods of assessments were introduced where appropriate, with students provided with options of writing examinations in November-December 2016 or January 2017, with the primary venue where examinations were written being the Nelson Mandela Bay Stadium. In November 2016, more than 10 000 student entries were recorded to complete classes. In addition, in excess of 32 000 student entries were recorded to write around 1 000 papers in 24 days with two exam sessions per day across the two exam periods that stretched from November 2016 to the end of January 2017. Lessons learnt from the innovations that were generated during the #FeesMustFall shutdown will be considered going forward to identify opportunities to re-engineer our practices, processes and procedures.

Blended and Technology Enhanced Learning greatly contributed to the completion of the academic year. Many Universities made their course content available online to ensure continuation of the academic project. To facilitate online academic materials, South



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Africa's four largest mobile Internet Service Providers, Cell C, MTN, Vodacom and Telkom, indicated that they will waive any costs associated with data being used to access University websites in South Africa until the end of 2016. The free data provision was well received at a national level. This enabled our students to have free access to their academic content and other University resources from anywhere in South Africa, even if they had run out of data or airtime. The University further benefitted from a donation worth R90 000 for bulk smses from a company run by an NMMU alumnus.

Access to Wi-Fi for students at the Metro's libraries were fast-tracked across 11 Municipal libraries using a fibre optic connection that is 50 times faster than the wireless link. The utilisation statistics were close to 100% at all the Wi-Fi access points, and enabled students to access online materials from locations across the Metro.

Teaching and Learning Excellence Awards

- NMMU Distinguished Teacher Award was bestowed on Dr S Burton from the Faculty of Health Sciences.
- NMMU Excellence Teacher Award was bestowed on Mr P Tai-Hing, from the Faculty of Business and Economic Sciences in recognition of excellence in teaching
- The NMMU T&L Excellence Team Award was bestowed on the 67 Hours Team, in recognition for their teamwork in advancing T&L. The team members were Ms K Elliott (leader), Ms T Beck, Mr S Goldstone, Ms R Plaatjes, Mr A Johnson and Mr A Keke.

Faculty Excellent Teacher and Emerging Teacher Awards

The following employees received the Faculty Emerging Excellent Teacher and Faculty Excellent Teacher Awards in recognition for excellence in teaching, as reflected in the subsequent table.

List of Recipients of the Faculty Emerging Excellent Teacher and Faculty Excellent Teacher Awards in 2016

FACULTY	FACULTY EMERGING EXCELLENT TEACHER	FACULTY EXCELLENT TEACHER
ARTS	-	Claudette Leppan
BES	Shelley Saunders	Paul Tai-Hing
EBEIT	-	Sue Petratos
EDUCATION	-	Shervani Pillay
HEALTH SCIENCES	Candyce Clark	Samantha Kahts
LAW	Tina Hokwana	Mark Tait
SCIENCE	Richard Betz	Jean Greyling

Commendations for Teaching and Learning Excellence:

For the first time in 2016, faculties presented commendations to employees for excellence in teaching and learning. The table below reflect the recipients of such commendations.

List of Recipients of the Faculty Commendations for Excellence in Teaching and Learning in 2016

FACULTY	ACADEMIC
EBEIT	Sue Petratos
EDUCATION	Margie Childs
HEALTH SCIENCES	Samantha Kahts

Promotions to full Professor

The following senior academics were promoted to full professorship:

FACULTY	NAME
ARTS	Prof RS Masango
BES	Prof JM Cherry
BES	Prof JJ Makuwira
BES	Prof C Rootman
EBEIT	Prof JF Van Niekerk

Teaching and Learning Innovation

Resources have also been made available to employees to improve their teaching skills. The Teaching Development and Innovation Fund supports various research projects, where R540 970 is being spent to support 13 continuing projects, and an additional R689 137 is being spent on 17 new projects.

Enhancing Student Learning

To enhance student success, various academic support programmes are provided. A key project that is aimed at enhancing student success, is the Kresge Foundation-funded Siyaphumelela project. The Student Early Detection System, RADAR Project, is a 4-year project coordinated by Institutional Planning as part of the Siyaphumelela project to detect academic strugglers and provide assistance. Entering its 3rd year, the project is now being rolled out to other departments, starting with Engineering, Accounting and Education.

Student Academic Support

To enhance student success, the Centre for Teaching, Learning and Media (CTLM) provides various academic support programmes, notably:

- Undergraduate Learning Support: Supplemental Instruction
- Undergraduate Learning Support: Student Academic Development unit
- CTLM workshops and seminars: Student Academic Development Unit
- Undergraduate Courses offered by CTLM: Student Academic Development Unit
- Undergraduate Learning Support: Group and individualized Student Support: Academic Literacies and writing development (PE Campuses)
- Undergraduate Learning Support: Group and individualised Student Support: Academic Literacies and Writing Development Unit (George Campus)
- Enabling Students to Make the Transition to University

Other existing student success initiatives across the University include:

- Supplementary Instruction (SI) for those modules with an average success rate of below 55% over the last three years;
- The Centre for Access Assessment & Research operates the access assessment testing programme which provides applicants, who do not meet the direct admission requirements for an academic programme but meet testing requirements, with an opportunity to be assessed for admission into their academic programme of choice.
- How2Buddies are senior students who provide information and guidance to assist new first-year students to adjust to the university environment during orientation;
- An orientation programme is offered to new first-year undergraduate students;
- The NMMU has a number of co-curricular programmes that enhance student life and student engagement with the goal to enhance student success; and
- The Keys to Success programme is a Higher Education and Access and Development Services initiative within the NMMU. The Keys to Success programme assist students to develop the skills that they need to succeed at University.

Multilingualism Enhancement

NMMU has been involved in a DHET-funded project relating to the development of isiXhosa as an academic language from 2013 to 2016.

The project included the following focus areas:

- Glossaries
- Bilingual tutorial
- IsiXhosa for service courses
- IsiXhosa for employees
- Online tutoring
- Piloting teaching in 3 languages (English, Afrikaans and isiXhosa)

The demand for translation of academic readers have increased as well as the provision of mother-tongue student support during tutorials. The funding for this project ended in 2016 and it is unclear whether financial support will continue with these initiatives.

Student success

Advancing the quality of our teaching and learning, research and engagement is an ongoing process and has improved the overall performance of our students, with the success rate for all undergraduate coursework modules averaging at 83%. The success rates of coursework modules are shown for all 2016 enrolments compared with 2015 in the following table.

Success Rates per Qualification Type for 2016

Qualification Type	Enrolled FTEs	Completed FTEs	Success Rate
Occasional	280.7	225.2	80.2%
UG Dipl or Cert	8 107.7	6 553.5	80.8%
UG Degree	10 869.2	9 244.6	85.1%
PG Dipl or Cert	531.7	433.9	81.6%
Honours Degree	675.4	618.0	91.5%
Masters Coursework	356.1	270.6	76.0%
Total	20 820.7	17 345.8	83.3%

A total of 6 795 degrees and diplomas were awarded in 2016, with the different categories being outlined in annexure 1.

Summary of degrees and diplomas awarded in 2016

Degrees and Diplomas awarded: Contact Tuition

Total Contact Tuition	6 787
Total Distance Tuition	8
TOTAL ALL DEGREES AND DIPLOMAS AWARDED	6 795

The re-positioning and re-imagining of teaching and learning continues to be a priority in 2016, with various support and development initiatives are being provided to align the teaching and learning practices with V2020 as well as the graduate outcomes we envisage all our graduates will reflect.

Prof D Zinn
DVC: TEACHING AND LEARNING



EXCELLENCE IN RESEARCH AND ENGAGEMENT



NMMU currently has

13

RESEARCH CHAIRS

Research chairs

NMMU currently has thirteen research chairs, nine of these are funded through the South African Research Chairs Initiative (SARChI) programme.

- Chair in Education, Work and Society (Skills Education Training Authority (SETA)). The incumbent is Dr L. Powell
- Chair in Identities and Social Cohesion (SARChI). Vacant
- Chair in Marine Spatial Planning (SARChI). The incumbent is Prof M. Lombard
- Chair in Food Security (SARChI). The incumbent is Prof M. Roberts
- Chair in Nanophotonics (SARChI). The incumbent is Prof R. Botha
- Chair in HIV/Aids Education (NMMU). The incumbent is Prof N. de Lange
- GMSA Chair of Mechatronics (GMSA). The incumbent is Prof I. Gorlach
- VWSA-DAAD International Chair in Automotive Engineering (VWSA-DAAD). Vacant
- Chair for Education in Human Settlements (National Department of Human Settlements). The incumbent is Prof S. Mbanga
- Chair in Law of the Sea and Development in Africa (SARChI). The incumbent is Prof P. Vrancken
- Chair in Shallow Water Ecosystems (SARChI). The incumbent is Prof R. Perissinotto
- Chair in Microfluidic Bio/Chemical Processing (SARChI). The incumbent is Prof P. Watts
- Chair in Earth Systems Science (SARChI). The incumbent is Prof D. Bell

The Research and Engagement Awards were awarded to the following recipients in the various categories listed below:

- NMMU Researcher of the Year 2016 – Prof N Strydom
- NMMU Research Excellence Awards – Prof I Truter and Prof A Calitz.

NMMU has been steadily improving its research standing over the past few years. Research entities are intended to position NMMU at the forefront of national and international research in relation to the institutional research themes.

Research and Engagement Entities

By the end of 2016, the number of research and engagement entities included 4 Institutes, 16 Centres and 18 Units (see Annexure 2).

The entities fulfilled their mandates successfully during 2016 by producing high level outputs in the form of peer-reviewed journal articles, books and book chapters, conference proceedings, Masters and Doctoral graduates and patents.

Increasingly, our research and engagement activities for the Institution are being driven by students and academics linked to our Research and Engagement entities (Institutes, Centres and Units).

These Entities are embedded in the Academic Project and work across all Faculties, bringing together students and scholars from different disciplinary backgrounds to work together in defined focus areas in a multi- and trans-disciplinary manner.

Technology Stations

NMMU has two Technology Stations funded by the Technology Innovation Agency (TIA): eNtso, previously the Automotive Components Technology Station, headed by Prof. D. Hattingh, and the Downstream Chemicals Technology Station, headed by Dr G. Dugmore.

The aim of the Technology Station programme is to assist SMMEs to improve their competitiveness and innovation in a selected technical area.

By the end of 2016,
the number of research
and engagement
entities included
**4 INSTITUTES,
16 CENTRES
& 18 UNITS**

The following employees were recipients of Faculty Emerging Researcher and Researcher of the Year Awards, as reflected in the table below.

Recipients in 2016 of Faculty Researcher of the Year and Emerging Researcher of the Year Awards

FACULTY	FACULTY EMERGING EXCELLENT TEACHER	FACULTY EXCELLENT TEACHER
ARTS	-	Claudette Leppan
BES	Shelley Saunders	Paul Tai-Hing
EBEIT	-	Sue Petratos
EDUCATION	-	Shervani Pillay
HEALTH SCIENCES	Candyce Clark	Samantha Kahts
LAW	Tina Hokwana	Mark Tait
SCIENCE	Richard Betz	Jean Greyling

Creative and Performing Arts Awards

In recognition of excellence in creative and performing arts, the following employees were presented with Performing and Creative Arts Awards:

- Ms. Mary Duker & Ms. Bianca Whitehead (Ceramics); and
- Ms. Andrieta Wentzel (Public Art)

NRF Evaluation and Rating of Researchers

The number of NRF-rated researchers at NMMU was 83 in 2016 compared to 80 in 2015, ensuring that NMMU retained its place among the top ten South African universities in terms of NRF ratings.

The NRF-rated researchers include 15 black and 29 female rated researchers. The distribution of NRF-rated researchers is as follows:

Category Distribution of NMMU NRF-Rated Researchers in 2015

CATEGORY	NO.
A1	2
B1	2
B2	5
B3	3
C1	13
C2	35
C3	15
Y1	1
Y2	7

83
NRF-rated
researchers

including
2 A1 & 2 B1
researchers



DHET research output units

The research output units allocated by the DHET for research publications and graduating master's and doctoral students represents a crucial benchmark of research excellence and is based on successful doctorate and master's graduates and subsidies generated through academic publications.

In the 2015 assessment of 2014 research publication units there was an increase in the number of journal publication units, from 281.42 in 2014 to 324.81 in 2015 (12.3% increase). The book and conference proceedings units for 2014 and 2015 were 84.60 and 73.69, respectively (12.9% decrease). Master's and doctorate output units decreased from 532 units in 2014 to 507 units in 2015 (4.7% decrease).

Research Grants

Various exciting developments have occurred on the Technology and Innovation front, including a R2 million seed grant received from the TIA.

507
UNITS IN 2015
Master's and doctorate output units

324.81
UNITS IN 2015

12.3%
Increase in the number of
journal publication units

In addition, the number of large international project proposals, particularly to European Union funding streams, has risen significantly over the last year.

The following are some of the research funding proposals that have received approvals:

- City University London (Prof Tim Gibbon) – £50 000 from Royal Academy of England;
- HEDIS project was launched on 27th February: "IT for Sustainability" (Dr Brenda Scholtz) – €500 000 from DAAD;
- 7 bursaries from Armscor for students in the Faculty of Engineering, Built Environment and IT; and
- "Common Good First" project (EU Erasmus+) – Prof Darelle van Greunen.

The number of external research-related contracts handled by the Innovation Office has risen significantly over the past few years: an increase of 122% in the last 4 years.

Prof A Leitch
DVC RESEARCH AND ENGAGEMENT

QUALITY OF STUDENT EXPERIENCES



Preparing our students for life and work requires holistic student development which remain central to the University's purpose. To improve the overall success of our students, we continue to provide support via accessibility to financial aid; quality and affordable on- and off-campus student accommodation; reliable student transport; safe and fit-for-purpose campus settings in addition to numerous opportunities for participation in co-curricular activities and community engagement activities.

Financial Aid Matters

The need for financial support continue to surpass the provision thereof. In the year under review, a total of R363 757 302 was

provided to 15 966 students compared to R309 781 667 provided to 12 216 students in 2015, which is equivalent to a year on year increase of 17.4%.

Funding across all funding categories increased relative to the previous year - NSFAS by 4.9%, Government by 26.0%, Private Sector by 21.0%, NRF by 73.5% and Council by 29.2%, relative to 2015 totals. NSFAS and Council funding contributed 53.5% and 17.2%, respectively, of the total funding provided to students in 2016.

The substantial increase in financial aid support enabled 30.7% more students to receive support, relative to 2015.

Student Financial Support provided for 2015 and 2016

17%
NMMU Council
(including Trust)

13%
NRF (UG and
PG students)

10%
Private sector

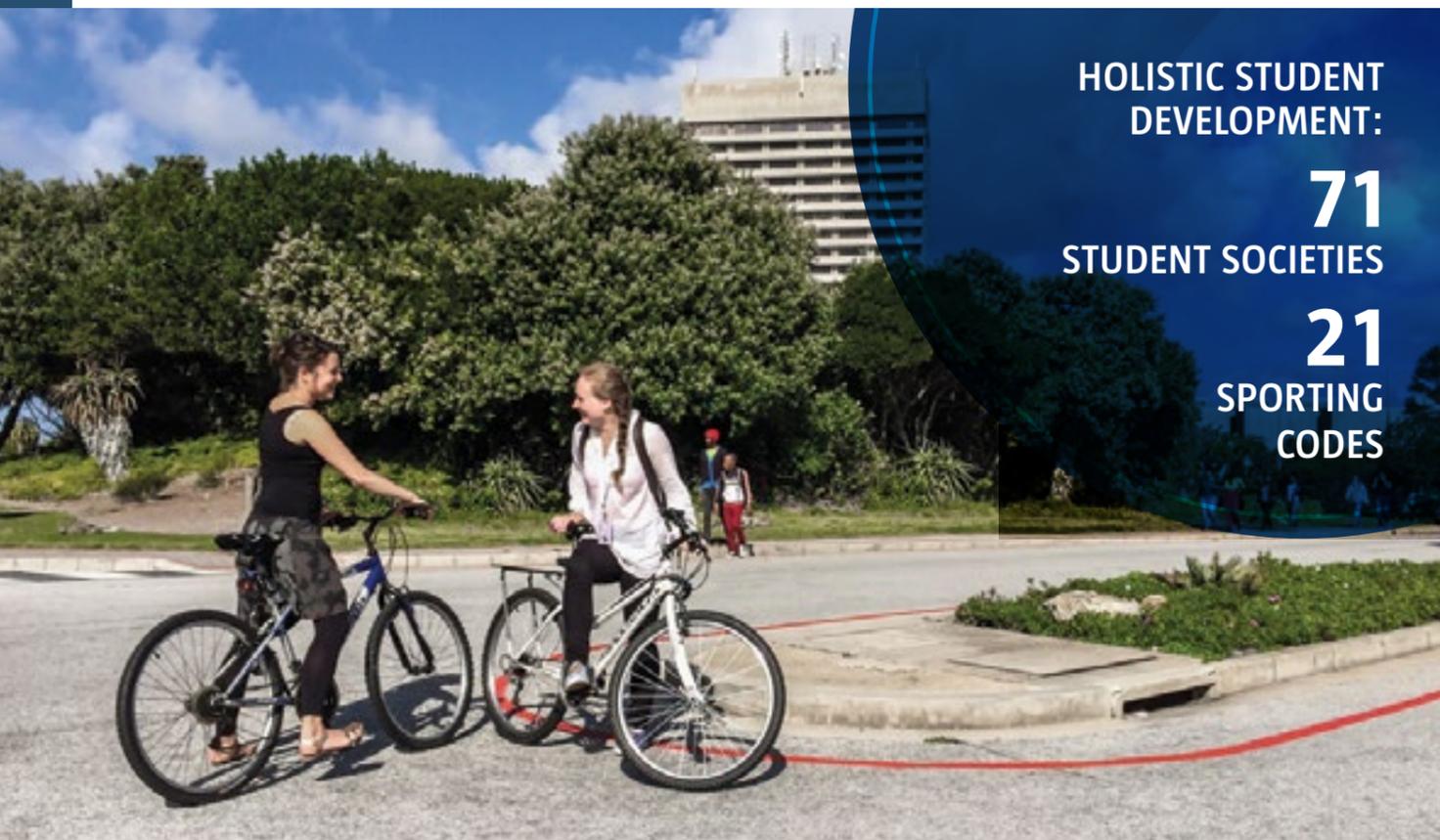
7%
Government
(including SETAs)



R363 757 303
TOTAL AMOUNT

15 966
NO. OF STUDENTS

53%
NSFAS (UG and
PG students)

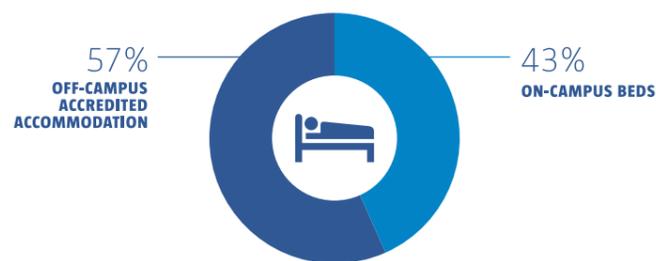


HOLISTIC STUDENT DEVELOPMENT:

71
STUDENT SOCIETIES
21
SPORTING CODES

Student Accommodation

The growth trajectory in our student numbers has increased the demand for the provision of on and off-campus student accommodation and placed pressure on existing infrastructure. The University has endeavoured to address the need with the aid of the DHET earmarked Infrastructure and Efficiency Grants over the past number of years, with a total of 3 369 on-campus beds available (2 910 beds across PE campuses and 459 beds on George Campus). The number of off-campus accredited accommodation in Port Elizabeth and George increased from 3 926 in 2015 to 4 410 in 2016.



Student Transportation

The need to provide transport to our students have increased growth in enrolments. A review of the student mobility strategy, i.e. the shuttle system strategy and plan, is underway, to be more suited to the needs of students, with the intention of initiating a multi-year tender for this service.

Access to transport for students with disabilities is under pressure with more such students being admitted to the University. This is receiving attention, with the NMMU Trust pursuing avenues for sponsorship of a vehicle. In the interim, an additional facility was sourced from a service provider as part of the Shuttle service being overseen by the Support Services department.

Enhancing accessibility for students with disabilities

According to the Disability Unit, a total of 442 students with disabilities were enrolled for the 2016 academic year, this is a 16.3% increase of student numbers since 2015, captured in the various disability categories:

Enrolled students with disabilities (Revealed/Disclosed)

DISABILITY CATEGORY	TOTAL
Awaiting confirmation	23
Unknown/unconfirmed	4
Medical/chronic	17
Communication	10
Hearing	12
Visual	41
Multiple	15
Physical/Mobility	82
Psychological	41
Sensory	8
Specific Learning difficulty	189
TOTAL	442

The largest representation is reflected by students with Specific Learning Disabilities (189). Representation according to population group shows the following: 200 African, 190 White, 44 Coloured, 6 Indian and 2 Asian students with disabilities. Distribution according to campus shows that South campus has the largest number with 229 students followed by Second Avenue campus with 45 students with disabilities.

Campus health services and student counselling services are available across all campuses. Campus health services provides an HIV and AIDS service which has grown as the National Guidelines have changed, resulting in more patients being enrolled for Anti-Retroviral therapy. Campus Health Services continue with the distribution food parcels to assist indigent students as student hunger remain a persistent and extremely worrying reality.

The current student nutrition program is a donation-driven intervention, with other initiatives being implemented across the different campuses by various departments and students.

The University experienced high demands for counselling support via Student Counselling, expressly relating to coping with #FeesMustFall-associated challenges.

Vibrant Student Life

Student societies and Co-curricular Activities

In 2016, 71 societies operated within the Student Life & Events Unit:

- 24 Academic societies
- 20 Developmental societies
- 4 Political societies
- 23 Religious societies (22 Christian-based and 1 Muslim)

Students and societies are annually given recognition at the Annual society merit & achievers awards event, for the contributions that they made during the year under review.

V2020 promotes the fostering of holistic student development through both in- and out-of-class formal and co-curricular learning activities. Several programmes and interventions are geared to address this strategic outcome. The NMMU Co-Curricular Record is

an official institutional record to formally recognise involvement in NMMU co-curricular activities and awards and recognitions per academic year of study. The provision of the Co-Curricular Record aims to assist students to develop themselves holistically, develop the attributes required of NMMU graduates and pursue their career and personal goals throughout their university experience.

Madibaz Sport have representation on all 3 of the University's campuses; George, PE and Missionvale and offer a total of 21 sports codes including Athletics, Athlons, Adventure sports, Basketball, Chess, Cricket, Cycling, Fitness and Aquatics Centres, Football, Golf, Hockey, Judo, Karate, Netball, Rowing, Rugby, Squash, Surfing, Swimming, Table Tennis, Tennis, Underwater, Volleyball and Waterpolo. A total of 6 035 and 375 students participated in the sporting codes across the Port Elizabeth and George campuses, respectively.

Student Community Interaction, Service and Outreach

A wide range of experiential learning, internship, volunteerism and service opportunities were provided to students either as part of their teaching and learning and research activities but also through structured programmes such as Beyond the Classroom, the 67 Hours Student Volunteer Programme and the Unity in Africa/NMMU student volunteer programme. These programmes are managed by the Department of Student Governance and Development and the student societies.

Student Disciplinary Hearings

The Legal Services Office conducted 77 disciplinary hearings, of which 17 cases are pending due to #FeesMustFall student protests, in accordance with the relevant institutional policies and codes.

Dr S Muthwa
DVC: INSTITUTIONAL SUPPORT



QUALITY OF EMPLOYEE EXPERIENCES



Long-Term Contract (LTCs) appointments

During the course of 2016, NMMU made a number of executive and senior-level appointments (Peromnes 2-5) in key academic leadership and professional areas. The executive dean appointments are reflected in the Excellence in Teaching and Learning section. Other appointments made are reflected below:

- Prof M Pourzanjani – CEO: South African International Marine Institute (LTC)
- Ms VN Bam - Executive Director: Human Resources (LTC)
- Mr LP Jack – Dean of Students (LTC)

As part of the normal employment cycle, various senior employees left the employment of the University either due to resignation or retirement.

Ad Personam promotions occur annually and the following lecturer to associate professor academic promotions were awarded (full professorships are reflected in the Excellence in Teaching and Learning section):

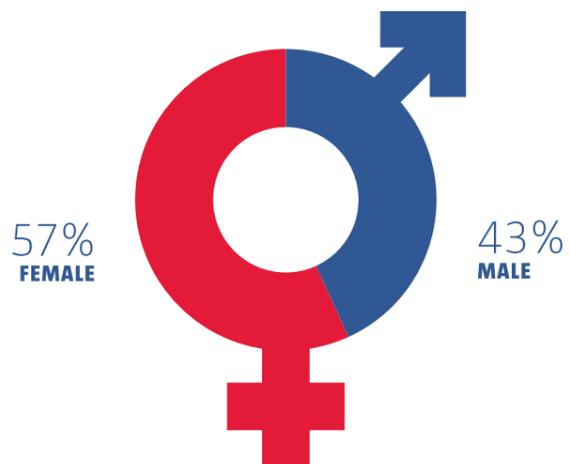
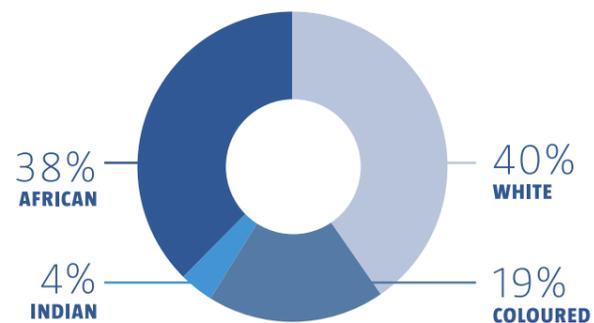
FACULTY	NAME	DESIGNATION
ARTS	Prof ML Crous	Associate professor
	Prof EE Draai	Associate professor
	Dr AC De Villiers	Senior lecturer
BES	Prof J Dillon	Associate professor
	Prof MR Mey	Associate professor
	Ms TG Beck	Senior lecturer
	Ms JC Christian	Senior lecturer
	Ms N Agherdien	Lecturer
	Ms LC Jonas	Lecturer
	Dr SL Leonard	Lecturer

FACULTY	NAME	DESIGNATION
EBEIT	Prof B Botha	Associate professor
	Prof LA Fatcher	Associate professor
	Prof N Mostert-Phipps	Associate professor
	Mr AK Adesemowo	Senior lecturer
	Dr BP Haskins	Senior lecturer
	Mr G Kleyn	Senior lecturer
	Mr BH Roberts	Senior lecturer
	Mr TJ Stroud	Senior lecturer
	Mr JV Van der Merwe	Senior lecturer
	Mr J Basson	Lecturer
Ms YM Madyibi	Lecturer	
HEALTH SCIENCES	Dr S Jardien-Baboo	Senior lecturer
	Dr DG Morton	Senior lecturer
	Mr BSI Sonti	Lecturer

Employment Equity forms one of the several pillars of our overall institutional transformation trajectory, as captured in our Integrated Transformation Plan, V2020 Strategic Plan. The University employs 2 154 permanent employees, of which 621 are academics. Ongoing interventions are being implemented to diversify the academic employees profile (64.7% White, 15.6% African, 12.6% Coloured, 3.2% Indian and 3.9% Foreigners), showing an improvement relative to the previous year. Progress continues to be made with regard to the transforming of Academic employees while PASS employees (Professional Administrative and support Services employees) are well represented in terms of equity. The reintegration of the catering and security employees resulted in a huge upsurge of equity employees as a total, however it should be noted these employees represent the lower level occupational levels.

The Employment Equity Protocol for the selection and retention of under-represented categories of employees according to the Employment Equity Plan, was well placed during 2016 and has made a difference in the appointment of equity employees, as reflected below.

Qualification Type	White	Coloured	Indian	African
ACADEMIC	408	78	23	112
PROFESSIONAL PASS	172	85	15	92
NON-PROFESSIONAL PASS	289	236	39	605
TOTAL	869	399	77	809



Human Resources Development forms part of the overall talent continuity strategy of the University to develop and amplify the capabilities of our employees. Training and development in 2016 continued to concentrate on leadership development where interventions targeting, in particular, equity candidates and women featured prominently. One such intervention was the Leadership Effectiveness Advancement Programme. A series of on-boarding programmes were conducted for approximately 350 catering and security employees as part of the reintegration process of outsourced employees to get these employees assimilated into the University.

Personal development forms an integral part of the Framework for the Recognition of Excellence, the performance management system for all employees from Peromnes level 5 to 17. A monetary reward was linked to performance during 2015 and the final assessment of performance for 2015 took place during January and February of 2016 after which. Payment was made accordingly on 1 May 2016. Management took the decision to conduct a review process and that no monetary value would be attached to the system during this review period.

Employee health and wellness were impacted by the #FeesMustFall-associated challenges and the physical, psychological and emotional challenges that have resulted from the re-integration of employees. Stress Management and Change Management programmes were provided to employees as part of the support interventions channelled via the Wellness@NMMU and the Institutional Culture Enlivening Programmes, respectively, to build the psychosocial wellbeing of employees.

The first group of outsourced catering service employees were successfully reintegrated from 1 April 2016. Security services were re-integrated on 1 July 2016. The rest of the contracts that expire in 2018 remain outsourced. During the course of 2016 the NMMU employee relations landscape changed, mainly due to the re-integration of outsource services. In response to these changes, the Employee Relations team and the two recognised unions held a 2-day breakaway session during October 2016, to build relationships and re-establish open and transparent communication channels. Various HR-related policies were reviewed in 2016 to align with legislation and trends in the Higher Education space. In

addition, several HR-related innovations, new developments and business process re-engineering activities were embarked upon to enhance self-management of information by employees and line managers. The business process re-engineering projects executed during 2016 included:

- A new e-recruitment platform, Neptune, powered by Graylink will enable a wider audience on the online platforms.
- Revision of the institutional recruitment strategy resulted in cost savings and yielding of better applications.
- Development of in-house tools for the reintegration of outsourced employees which facilitated the processing of salary-related information and biographical data within short periods.
- Continuous development of the HR-dashboard to enable real-time, smart reporting of salient HRMIS metrics including Headcount, Resignations, Employee Exits, Equity Permanent Employee Turnover, Equity Permanent Secondary Contracts and non-permanent short-term contract institutional behaviour.
- Development of an electronic tool to facilitate self-help

for regularising non-permanent employment to allow Employee Relations and Human Resource Consultants the ability to instantly extract records of potential risk areas for analysis and remedy implementation.

- Creation of an automated FRE e-Work Plan Agreement which is linked to the performance management system.
- Development of an automated ER Case Incident for the Employee Relations Office to record and manage cases.
- A new HR Enterprise Content Management system linked to HR-related metrics to allow easy identification and retrieval of information.
- Business Intelligence (BI) reporting initiative/ HR Metrics for goal setting, forecasting and strategic planning and operational business intelligence for multiple stakeholders and delivering on performance metrics.

Ms N Bam
EXECUTIVE DIRECTOR: HUMAN RESOURCES



INFRASTRUCTURE AND SUPPORT SERVICES



V2020 fosters the provision of infrastructure and facilities that collectively support and enhance the living, learning and working experience of our students and employees, respectively. Several infrastructure projects directed towards achieving this strategic outcome and are at various stages of completion, in particular:

- The practical completion of Phase 2 of the new Engineering building will be in October 2017.
- An algae farm and associated food garden will be implemented with grants from the Department of Science and Technology.
- A draft Power Purchase Agreement associated with the Photovoltaic farm has been compiled and submitted for review by the Legal Services Office.
- Progress being made on enhancements to the Loubser Auditorium on 2nd Avenue Campus.
- Feasibility study undertaken by KPMG for establishment of a Retirement Village (Life Rights Complex).
- Planning is underway for an Oceanography cluster on the Ocean sciences campus.
- Physics lecture facility upgraded in Building 13.
- Reclaimed water project: An engineer has been appointed for this project.
- Progress being made with the expansion of South Campus residences cooking facilities from existing eight to twelve kitchenettes.
- Student residences will be expanded by 1000 student beds on the Summerstrand and George campuses with the aid of DHET funding
- Biokinetics gymnasium at Missionvale Campus as part of the process of upgrading the campus sporting facilities.
- The tender for building of a transportation hub will be re-advertised in January 2017.

In addition, several maintenance projects are also underway and in alignment with the institutional maintenance plan.



Part of the infrastructural enhancements includes numerous ICT business process improvement projects. These projects are to ensure efficient and cost effective business processes, while also addressing long-term sustainability. Some projects are listed below:

- Student Early Detection System, RADAR, is one of the Kresge Foundation funded Siyaphumelela projects supporting the development of an electronic early warning system to identify vulnerable students who are in need of additional support to enhance their chances of academic success.
- Smart Campus features are being enhanced including the VeraLab computer lab management suite which will provide valuable information on usage statistics that will assist in venue use planning.
- Space Utilisation Projects including reviewing the CelCat timetabling software.
- Business Intelligence (BI) Reporting project aimed at implementing a common institutional BI strategy and technology to improve access to key information via dashboards, self-help systems and reports.
- Enhancements to ITS to enable monthly residence room occupancy reporting
- Developments were conducted to enhance the performance of the MyMarket and ITS interface.
- Improvements to the NSFAS interface with ITS made to facilitate the uploading of successful students from NSFAS back into ITS, and the extract of fees to be sent to NSFAS.
- Establishment of a new in-house Customer Relations Management to provide the capability of the Contact Centre to meet the increased demand from callers.
- Development of a security check-in system which, with minor adjustments, can be used for the check-in of students for e-assessments and for student development programmes.

Improvement of Academic Administration processes

Ongoing review of the academic administrative processes have culminated in several projects being implemented:

- A successful quality peer review process of the Examinations Section was conducted.
- Enhancement of the automated admission system (individual and bulk selection) to expedite final selection of applicants.
- An enhancement of the online registration system to enable students to add or drop modules after registration.
- The ITS system was enhanced to create functionality for categorizing secondary schools according to quintiles which will assist in identifying students from the different quintile schools for NSFAS funding purposes.
- A student verification system was developed and implemented at the Nelson Mandela Bay Stadium and Heintz Betz Building to verify students who were eligible to write examinations during the November/December 2016, January 2017 and February 2017 examinations.
- A system was developed for students to choose whether to write examinations in November/December 2016 or in January 2017.
- An automated system developed for tracking and controlling of masters and doctoral research assessments for the benefit of supervisors and external examiners.



ALUMNI AWARD RECIPIENTS 2016 :
 Back row from left: Paul Geswindt (Director of Alumni Relations and award recipients
 Parmi Nateson, Musa Khapayi, Prof Lukas Snyman, Asithandile Rangile, Cumngce Gawe and Edward Gutsche.
 Front row from left: Alumni Association Vice-President Khwezi Blose, Chair of NMMU Council Judge Ronnie Pillay, NMMU Vice-Chancellor
 Professor Derrick Swartz and NMMU Council member and Alumni Association Executive Committee member Prof Hugh Jeffery.

The total value proposition associated with building relationships with prospective students through to our graduates and life-long learning opportunities for our Alumni, all shapes our institutional stakeholder communication and engagement strategy. This include the experiences and interfaces with the NMMU brand as part of our marketing strategy, through to the application, registration, living and learning experiences.

One aspect that feeds into this strategy is the Alumni Relations Office that engages Alumni directly through relationship building events as well as a variety of communication platforms such as the website, social media and newsletters. During 2016 the Alumni Relations Office organised and were involved with 20 engagement events involving groups of about 50 and more than 5000 new graduates at the various graduation sessions.

The Alumni Achiever Awards are presented to alumni who have reached the pinnacle of their professions, and continue to influence and impact in society. Ten awards were conferred on alumni achievers based on nominations received from alumni and academic departments, celebrating local and international success stories of graduates who have become inspiring leaders and change agents in society. Three categories of awards were presented:

- Alumni Achiever Awards
- Rising stars and
- Honouring lifetime achievement.

Dr S Muthwa
 DVC: INSTITUTIONAL SUPPORT

FINANCIAL SUSTAINABILITY

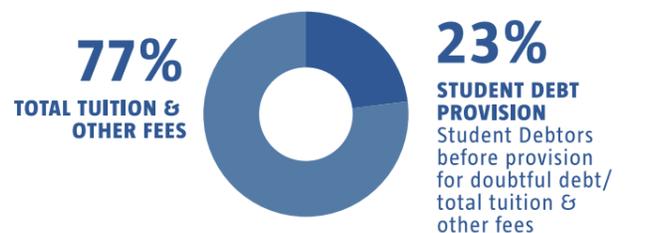


The past two years have been an extremely challenging time for Higher Education across South Africa not only from the viewpoint of campus stability, but escalating cost pressures on universities arising from the disruptive campaigns (amongst others, security, repairing buildings and infrastructure, lost opportunities to students), the near freeze on fees, and in-sourcing of service labour.

The underfunding has resulted in the sector becoming heavily indebted because of universities having had to absorb costs of concessions and debt rescheduling, with a growing number of universities on the verge of, or in some cases, being technically bankrupt. The pressures on resource optimisation and cost efficiency gains are enormous not only to fund student support services, in-sourcing and general running costs of the University, but crucially, also to ensure appropriate levels of investment in our employees – both current and prospective.

The Institutional financial sustainability indicators show that NMMU has maintained a relatively healthy financial position.

NMMU Financial Sustainability Indicators:



Independent audit by the auditors

The summarised consolidated financial results for the year under review have been derived from the audited consolidated annual financial statements of the University for the year ended 31 December 2016. The independent auditors, PwC, have expressed an audit opinion as required by the Public Audit Act of 2004, the General Notice issued in terms thereof and the International Standards on Auditing. The independent auditors' opinion is included in the detailed annual financial statements which are available upon request.

Mr M Monaghan
EXECUTIVE DIRECTOR: FINANCE

CONSOLIDATED STATEMENT OF FINANCIAL POSITION at 31 December 2016

ASSETS

Non-current assets

Property, plant and equipment
Investments

Current assets

Inventories
Trade and other receivables
Short-term investments
Cash and cash equivalents

Total assets

EQUITY AND LIABILITIES

Equity funds

Property plant and equipment
Restricted use funds
 Student Residence Funds
 Other
Unrestricted use funds – Education and General

Non-current liabilities

Interest-bearing borrowings
Retirement benefit obligations
Accumulated leave liability
Long service award accrual
Deferred income

Current liabilities

Accounts payable and accrued liabilities
Current portion of borrowings

Total equity and liabilities

	2016 (R)	2015 (R)
ASSETS		
Non-current assets	1 624 726	1 596 438
Property, plant and equipment	1 411 186	1 376 702
Investments	213 540	219 736
Current assets	1 760 004	1 430 198
Inventories	3 237	2 850
Trade and other receivables	211 885	100 799
Short-term investments	1 401 000	1 236 000
Cash and cash equivalents	143 882	90 549
Total assets	3 384 730	3 026 636
EQUITY AND LIABILITIES		
Equity funds	2 286 386	2 230 959
Property plant and equipment	1 141 548	1 162 381
Restricted use funds	701 387	773 376
Student Residence Funds	21 279	18 386
Other	680 108	754 990
Unrestricted use funds – Education and General	443 451	295 202
Non-current liabilities	857 509	624 576
Interest-bearing borrowings	47 749	55 895
Retirement benefit obligations	34 982	23 238
Accumulated leave liability	91 712	76 772
Long service award accrual	4 298	4 578
Deferred income	678 768	464 093
Current liabilities	240 835	171 101
Accounts payable and accrued liabilities	226 860	155 750
Current portion of borrowings	13 975	15 351
Total equity and liabilities	3 384 730	3 026 636

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

at 31 December 2016

	2016					2015
	Council controlled unrestricted (R)	Specifically funded activities restricted (R)	NMMU Trust restricted (R)	SUB-TOTAL (R)	Student & employees accommodation unrestricted (R)	TOTAL (R)
TOTAL INCOME	1 829 903	219 624	79 310	2 128 837	101 948	2 051 946
RECURRENT ITEMS	1 829 717	219 668	63 750	2 113 135	102 022	2 052 464
State appropriations	870 420	-	-	870 420	4 220	766 185
Tuition and other fee income	581 734	-	-	581 734	96 158	656 922
Income from contracts for research	-	116 087	-	116 087	-	102 778
Sales of goods and services	47 017	2 815	-	49 832	1 604	45 649
Private gifts and grants	205 379	96 062	56 548	357 989	18	373 588
Finance income	125 167	4 704	7 202	137 073	22	107 342
NON-RECURRENT ITEMS	186	(44)	15 560	15 702	(74)	(518)
Profit on disposal of PPE	186	(44)	-	142	(74)	10
Realised profits on investments	-	-	15 531	15 531	-	1 270
Investment impairment	-	-	29	29	-	(2 798)
Revaluation of property	-	-	-	-	-	1 000

TOTAL EXPENDITURE	1 778 950	275 195	7 601	2 061 746	97 134	1 871 400
Personnel	1 042 126	49 968	-	1 092 094	22 793	978 425
Academic professional	499 306	24 708	-	524 014	915	480 938
Other personnel	528 160	25 260	-	553 420	21 878	493 509
Accumulated leave accrual	14 940	-	-	14 940	-	3 966
Long service award accrual	(280)	-	-	(280)	-	12
Other current operating expenses	639 321	176 977	7 601	823 899	62 280	788 082
Depreciation	95 803	48 250	-	144 053	7 615	98 623
Finance costs	735 124	225 227	7 601	967 952	69 895	886 705
	1 700	-	-	1 700	4 446	6 270
NET SURPLUS / (DEFICIT)	50 953	(55 571)	71 709	67 091	4 814	180 546

OTHER COMPREHENSIVE INCOME

Remeasurements - retirement healthcare obligation	(9 653)	-	-	(9 653)	-	3 050
Remeasurements - pension fund obligation	4 745	-	-	4 745	-	3 106
Revaluation of investments to market value at year end	-	-	(26 787)	(26 787)	-	22 257
	(4 908)	-	(26 787)	(31 695)	-	28 413
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	46 045	(55 571)	44 922	35 396	4 814	208 959

	General Reserve Fund	Accumulated Fund	Council Unrestricted Funds Sub-total	Contract/Private Funds Restricted Use	NMMU Trust/Restricted Funds Restricted Use	Other Funds Restricted Funds Restricted Use	Restricted Use Funds Subtotal	Residence Funds Restricted	Property, Plant and Equipment Fund	Total
Balance at 1 January 2016	30 913	264 289	295 202	134 392	216 549	404 049	754 990	18 386	1 162 381	2 230 959
Net surplus	25 160	25 793	50 953	(55 571)	71 709	-	16 138	4 814	-	71 905
Other comprehensive income	(4 908)	-	(4 908)	-	(26 787)	-	(26 787)	-	-	(31 695)
Other additions	-	-	-	-	44	-	44	(1 921)	109 576	107 699
Funds utilised	(92 458)	(24)	(92 482)	-	-	-	-	-	-	(92 482)
Transfers – credit	391 993	-	391 993	55 368	-	30 465	85 833	-	107 480	585 306
Transfers – debit	(192 040)	(5 267)	(197 307)	(1 120)	(70 503)	(78 487)	(150 110)	-	(237 889)	(585 306)
Balance at 31 December 2016	158 660	284 791	443 451	133 069	191 012	356 027	680 108	21 279	1 141 548	2 286 386
Balance at 1 January 2015	34 612	277 055	311 667	84 804	204 301	345 091	634 196	4 703	1 064 480	2 015 046
Net surplus	107 474	11 215	118 689	3 381	38 004	-	41 385	20 472	-	180 546
Other comprehensive income	6 156	-	6 156	-	22 257	-	22 257	-	-	28 413
Other additions	(114 414)	-	(114 414)	-	-	-	-	-	128 868	14 454
Funds utilised	(7 500)	-	(7 500)	-	-	-	-	-	-	(7 500)
Transfers – credit	217 542	3 457	220 999	46 207	-	110 069	156 276	-	53 223	430 498
Transfers – debit	(212 957)	(27 438)	(240 395)	-	(48 013)	(51 111)	(99 124)	(6 789)	(84 190)	(430 498)
Balance at 31 December 2015	30 913	264 289	295 202	134 392	216 549	404 049	754 990	18 386	1 162 381	2 230 959

CONSOLIDATED STATEMENT OF CASH FLOWS at 31 December 2016

Cash flow from operating activities

	2016 (R)	2015 (R)
Cash generated by operations	73 412	184 169
Interest received - short term	129 893	100 852
Net cash inflow from operating activities	203 305	285 021

Cash flow from investing activities

Interest received	4 091	3 253
Dividends received	3 111	3 237
Purchase of property, plant and equipment (own funds)	(151 483)	(186 164)
Increase in short-term investments	(165 000)	(94 000)
Net (increase)/decrease in investment portfolio at cost	(5 060)	9 840
Increase/(decrease) in deferred income	180 037	(5 435)
Net cash outflow from investing activities	(134 304)	(269 269)

Cash flow from financing activities

Finance costs	(6 146)	(6 270)
Decrease in interest-bearing borrowings	(9 522)	(9 392)
Net cash outflow from financing activities	(15 668)	(15 662)

Increase in cash and cash equivalents

Cash and cash equivalents at beginning of year	53 333	90
Cash and cash equivalents at end of year	90 549	90 459
	143 882	90 549

ANNEXURE 1

Detailed summary of degrees and diplomas awarded

Degrees and Diplomas awarded: Contact Tuition

Undergraduate Diplomas and Certificates	2 396
Postgraduate Diplomas and Certificate	411
First Degrees, Second Bachelor's Degrees and BTech Degrees	2 838
Honours Degrees	618
Master's Degrees and MTech Degrees	429
Doctor's Degrees and DTech Degrees	95
Total Contact Tuition	6 787

Degrees and Diplomas awarded: Distance Tuition

First Degrees, Second Bachelor's Degrees and BTech Degrees	7
Master's Degrees and MTech Degrees	1
Total Distance Tuition	8
GRAND TOTAL ALL DEGREES AND DIPLOMAS AWARDED	6 795

ANNEXURE 2

Summary of all research and engagement institutes, centres and units

INSTITUTES IN FACULTIES

1	InnoVenton: Institute for Chemical Technology	Science
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CENTRES IN FACULTIES

1	Built Environment Research Centre	EBEIT
2	Centre for Community Technologies	EBEIT
3	Centre for the Community School	Education
4	Centre for Research in Information and Cyber Security	EBEIT
5	Centre for African Conservation Ecology	Science
6	Centre for Energy Research	Science
7	Centre for High Resolution Transmission Electron Microscopy	Science
8	Centre of Expertise in Forecasting	Science
9	Centre for Rubber Science and Technology	Science
10	Telkom Centre of Excellence	Science
11	Centre for Coastal Palaeoscience	Science
12	Centre for Broadband Communication	Science
13	Centre for Law in Action (Engagement)	Law
14	Govan Mbeki Maths Development Centre	Science
15	Advanced Mechatronic Technology Centre (Engagement)	EBEIT

UNITS IN FACULTIES

1	Family Business Unit	BES
2	Unit for Positive Organisations	BES
3	Unit for Applied Management Sciences	BES
4	Unit for Economic Development and Tourism	BES
5	Friction Processing Research Unit (housed within eNtsa)	EBEIT
6	Action Research Unit	Education
7	Science, Maths and Technology Education (SMATE)	Education
8	Unit for Visual Methodologies for Social Change	Education
9	Drug Utilisation Research Unit	Health Sciences
10	Sustainability Research Unit	Science
12	Biokinetics Unit (Engagement)	Health
13	University Psychology Unit (Engagement)	Health
14	Labour and Social Security Law Unit	Law
15	Raymond Mhlaba Research Unit for Public Administration & Leadership	Arts

INSTITUTION-WIDE ENTITIES

1	Coastal and Marine Research Institute
2	South African International Maritime Institute (Engagement)
3	AEON - Earth Stewardship Science Research Institute
4	Centre for the Advancement of Non-Racialism and Democracy
5	Centre for Integrated Post-School Education and Training (Engagement)
6	HIV & AIDS Research Unit
7	Unit for Higher Education Internationalisation in the Developing World

ANNEXURE 3

LIST OF ABBREVIATIONS

BES	Business and Economic Sciences
CTLM	Centre of Teaching, Learning and Media
DHET	Department of Higher Education
DVC	Deputy Vice-Chancellor
EBEIT	Engineering, the Built Environment & Information Technology
eNtsa	Engineering Services Technology Station
FRE	Framework for the Recognition of Excellence
FTE's	Full-time equivalent
HEIs	Higher Education Institutions
HR	Human Resources
ICT	Information and Communications Technology
MANCO	Management Committee
NMMU	Nelson Mandela Metropolitan University
NRF	National Research Foundation
NSFAS	National Student Financial Aid Scheme
PASS	Professional, Administrative, Support Services
PG	Postgraduate
RADAR	Risk Analysis and Detection to Assist and Retain Students
SARChI	South African Research Chairs Initiative
SETAs	Skills Education Training Authorities
SRC	Student Representative Council
TIA	Technology Innovation Agency
UG	Undergraduate
V2020	Vision 2020

Council 2016

Judge Ronnie Pillay
(Chair)Cumngce Gawe²
(Vice-Chair)Prof Derrick Swartz⁶
(Vice-Chancellor)

Demetrios Argyrakis

Prof Cecil Arnolds⁹

Anthony Biggs



Vuyo Bongela



Dr Govindsamy Govender

Daniel Gozo¹Lebogang Hashatse³Nozipho January-Bardill³

Prof Hugh Jeffrey



Prof Andrew Leitch

Vumile Lwana⁴

Monde Mawasha



Siyabulela Mhlaluka



Achmat Mohamed

Prof Esther Thipe-Mokhuane¹¹
(Vice-Chair)Salma Munshi⁵Chris Neethling¹²

Dr Phakama Ntshongwana

Nicholas Nyati
(SRC 2016)

Prof Raymond Parsons



Richard Piyose

Prof Iona Wannenburg¹⁰

Kamlesh Riga



Prof Mala Singh

Prof Madele Tait⁴Dr Sibongile Muthwa⁷

Charmaine Williams



Zola Tshefu



Prof Darelle Van Greunen

Luhle Vimbani
(SRC 2016)

Prof Denise Zinn

Key:

- 1: As from 1 May 2016
- 2: Until 18 January 2016
- 3: As from 1 September 2016
- 4: Until 30 June 2016
- 5: Until 20 September 2016
- 6: On special leave as from 1 May until 31 December 2016
- 7: Acting Vice-Chancellor as from 1 May until 31 December 2016
- 8: Acting Deputy Vice-Chancellor: Institutional Support as from 1 May until 31 December 2016
- 9: As from 1 July 2016
- 10: Until 31 December 2016
- 11: Appointed Vice-Chairperson of Council as from 19 January 2016
- 12: Co-opted member

**South
Campus**



**George
Campus**



**Bird Street
Campus**



**Missionvale
Campus**



**North
Campus**



**Second Avenue
Campus**



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