



Nelson Mandela
Metropolitan
University

for tomorrow



2005-2015



OUR
Beating
HEART

Celebrating a decade

*of Nelson Mandela Metropolitan University
and a lifetime of our namesake*

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Our Beating Heart

Ten years ago on 5 January 2005, the heart of Nelson Mandela Metropolitan University began beating as South Africa's newest comprehensive university.

This publication celebrates the first decade of all that is at the heart of NMMU – our students, staff, teaching, learning, research and engagement during this time.

Our Beating Heart shares contributions by NMMU staff and students about our namesake Nelson Mandela, after his death at the age of 95 in December 2013.

These tributes capture something of the legacy given to us by the world's greatest iconic statesman and our need, as a university, to live his values.

While this publication reflects on our short history and Madiba's wonderful legacy, it also serves to highlight the responsibilities we have in preparing students for the exciting world of tomorrow.

Education
is the most
powerful tool
which you
can use to change
the world

- NELSON MANDELA

NMMU - The journey continues

Ten years, six campuses, seven faculties, two cities, close to 27 000 students, 2300 staff members, 450 academic programmes and diverging linkages with industry, communities, state institutions and universities on six continents... What an inspiring, memorable and eventful journey it has been since 2005.

Looking back, it is hard to believe how much has been achieved in such a short time.

In ten short years we have successfully:

- ▶ Created a new type of university and brand in higher education
- ▶ Established a modern, cosmopolitan, multicultural university drawing students from all six continents
- ▶ Produced over 5 000 graduates annually
- ▶ Invested over R1.1 billion in new infrastructure
- ▶ Expanded our diverse knowledge assets to help shape the economies of our cities, region and South Africa
- ▶ Reached into the hearts and minds of thousands of individuals with a life-changing educational experience

NMMU uniquely carries the name of one of the most revered statesmen of our age, the late Dr Nelson Mandela. We are truly blessed and inspired by his life story and contribution to humanity, and strive to emulate his values to create a socially-just, free and democratic world.

Our core values – excellence, integrity, *ubuntu*, respect for diversity and the natural environment, and taking responsibility speaks to this commitment.

Since 2005, we have attempted to create an environment that encourages creative, critical and innovative scholarship: modern teaching facilities and technologies, superb libraries, WiFi on all campuses, a student-friendly transport system, new residences and sports facilities.

We believe these investments are fostering an educational experience which will inspire our students and staff to contribute towards a fairer, more equal, socially-just and sustainable world. Our successes this decade, as are shared in this publication, have been exemplary.

Going forward, NMMU is poised to break exciting new ground with two new major developments – the growth of our professional health programmes towards a fully-fledged medical school and the positioning of NMMU to become the leading marine and maritime university on the continent.

As we go into the future, our goal is to build NMMU into a cutting-edge African university recognised for its contribution towards a sustainable tomorrow.

We hope that you will join us in this amazing journey in laying the foundations of a stellar decade ahead of NMMU.

Derrick Swartz

Vice-Chancellor



Professor Derrick Swartz



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Tata Madiba, rest in peace. We loved you. We are here because you made it possible for us to study at Nelson Mandela Metropolitan University. We shall make this world a better place for ALL to live in harmony.

– FIRST-YEAR STUDENT

May we honour you in our

WORDS + ACTIONS

- CHRISTINA DOOKRAN

Thank you so much for your fight for equality and freedom. Only this made it possible for us to be here today as international students from Europe and to experience what you achieved: *ubuntu*, diversity and equality.

With love and gratefulness

- TOTO AND FRANZI

Today ...

Nelson Mandela Metropolitan University (NMMU) is a new generation university that is doing things differently.

From its ground-breaking blended learning initiatives through to extensive community interaction, our comprehensive university is positively impacting on thousands of lives within and beyond the classroom.

Like our namesake, NMMU is here to serve society and has been doing so with increasing impetus since opening its doors to a new generation of students – Generation Y – in 2005.

Today, we have about 27 000 students on six campuses – five in Nelson Mandela Bay and one in George – offering as many as 450 programmes across 120 different career fields. We have seven different faculties and about 2 300 staff members.

At NMMU, we encourage young minds to think afresh about “old” problems; to develop a sense of purpose; to think critically about how to create a more sustainable planet ... in short, to be students who add value wherever they find themselves.



STRIDING INTO THE FUTURE ... Nelson Mandela Metropolitan University students (from left) Kelly Lewis, Michaela Oosthuizen and Zintle Fonte are a far cry from those of yesteryear. Check out the students of 1965.



One of the most difficult things is not to change society - but to

change
YOURSELF.

Madiba managed the impossible. He changed South Africa and, in so doing changed us. We are grateful.

- DESMA VAN DER WALT

I am able to attend a multi-racial university all because of you. RIP.

- DALIBHUNGA

Physically you left us, but you will remain in our hearts forever.

- DR CELESTIN HATEGEKIMANA

Nelson Mandela may be gone, but to my heart as a (Madibaz) NMMU student, his spirit (*ubuntu*) will always be alive. Thanks to God for his life.

- ANONYMOUS

Rest in peace, Madiba. The world feels somewhat diminished - less - with you not in it. You were so much more than we could ever have hoped for. My prayer is that all South Africans will try to be a little more like you.

- NICKY WILLEMSE

Before NMMU

Nelson Mandela Metropolitan University was formed from a merger of three institutions – the University of Port Elizabeth, the Port Elizabeth Technikon and the PE campus of Vista University – as part of a national drive to make education more accessible to more South Africans. NMMU then, is founded on more than a century of quality higher education.

The roots of the former PE Technikon can be traced back to 1882 with the establishment of the PE School of Art, making us home to the oldest art school in the country. The PE Technikon was founded in 1979, replacing the previous College for Advanced Technical Education (CATE). PE Technikon was situated where NMMU's North and Second Avenue campuses are today. The University of Port Elizabeth began its days on 25 February 1965 at Bird Street Campus.

“ On 21 October 2003 it was announced that the merged institution was to be named Nelson Mandela Metropolitan University. ”

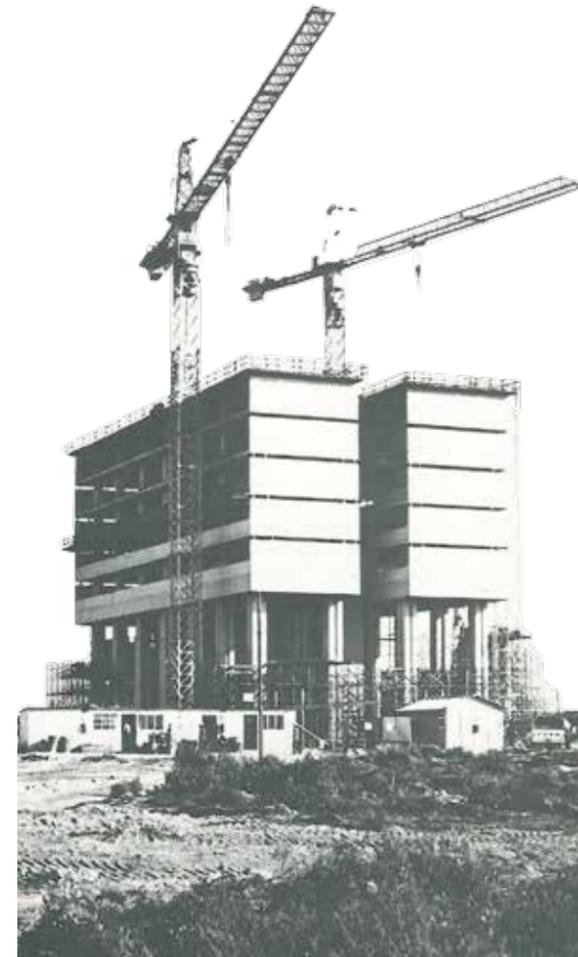
This first home of UPE replaced the short-lived Port Elizabeth branch of Rhodes University.

In 1970, building began at the new Summerstrand Campus and the move there – to NMMU's present home – took place shortly before the official opening in 1975, during UPE's 10th anniversary celebrations.

The PE campus of Vista University at today's Missionvale Campus was established in the volatile 1980s. It was incorporated into UPE in 2004, just as the Saasveld Forestry College – today's George Campus – was also incorporated into its structures in 1986.

The National Plan for Higher Education released in 2001 to address the social inequalities of the past, and to ensure that limited resources were effectively used, saw the three institutions sign a Memorandum of Agreement to facilitate the merger process.

On 21 October 2003 it was announced that the merged institution was to be named Nelson Mandela Metropolitan University.



Building of NMMU's present tower block (above) began in the early 1970s after the City Council donated 830ha in the Summerstrand area.

In 1992, a family friend came to our small town in the Free State. He was a pilot and in town because he was flying a very important person around the country. When we took him back to the airstrip at the end of the day, we were surprised to notice who this VIP was.

Nelson Mandela was on a tour of South Africa to see how the country had changed during his time in prison. There were four white people there among a sea of black people. I was only a year old.

The man of the hour walked directly to us and greeted everyone in a friendly and charming way. He asked my mom if he could hold me because he had never had the chance to hold his own grandchildren. My mom handed me to him.

My parents say that for a few minutes he was completely occupied by me and I was extremely curious of this man holding me. We were looking at each other when someone took a photograph and my mother has been searching for that photo ever since. He happily handed me back to my mother who thanked him in Sesotho.

Imagine the image of the struggle hero holding a child of the people who once oppressed him.

My name is Stefan Erasmus, but my Sotho name is Thapelo, meaning "prayer".

I am proud to say that I am a South African and I know that many young people my age owe Madiba our future and life in a free and equal South Africa.

My skin colour and heritage may come from Europe, but my soul and spirit is 100% African and I'm proud to live in a country that has shown the world admission of guilt on one side and extreme love and forgiveness on the other.

God has truly blessed us with a man such a Madiba!

- STEFAN ERASMUS

2005 – In the beginning

In January 2005 staff and students returned to work to be greeted by Nelson Mandela Metropolitan University's distinctive corporate identity – a new era had officially begun.

That first year was marked by many significant milestones towards achieving a state of permanence and stability for the new institution.

Attempting to merge three sets of organisational structures, systems, policies, processes and cultures was never going to be easy, along with finalising the governance framework and mapping the strategic direction of the University.

Then there was the need to secure the institution's financial viability, finalise organisational structures and appoint staff.

First staff members included:

- ▶ Chair of Council Judge Ronnie Pillay
- ▶ Chancellor Judge Pius Langa
- ▶ Vice-Chancellor and CEO Prof Rolf Stumpf from 1 January 2006 to 31 December 2007
- ▶ The number of deans was reduced from 19 to seven in line with the new structure

NMMU's first graduation ceremonies in 2005 saw a total of 6197 qualifications with the following esteemed individuals given honorary doctorates:

- ▶ Nelson Mandela ▶ Brigalia Bam ▶ Phil Gutsche ▶ Cynthia Hugo ▶ Raymond Mhlaba ▶ Franklin Sonn

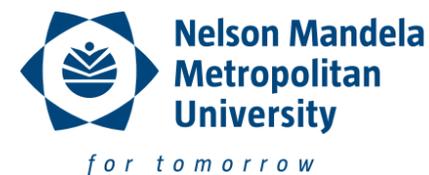
There were 20 658 students at NMMU in 2005 with a diversity profile of 31% for white, 14% coloured, 54% black and 2% Asian. 49% of the students were male and 51% female.

These students spread themselves across the newly-structured faculties as follows:

- ▶ Business and Economic Sciences 33% ▶ Arts 17% ▶ Engineering, Built Environment and IT 15% ▶ Health Sciences 10% ▶ Education 8% ▶ Science 8% ▶ Law 5% ▶ George Campus 4%

Postgraduate enrolments comprised of 12% of total student body.

Numerous policies were approved in 2005 to provide a governance framework for giving effect to the vision, mission, values and strategic priorities of the University. The former had been agreed upon in 2004.



The circular nature of the outer element suggests continuous change – a key element of a university, fostering fresh thinking and innovation. It is also suggestive of a rising sun, a new dawn and a new university. The circle is a symbol of unity, with the pointed elements suggesting diversity, as well as engagement and interaction, among ourselves and the community we serve.

The inner element emphasises that we are people-centred, and is suggestive of a learning environment. The globe represents our international links and connection to natural resources.



I remember the first time I saw you in 1996 as a small boy – draped in ANC apparel while on a visit to Grahamstown. Till this day, I treasure that moment that I saw you. Thanks for everything.

- S MCUBA

Mandela proved Aristotle’s observation – that humans are fundamentally creatures of habit and excellence can only be achieved through constant action. I was one of the privileged Malawians to meet Madiba when he came to Malawi to attend the South African Developing Countries (SADC) summit in 1997. As he entered Mount Soche Hotel he saw a group of us who had gathered in the lounge to get a glimpse of a great man.

He said “Oh! beautiful people.”

I felt an air of excitement and relief for having seen the man who inspired us, as student activists in the late 80s and early 90s when we fought against one-party dictatorial rule in Malawi. He was indeed a great man, a selfless man, and a moral baobab standing conspicuously above a thicket of ordinary mortals. Thank you God for the gift of such a special man to the world.

- RODIN SIMWAKA, NMMU MA DEVELOPMENT STUDIES STUDENT

2006 – Securing the future

The solid foundation laid in the first year after the merger in 2005, in the form of a governance and strategic framework, continued to bear fruit in 2006.

The challenge of staffing the new NMMU structure, together with a strong focus on securing the university’s financial health, dominated the agenda in 2006. Development of the university’s institutional operating plan, and especially Missionvale Campus, were given priority in mapping the university’s future.

“ **We can no longer simply promote education. We must make a positive and meaningful contribution to people’s lives. We need to speak from the heart. We need to carry on nurturing that heart so that it can beat strong for education, for life, for tomorrow** ”

- Prof Rolf Stumpf

Key executive appointments were finalised, including the seven deans, in 2006, while the process of placing other staff, in terms of section 189A of the Labour Relations Act, continued.

NMMU student numbers increased to 24 413 for both contact and off-campus students in 2006, while the ratio of students, in terms of colour and spread across the faculties, remained largely the same.

The inauguration of the university’s first Chancellor, Chief Justice Pius Langa, and Vice-Chancellor and Chief Executive Officer, Dr Rolf Stumpf, took place during graduation, offering visible testimony to the birth of the new university and to its role as a transforming institution of higher education.

At the same ceremony, NMMU awarded honorary doctorates to:

- ▶ Joseph Sepp Blatter ▶ Wiseman Lumkile Nkuhlu
- ▶ Danny Jordaan

An Institutional Operating Plan (IOP) demonstrating NMMU’s academic, operational and financial viability over a three-year period, was submitted to the Department of Education to qualify for a recapitalisation grant, deferred maintenance funding and campus development funding.

Council approved the Institutional Statute for NMMU, marking another milestone for the institution – it would now be governed by its own statute. Numerous other policies were also approved.



Prof Rolf Stumpf, NMMU’s first Vice-Chancellor.

Thanks Madiba for inspiring me.

- ROBERT PEARCE

My encounter with him 17 years ago still lingers in my mind.

He was no ordinary person. He was great. He changed the world ...

- ANONYMOUS



You have shown us how to live with peace in our hearts. You have shown us how to forgive.

- THOZAMA GODO

Suid Afrika het sy morele kompas verloor, maar ons moet onthou daar is 'n Madiba in elkeen van ons! Rus in vrede pa van die reënboog nasie!

- ANONIEM



2007 – A visionary successor

With the term of office of NMMU's first Vice-Chancellor and Dr Rolf Stumpf drawing to a close at the end of 2007, the appointment of his successor would occupy centre stage.

In August 2007, Prof Derrick Swartz was appointed as the second Vice-Chancellor and Chief Executive Officer of NMMU. He was to take office from 1 January 2008.

The appointment of Prof Swartz, whose inaugural acceptance speech would provide the spark and drive for the future Vision 2020 strategic plan to take NMMU to the next level as a world-class university. The former political activist from Port Elizabeth and Vice-Chancellor of Fort Hare would provide visionary and pro-active leadership.

Another key change for 2007 was the renaming of NMMU Vista Campus (formerly the Port Elizabeth campus of Vista University) to Missionvale Campus.

While student numbers remained constant at around 24 000, the diversity profile of the student body showed slight changes.

The number of black African students increased from 10 479 (53%) in 2006 to 10 857 (55%) in 2007; white students accounted for 29% of the student body in 2007 (30% in 2006), with the number of coloured students (14%) and Indian students (2%) remaining static.

The University celebrated a number of successes in 2007, including an investment of R1m from General Motors South Africa in a mechatronics centre in the Mechanical Engineering Department; the awarding of an R8.4m contract from the Pebble Bed Modular Reactor Company to Prof Jan Neethling of the Physics Department; and the launch of the Centre for Energy Research, with its focus on renewable energy.

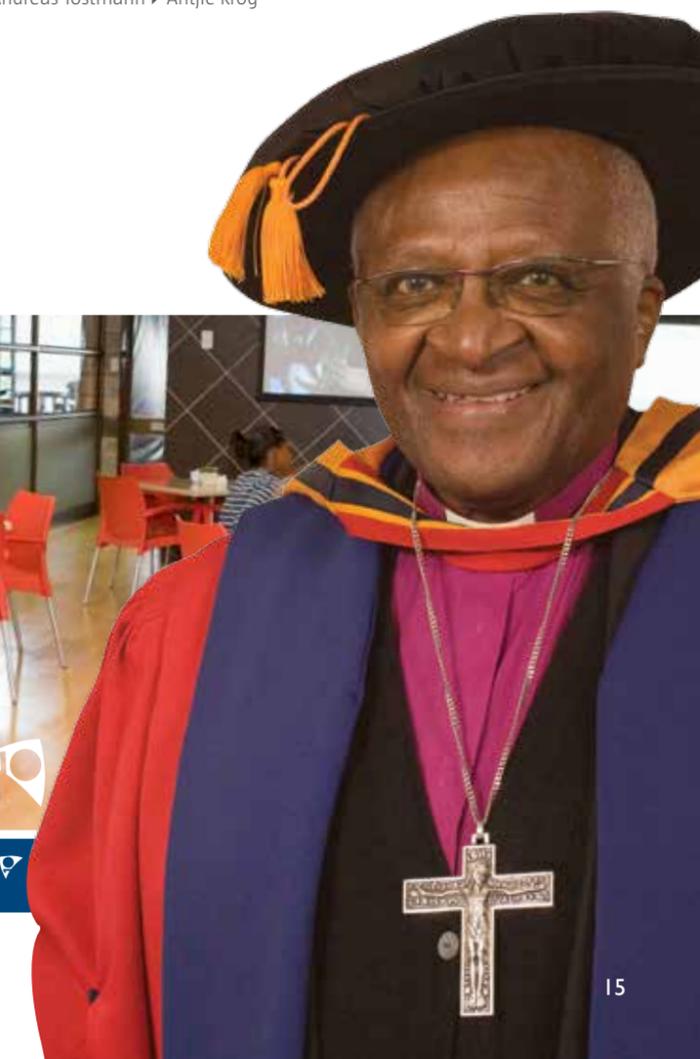
NMMU also identified eight focus areas of research, to meet its strategic priority to develop a research culture that actively responds to the needs of South African society and industry.

Honorary doctorates were awarded to:

- ▶ Archbishop Emeritus Desmond Tutu
- ▶ Andreas Tostmann ▶ Antjie Krog



Students at Rendezvous Campus Café (above) & Archbishop Desmond Tutu (right).



Thank you for the inspiration your life gave to all of us. You will never be forgotten. Rest in Peace.

- THOMAS BUETRU, UNIVERSITY DE MANTEOREE, MEXICO

The world is a better place because of you Tata.

- KEITH NARE

Thanks Madiba, for your courage, wisdom and sacrifice. We will not forget.

- LVS

A man's life is not measured by gains but by what you give

You gave us freedom. Let's embrace it.

- MELS

South Africans today, and in the far future, will forever be grateful that you changed the image of our country internationally.

- SUE-ANN ASSAN

Lala ngosolo qhawe lama qhawe. Ulufezile ugatso! Siyabulela!

- MERCY THINYANE



2008 – A bold new plan for tomorrow

The appointment of Prof Swartz saw a tangible rise in morale as staff rallied behind the man who gave them Vision 2020 – a bold new plan for the university NMMU would like to be.

The Higher Education Quality Committee's audit gave NMMU the opportunity to take stock of its achievements.

With the fallout from the merger now largely behind NMMU, the University could focus on the future of the multi-campus institution. As such, it sold the York Street component of its George Campus; restructured the NMMU Trust and sought the best financial means of supporting retired university staff.

Again, many more policies were approved and the need for an institute for multi-culturalism was raised and later established as CANRAD – the Centre for the Advancement of Non-Racialism and Democracy.

- The following people received honorary doctorates:**
- ▶ Reverend Mpilo Benson Rubusana ▶ Alan Knott-Craig
 - ▶ Prof Joseph Stiglitz ▶ Bishop Paul Verryn
 - ▶ Prof Dennis Brutus

The honorary doctorates mentioned on this page received their doctorates in 2009. Honorary docs for 2008: Jakes Gerwel, Pravin Gordhan, Nompumelelo Jafta, Johann Rupert.



Nmmu's George Campus at the foot of the Outeniqua Mountains is where business acumen meets the ever-growing importance of our ecological footprint with Schools in Natural Resource Management and Business Science.



My first encounter with him was in 2002 at the opening of a new school in my home town Engobo in the former Transkei. From that day, I knew that education was the key to success. The man was living proof of that.

- P NOMBILA

*throughout
his struggle
he remained
- humble -*

- GAB MGALALI

We, as the youth of the country, love you more than words can express, and feel blessed to have lived long enough in your presence.

- ANONYMOUS

The epitome of greatness. A man who created and redefined selflessness.

- SIPHOKAZI LUZIPHO



2009 – Brave strategic decisions

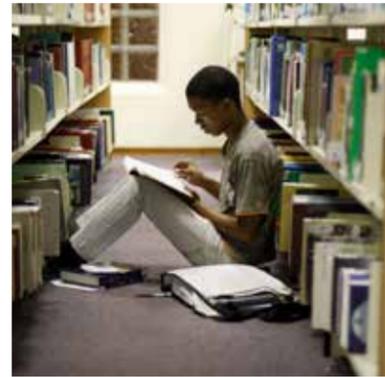
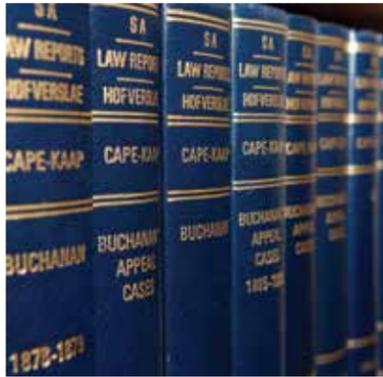
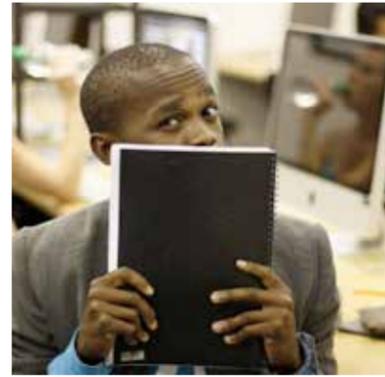
While 2009 may collectively be remembered as a bleak economic year, when stock markets crashed and unemployment figures soared around the world, for NMMU it is was something of a watershed year as brave new strategic decisions were made as a means of taking the University into a new era.

Vision 2020, a process to establish a shared dream for the NMMU of tomorrow, became the guiding tool for all major decisions within the University.

There was a great sense both within, and well beyond its academic gates, that NMMU is a pro-active university with a big future.

There was growth in student numbers; increased research outputs; many significant achievements by staff and students and tangible evidence of NMMU's growth in the form of new infrastructure, including the new "green" Missionvale library.





Our task as South Africans is to honour Madiba's life by collectively building a South Africa that we can all be proud of.

That will be our greatest tribute to Madiba's legacy.

- SANTIE BOTHA, NMMU CHANCELLOR

The colours of our Rainbow Nation shall shine brighter with the legacy you have left behind. I am so thankful for all you have provided for South Africa, the compassion, unity and freedom as a result of your struggle is immeasurable. May your magic continue to shine from above. Thank you, dankie, enkosi.

- SAREESHA PILLAY

Rest in Power, Tata! You put SA on the world stage, proving that something sublime can come out of chaos and despair. Like you always said:

it's in our hands now.

- COLIN ACHOUKE

Your humility is unique. You will be treasured forever!

- DALE CAMPHER

2010 – Playing a positive role in society

As soccer fever gripped South Africa, the hosts for the 2010 FIFA World Cup, the country was also rocked by crippling teacher strikes, which saw learners falling behind.

NMMU, in line with its ethos as an engaged university, would play a positive role in both.

For the soccer spectacle, the University provided accommodation and training in new-generation communications technology to the South African Police Services (SAPS), along with training facilities for several top teams, including Brazil. And NMMU proactively responded to the teacher strikes, offering its facilities and expertise to thousands of matric learners, to help them prepare for their finals.

2010 would also be remembered for two other significant events: the appointment of business leader Santie Botha as the University's new Chancellor, in place of Judge Pius Langa, who was retiring; and the sod-turning for the landmark R120m High Resolution Transmission Electron Microscopy Centre, at that time the biggest project in NMMU's history, which would catapult NMMU to new levels of research.

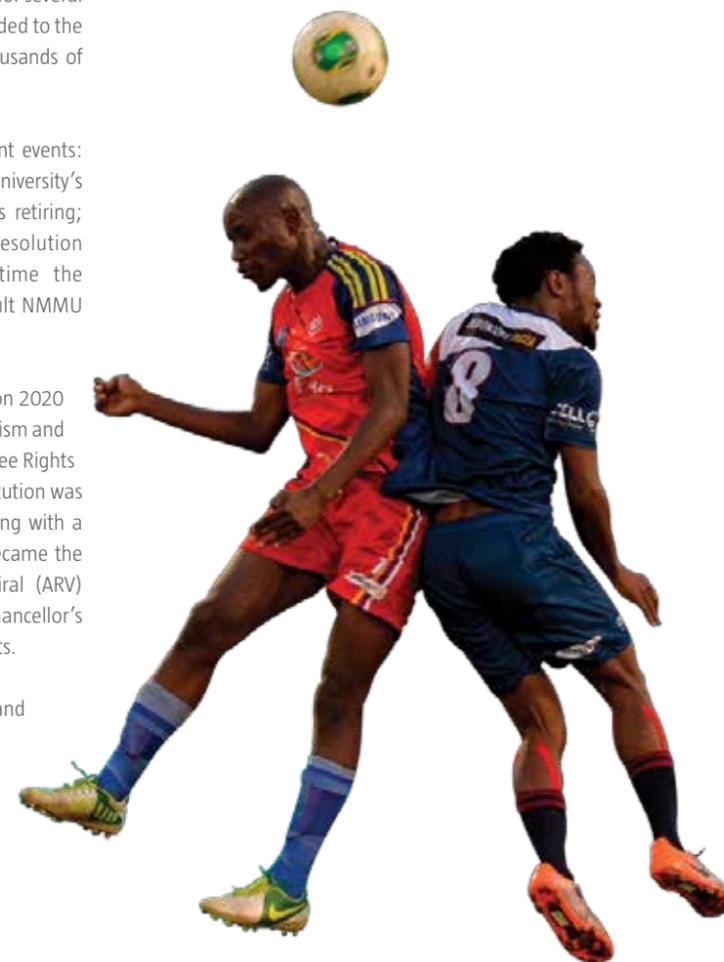
2010 also marked the start of the implementation of Vision 2020 – and CANRAD – Centre for the Advancement of Non-Racialism and Democracy was officially established, along with the Refugee Rights Centre. A new Student Representative Council (SRC) Constitution was adopted; two new Research Chairs were established, along with a third that focused on engagement; and the University became the first tertiary institution to be an accredited anti-retroviral (ARV) distribution site. NMMU also introduced 25 Vice Chancellor's Scholarships, then at R60 000 a year, to straight-A students.

Continued student growth, increased research outputs and expansion in its various engagement initiatives all pointed towards NMMU's continued efforts to transform itself into a leading higher education institution, actively serving society.

A number of building projects were finished, and more were conceived, to meet the future needs of the university's growing student body. Talks of a medical school for NMMU resurfaced and a feasibility study began.

Those receiving honorary doctorates included:

- ▶ Sir David Attenborough (he would receive his award in 2011)
- ▶ Dr Navanethem Pillay ▶ Prof Gaye le Roux
- ▶ Raymond Uren



The University's move towards transformation received a boost with the establishment of CANRAD (left) and football fever reigned with South Africa's staging of the 2010 Football World Cup.

Everyone can rise above their circumstances and achieve success if they are dedicated to and passionate about what they do

Enkosi tata ... phumla ngoxolo tata ...Ugqatso ulufezile okwethu kukuzama ukwenza imfundiso zakho.

- ANDISWA

Gandhi has come & gone, Mother Teresa has come & gone,
And now, Mandela.
May his gentle & caring soul RIP
Being an African, I will also do my very best to emulate what he stood for
I pray God gives me the good health, strength & wisdom, to make a difference

What a man

All we have when we pass-on is our good name
I hope folks all over the world remember that.

The best thing that I remember about Madiba's leadership is when Chris Hani was assassinated in 1993 and the country was ready to go to civil war.

This man took a stand and promoted peace and reconciliation in the land... the best move ever.

- LUTHANDO MATIWANE

2011 – Exceptional success continues

The exceptional successes of 2010 would set the tone for 2011, with Vision 2020 in full-swing – thanks to Council's approval of the overriding general strategic planning framework – and NMMU well-positioned to take its financial, academic, infrastructure and other plans forward.

Despite global reverberations from the recession, NMMU's financials continued to be healthy – and the University continued to grow, in student numbers, research outputs and engagement initiatives.

“ Nelson Mandela Metropolitan University is destined to be one of the top universities in South Africa. ”

In 2011, Santie Botha was inaugurated as Chancellor – the knowledge and networks of the marketing executive and 2010 Businesswoman of the Year further enhanced the positive growth already underway at NMMU. Her words at her inauguration would further fuel the fire of Vision 2020: “Nelson Mandela Metropolitan University is destined to be one of the top universities in South Africa.”

The R120m High Resolution Transmission Electron Microscopy Centre was completed and launched in October 2011. The prestigious centre, housing Africa's best microscopes, has put the continent on par with its European counterparts in terms of research at the atomic level.

Four new South African Research Chairs (SARchi) were awarded, and the University's prestigious Teacher and Researcher of the Year Awards were extended to include technology and innovation awards.

CANRAD continued to create platforms for public lectures and debates, showcasing the vital role that a university plays in stimulating dialogue on key issues.

Honorary doctorates were awarded to:

- ▶ Sir David Attenborough (he was named as an honorary doctor in 2010)
- ▶ Tembeka Nkamba-van Wyk
- ▶ Prof Suresh Kana
- ▶ Prof Wally Morrow
- ▶ Mark Shuttleworth
- ▶ Judge Lex Mpati.

A public lecture by Sir Attenborough, the world-acclaimed naturalist and cinematographer, was indeed a highlight on NMMU's 2011 calendar.

New infrastructural projects, including a R47m engineering block and a R34m Human Movement Science building, were approved. Altogether, construction for 2011 was valued at R240m.



Santie Botha (from left) was inaugurated as South Africa's youngest Chancellor; the R120m High Resolution Transmission Electron Microscopy building; conservationist and broadcaster David Attenborough's lecture attracted more than 2000 people to the university.



stetzohlala usezintliziyweni zethu

The elevation of human spirit and dignity were made possible by your vision and strength of character. You showed the world how hatred can be converted to harmony, and discrimination into dignity through your selfless endurance. Robalakagotso!

- PROMISE SEROKA

I can still remember my first day at school, 15 January 1996, and the picture of Nelson Mandela on my teacher's classroom wall with his fist held upwards. I remembered staring at it for a few minutes and wondering who the man was ... My teacher smiled and told me it's Mandela.

- GREATMAN

To live in a city and attend a varsity named after one of the greatest leaders of all time is such an honour and privilege.
Thank you.
Tata lala ngoxolo.

- ANONYMOUS

2012 – Addressing institutional culture

Efforts to boost the University's academic success and improve the quality of student and staff life, through the improvement of institutional processes, systems and infrastructure – one of the key priorities identified in Vision 2020's strategic plan – would play out in 2012.

To enhance student life, NMMU boosted its "first contact" points with students, and also implemented academic support structures – including Electronic Peer Assisted Learning (e-PAL). The newly-launched Nelson Mandela Champion Within (NMCW) programme saw first-year students challenged to bring out the best in themselves and their communities.

“ A flash-mob staged by NMMU's international award-winning choir, and shared on YouTube, went viral ”



A new iconic Engineering building (top) was opened and the University's award-winning choir (above) was behind the viral success of a flash mob that took the NMMU brand around the globe.

The University also introduced the country's first ITS-linked (Integrated Tertiary Software) co-curricular record for students to reflect their involvement beyond the classroom.

To elevate campus life, NMMU became the first university in South Africa to embark on an organisational change process to address institutional culture transformation. The ongoing sessions for students and staff came in the form of gratitude rounds, café chats, courageous conversations and much grappling over questions about working at the university.

Council approved a five-year Employment Equity Plan to advance staff diversity across all occupational levels. In 2012, 26% of academic and 59% of professional and support services staff were from historically disadvantaged demographic groups.

NMMU maintained its place among the top 10 South African universities in terms of NRF ratings, with 73 NRF rated researchers in 2012 compared to 66 in 2011.

NMMU became the first university in South Africa to train Pharmacy Technical Assistants and offer a new Chemical Process Technology diploma. The University also became home to the country's first electric vehicle e-mobility programme and technical centre.

A flash-mob staged by NMMU's international award-winning choir, and shared on YouTube, went viral – spreading the University's brand around the globe.

On the sporting front, the London Olympics were on the go. NMMU ambassadors included Paralympians Kevin Paul and Michael Louwrens, and Olympian Jessica Roux. Closer to home, the University's rugby, cricket and surfing teams excelled.

NMMU's building boom continued, with Council approving nine major infrastructural projects in 2012, including the R116m "green" Business School.

Honorary doctorate recipients included:

- ▶ Rev Malusi Mpumlwana ▶ Prof Catherine Odora Hoppers
- ▶ Prof Phillip Tobias ▶ Kumi Naidoo

In the words of Lize Beekman:
 "The tall man with the soft eyes and the big heart. I smile when I see him – just like the first time – because this world is a better place when Madiba smiles. I can hear his voice as if he's standing next to me...I know it so well and it calms me. His words and actions are an example of the true meaning of love. When he moves on to freedom anew and at last, all angels and the African sun will carry him and then may Nelson Mandela dance, dance, dance!"

- PROF DARELLE VAN GREUNEN

*it is our
 responsibility
 to
 carry your
 legacy
 forward.*

Tata Madiba, we love you.

- ROSS JOHNSON

To each student, remember Nelson Mandela's words:
 You are the master of your own destiny.

- ANONYMOUS



2013 – Infrastructure growth continues apace

Creating a vibrant living, learning and working environment where students and staff could contribute to socially-engaged scholarship, remained at the heart of the University's purpose.

From a student perspective, the pillars on which this rested were reflected in Vision 2020 as well-managed and accessible student financial aid; quality, affordable student accommodation; reliable student transport; a safe and healthy campus environment; and opportunities for participation in co-curricular activities and community engagement – all of which remained key priorities in 2013.

The construction of new residences on Summerstrand and George campuses formed part of the university's unprecedented building boom – the R1.1 billion investment being the largest and most sustained capital expansion programme since the original university sites were started more than 40 years ago.

In addition to the infrastructural boosts, a number of academic support interventions were available to students to enhance their overall success.

Harnessing useful technology solutions, NMMU became the first South African university to launch the Microsoft Student Advantage Program, which offered students a free copy of the Microsoft Office 2013 package. An NMMU mobile application was also launched, placing key university information "in the pocket" of students and staff.

The University developed a Financial Growth and Development Plan (FGDP) to achieve its long-term goal of financial sustainability.

Approval for a medical school at NMMU moved a step closer when Council agreed to support bold new initiatives to meet an ever-growing national need for qualified healthcare professionals.

Honorary doctorates were awarded to:

- ▶ John Kani ▶ Hassan Hawa ▶ Dr Seth Berkley
- ▶ Dr Sylvia Earle ▶ Henry Hendricks



The R116 million new Business School was the first public building to receive accreditation from the Green Building Council of South Africa (left) and South African actor and struggle activist John Kani received an honorary doctorate.



You were the legend of our time, an epitome of peace, reconciliation and forgiveness.

- JR

South Africans today, and in the far future, will forever be grateful that you changed the image of our country internationally.

- SUE-ANN ASSAN

The epitome of greatness of a man who created & redefined Selflessness.

- SIPHOKAZI LUZIPHO

Thank you for the inspiration your life gave to all of us. You will never be forgotten. Rest in Peace.

- THOMAS BUETRU, UNIVERSITY DE MANTEOREE, MEXICO

2014 – Renewed determination towards a better tomorrow

As the door closed on 2013, we bid farewell to our beloved Nelson Mandela, South Africa’s former president and the University’s namesake.

But, as 2014 began, Mandela’s wish for a transformed, better South Africa would be remembered and embraced as the University set out with renewed determination to achieve the priorities laid out by its strategic plan, Vision 2020.

NMMU’s new “green” Business School became the first educational building in the country to get four-star accreditation from the Green Building Council of South Africa – endorsement indeed for NMMU’s value of respect for the natural environment.

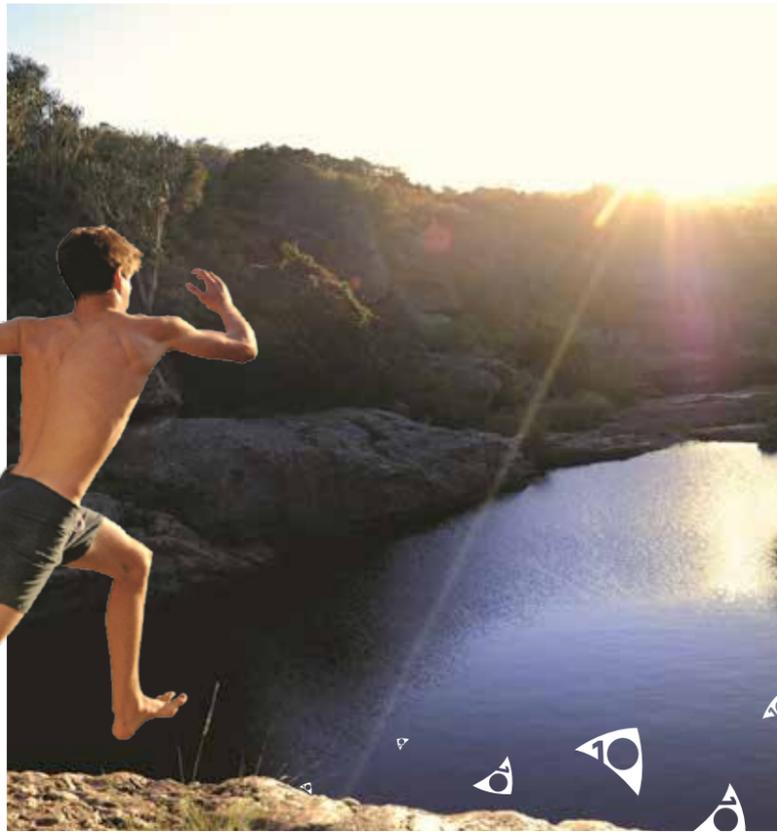
Other significant successes included the University’s first steps towards positioning itself as the marine and maritime university of South Africa and the African continent, along with the start of a paramedics degree, one of the first building blocks towards NMMU’s fully-fledged medical school.

It was a year that would be defined by a number of successes, not least being the University’s very first television advert. The completely homegrown advert, which included the voice of international actor John Kani, who still calls New Brighton home, appealed to people’s emotions in sharing the “moment” when you turn dreams into reality.

Over 6000 certificates, diplomas and degrees were awarded at Graduation with the Faculty of Science, for example, experiencing a 62% increase in the number of graduates.

Honorary doctorates were awarded to:

- ▶ Paul Allen ▶ Phumzile Mlambo-Ngcuka
- ▶ Stephen Saad ▶ Neil Turok ▶ Masilamoney Pather



The university took a bold leap towards positioning itself nationally with its first television advertisement – a completely home-grown production.



For the courageous stand you took to unite our nation, we thank you.

- ZUKISANI BIKITSHA



- JOEL SOLOMONS

Thank you for showing us that love can bridge any gap between people, and that love overcomes everything. Siyabulela!

- ANONYMOUS

Shot for all you did dude.

- ANONYMOUS

Dankie Oom Nelson.

- ANONYMOUS



2015 – Reflection, re-igniting the passion

The year 2015 is a significant milestone in the life of NMMU. It presents a moment to reflect on the many successes of the past 10 years, as briefly captured in these pages.

But as the University takes stock of how far it has come, it is also a time to re-evaluate what still needs to be done as the University strives towards the institution it wants to be by 2020, as laid out by its Vision 2020 Strategic Plan.

As it looks back and reflects and recognises its many achievements, NMMU will be mindful of re-igniting a passion for an exciting tomorrow.

In meeting the needs of South Africa and Africa, NMMU hopes to establish both a Medical School and Marine and Maritime Campus by the end of the next decade.

NMMU already has an outstanding reputation in marine science, and is ideally positioned to offer a range of maritime programmes to support the potential of the continent's untapped blue economy.

Its "bottom-up" approach towards building a Medical School is already underway to meet the growing demand for qualified health professionals.

At its heart, NMMU continues to strive to be a dynamic African university recognised for its leadership in generating cutting-edge knowledge for a sustainable future.



Nelson Mandela Metropolitan University is ideally located and suited as a comprehensive institution to meet the country's and continent's needs in terms of teaching, learning and research.

Values

To continue to thrive as a dynamic African university over the next 10 years and beyond, we must prepare for whatever is to come. Just as our six core values have underscored all that we have achieved, so they will continue to serve as a moral compass as we move into the future.

We believe that by embracing and living these values, our staff and students are better prepared for facing their own personal tomorrow.

Taking responsibility

With freedom and rights come responsibilities. Staff and students are encouraged to not only take responsibility for themselves but for those around them as part of a drive towards social justice and civic-mindedness.



Respect for diversity

Diversity means understanding that we are all different and that we respect each other's differences. This diversity can and does enrich our lives.

Excellence

"We are what we repeatedly do. Excellence, then, is not an act, but a habit," Aristotle once said. This is what we strive to do at NMMU – unlock doors to personal and institutional excellence.

Respect for the Natural Environment

At NMMU we live and study in a nature reserve on the coast. This privilege must be preserved for generations to come as we strive towards creating a sustainable tomorrow through conservation efforts in the world today.

Integrity

Integrity is doing the right thing, even if nobody is watching. It's about having the courage to say no; being honest and having the moral fibre to face the truth regardless of circumstances.

Ubuntu

Respect, compassion and care for one another forms part of the African philosophy of *ubuntu*. At NMMU, we are passionate about our service to society.

Moving forward

We are committed, as part of Vision 2020, to making NMMU one of the finest universities in South Africa and the wider continent - a place of cutting-edge knowledge, of innovation, of pioneering research, teaching and learning.

“It’s people who turn dreams into reality. In our case, it’s the staff and students of NMMU who will make Vision 2020 happen”

Over the next few years, NMMU will be embarking on a number of groundbreaking initiatives:

- Laying the foundations for a new Medical School and expanding our existing academic and professional training programmes in health sciences;
- Establishing a Maritime and Marine Sciences campus with a whole new suite of programmes in response to new opportunities and challenges from Government’s blue economy strategy;
- Investing in interactive, “smart campus” technologies to ensure all NMMU facilities and services, especially teaching and learning, support our vision and
- Building new student residences on campus to provide better facilities for our students.



Protea residence with 312 beds on South Campus is one of several new on-campus residences. NMMU hopes to provide on-campus accommodation to 30% of its student body.

For tomorrow ...

To use the words of our Vice Chancellor Prof Derrick Swartz ... "We want to be one of the finest universities in the world" ...

**NMMU is a university
'for tomorrow'**

It continues to look to the future,
planning and shaping today's
decisions for tomorrow.



“ There is no doubt in my mind that the single most important factor for the future of our country is education.

We cannot be a competitive and winning nation in a modern world without education and training of the highest quality ”

– former president Nelson Mandela

- PO Box 77000
- Nelson Mandela Metropolitan University
- Port Elizabeth • 6031 • South Africa
- E-mail: info@nmmu.ac.za
- www.nmmu.ac.za



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