

**VICE CHANCELLOR’S REPORT TO COUNCIL
THIRD QUARTER, 2018**

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1. INTRODUCTION

It gives me pleasure to present this report to Council, which provides an overview of strategic highlights and challenges during the third quarter of this year since the last Council meeting in June 2018. I will report on these developments as they relate to the six revised Vision 2020 strategic priorities, namely:

- Distinctive educational purpose and philosophy that contributes to **student access for success**;
- **Engaged, innovative scholarship** culture that generates knowledge recognised for its contribution to sustainability;
- **Transformative institutional culture** that promotes diversity and social cohesion;
- Employer of first choice by investing in **talented, high-performing staff**;
- **Enabling systems and infrastructure** that promote an exceptional experience for students, staff and key stakeholders; and
- **Long-term financial sustainability** through innovative resource mobilisation and responsible stewardship.

In addition, as requested by Council in the previous quarter, the report and supporting annexures (i.e. DVC reports to Senate) will also provide an update on progress in respect of the mitigation of the top three risk areas, namely:

- **Human capital management and labour relations:** Lack of trust in the HR systems and negative labour relations climate – negative impact on the institutional culture and progress of institutional objectives, including attraction and retention of high calibre employees as an employer of choice, low morale
- **Financial sustainability:** Unpredictable funding impacting the sector and financial sustainability of the institution, uncertainty regarding the quantum of state funding and administrative challenges at NSFAS, finance capacity, non-viable academic modules and schools.
- **Reintegration and business models** Complexities related to implementation the reintegration and business models within the current HR and operational systems – differentiated norms and business process systems, integrating a commercial culture, effective implementation and management of the enterprise development model.

In terms of our annual reporting cycle, the theme for quarter three is **transformation**, which is defined by our University as a complex, multi-faceted and integrated process of continuous institutional renewal in alignment with our vision, mission and values to advance social justice, equality and inclusion by providing life-changing educational experiences in pursuit of a better life for all. The Council-approved transformation conceptual framework makes provision for four key dimensions of transformation, namely: the intellectual and academic project; institutional culture; the demographic profile of students and staff; and the efficiency and effectiveness of institutional processes and systems. We will provide Council with an overview of key developments in implementing the institutional transformation plan approved by Council in December 2017 as it relates to these four dimensions, our revised Vision 2020 strategic priorities, and our top three institutional risks.

2. VISION 2020: STRATEGIC PLANNING

Various strategic milestones have unfolded during the course of 2017/18 that have significantly shaped the content and processes of institutional strategy and planning at Nelson Mandela University. These include the strategic repositioning of the University emanating from the renaming; the comprehensive review of Vision 2020; the inauguration of the Chancellor and Vice-Chancellor; the Vice Chancellor's listening campaign and the organisational redesign process. These events and processes have delivered key outputs to be considered for approval by Council today, including the revised Vision 2020 strategic plan, the institutional planning programme of action, and the high-level macro organisational redesign framework.

2.1 Vice-Chancellor's listening campaign

I have completed my listening campaign with all internal stakeholders and the broad thematic areas that have emerged include:

- Positioning our institutional identity in line with Nelson Mandela's lifelong commitment to social justice and equality.
- Inculcating an institutional culture that is unifying, inclusive and fosters social solidarity.

- Rethinking the content and approach of our teaching and learning, our research agenda, and our engagement to unleash the full potential of our staff and graduates to “change the world” through their scholarly and societal contributions.
- Ensuring that our human resource policies and systems are agile, people-friendly, responsive and efficient.
- Promoting the financial sustainability of the University.
- Redesigning and modernising institutional support systems and processes to promote agility, flexibility and responsiveness in an increasingly digitised and competitive higher education landscape nationally and globally.

Addressing these issues will require decisive responses by senior management. To this end, the responsible management portfolios have been tasked with integrating the respective listening campaign themes and issues into their **immediate, short- to medium- and long-term plans** to inform strategy-aligned budgeting and resource allocation.

Throughout the listening campaign, we emphasised the importance of fostering a **culture of engagement** at all levels of the University to liberate the agency of all key stakeholders towards co-creating a sustainable future for the University. To achieve this, we will refine the **institutional monitoring, evaluation and reporting mechanisms** to ensure that our quarterly reports provide all our stakeholders, including Council, with an overview of progress in responding to the issues and challenges that have emerged.

2.2 Strategic growth trajectories

Through its curriculum, scholarship, innovation and partnerships, Mandela University is boldly positioning itself to contribute to transcending the enduring challenges of poverty, inequality and unemployment through two new exciting growth trajectories, namely:

- The establishment of South Africa’s first dedicated Ocean Sciences Campus to provide state-of-the-art teaching, training, research and innovation support to boost the emerging oceans economy; and
- The launching of a new medical school by 2020, to provide transformative medical training and research to improve the quality of healthcare in our public hospitals and clinics.

2.2.1 Ocean Sciences

Management has approved the establishment of an institutional planning architecture to oversee the revision of the University’s ocean sciences strategy (2018-2020) for approval by Council in the fourth quarter. This includes the following:

- **Ocean sciences stakeholder reference group**, chaired by the Vice-Chancellor and comprising a cross section of internal stakeholders to monitor progress in expanding and deepening transdisciplinarity in our ocean sciences under- and postgraduate qualification mix, research and innovation endeavours, and engagement.
- **Ocean sciences steering committee** to oversee strategy implementation and future developments on the Ocean Sciences Campus in alignment with institutional strategy.

- **Ocean sciences technical team** to advise the steering committee in respect of the specialised aspects, such as viability modelling and scenario development to assess the resource implications, opportunities and risks of implementing different dimensions of the ocean sciences strategy.

In addition to the above, **infrastructure developments and refurbishments** on the Ocean Sciences Campus are being undertaken in phases largely aligned with the release of tranches of DHET Infrastructure and Efficiency Funding. The University has been allocated a further **R85.5m** for the Ocean Sciences Campus over a three-year cycle from 2018/19 to 2020/21. This welcome investment will fund the implementation of our **Phase 2** campus infrastructural developments, including refurbishing existing facilities to house postgraduate ocean sciences programmes, research projects and engagement initiatives. We will also be designing and building a multi-purpose, ocean science exploration centre and conferencing facility to cultivate a national maritime consciousness and create an ocean sciences hub of convergence.

2.2.2 Medical School

As reported in the previous quarter, the HPCSA will be conducting an **accreditation site visit** in March 2019 and the requisite preparation processes are underway, including the completion of a comprehensive self-assessment and financial resourcing plan.

A broader **stakeholder engagement plan** (SEP) and social facilitation strategy is being developed to clearly articulate the stakeholder interactions required on an ongoing basis to ensure the successful launch of the medical programme in 2020. At a national level, Professor Pepeta has met with the Minister of Health, who has indicated his support. My office is also in the process of pursuing a joint meeting with the Ministers of Health and Higher Education and Training to ensure that these two crucial ministries coalesce in their support for the University's medical school trajectory. At a provincial level, a meeting will be conducted with the Premier and MEC Finance to present the funding model and to establish the terms upon which provincial funding for the medical school will be provided.

Ongoing progress with the implementation of the Master Implementation Plan (MIP) includes:

- The appointment of Dr Bridgette Gasa as a **project manager** who is taking responsibility for the oversight of the overarching project plan to integrate all cross-cutting elements across work streams, including risk management.
- A detailed **human resources acquisition plan** has been developed to address the timing of appointing key staff and is currently being consulted with various stakeholders, especially as it relates to a cost-sharing model for joint appointments between the Department of Health and the University.
- The **Infrastructure Work Stream** team, under the leadership of the DVC IS, has been implementing infrastructure developments required for the medical school. The procurement of specialised medical equipment is underway and ICT Services are collaborating with the faculty to provide for the technology solutions and connectivity requirements of the medical school.
- The establishment of the **Academic Work Stream** team, under the leadership of the DVC T&L, will be considering the academic implications of introducing the MBChB within the framework of existing institutional arrangements.

- The **Resource and Viability Work Stream**, convened by the ED: Finance, is conducting the necessary resource planning and modelling to ensure that the resource requirements linked to the first three years of the medical programme are secured, until subsidy revenue becomes available.

3. DISTINCTIVE EDUCATIONAL PURPOSE AND PHILOSOPHY THAT CONTRIBUTES TO STUDENT ACCESS FOR SUCCESS

3.1 Admissions process for 2019 student intake

One of the focus areas of the student access and enrolment chain project currently underway is how technology can be deployed to assist with processing the increasing number of applications. Several enhancements to the online applications system have been implemented to improve turnaround times in processing applications. From a student recruitment perspective, plans are being increasingly adapted and targeted towards attracting more students that are talented nationally.

Work has already started on liaising with faculties to engage with successful applicants to ensure that the admission offers made to applicants translate into achieving our enrolment targets.

	2018		2019	
PG/UG SPLIT	ACCEPTED	APPLICATIONS	ACCEPTED	APPLICATIONS
Postgraduate	248	2 854	163	4 788
Undergraduate	2 834	50 316	4 256	76 961
	3 082	53 170	4 419	81 749

3.2 Second semester registration

The final day for late registration for the second semester was 27 July 2018. The total number of registrations now stands at **28 537** compared to 27 477 in 2017. The **enrolment target** for 2018 of 28 180 has therefore been exceeded. Of the total 2018 enrolments, **6 207** are first-time entering undergraduate students (excluding Occasional, B Tech and Advanced Diploma students) relative to 5215 in 2017 and 5913 in 2016.

3.3 Curriculum Innovation

The University Capacity Development Grant provides resources to the Teaching Development Innovation Fund (TDIF), which funds several innovative teaching and learning projects including those listed below:

- The Faculty of Arts was granted support for eight (8) projects that will significantly advance multilingualism, curriculum renewal for transformative linguistics, and the advancement of knowledge in cross-cultural perspectives on healing and African musical creativities. Linked to these projects are eight concerts, which were hosted by the School of Music Art and Design (SOMAD), as well as many exhibitions focused on the theme of transformation in a complex society.
- Several projects involve the use of technology-enhanced learning and teaching, where the Department of Applied Language Studies has launched an online virtual classroom,

Advance@Mandela, which is available for staff to present Short Learning Programmes in real time to delegates anywhere in the world.

- The Department of Mechanical Engineering has established a Teaching Working Group to deliberate on Africanised Teaching and Learning. This process will be undertaken in collaboration with role players at the Walter Sisulu and Plymouth Universities.
- The Business School is in the process of reviewing the African leadership component in its leadership module to reflect a transformed and Africanised curriculum.

3.4 Humanising pedagogy portal and poster

The University community and stakeholders continue on an educational and developmental journey to fully embrace and understand Humanising Pedagogy (HP) educational philosophy. The DVC T&L has, over the past few years, been hosting the “Humanising Pedagogy, Praxis and Research Niche” (HPPRN) project team which launched the Humanising Pedagogy Portal and a specially produced poster in August 2018. The HPPRN portal hosts literature, resources, networking opportunities and features videos and feedback from discussion forums that provide an overview of and connection to HP activity at our University. The poster was designed to spark continued reflection and thought around HP research and contains key concepts and themes extracted from HP literature.

3.5 Language policy development and multilingualism

The home language profile of our students has changed since 2005 to 2018 with nearly half (49%) of our students speaking isiXhosa. In light of this, the development of a new language policy for the University is urgent, especially in light of the draft language policy, which the DHET has advised should be the basis for revision of all language policies in the sector, effective from 2019 onwards.

The Language Policy Working Group (LPWG) has met regularly over the past two years, and has embarked on conducting ‘Courageous Language Conversations’, which will be concluded by the end of September 2018. The revised language policy will be informed by these inputs and will serve before Council in due course for approval.

3.6 Social Consciousness and Sustainable Futures (SCSF) course

The Social Consciousness and Sustainable Futures (SCSF) course has been in the process of development for several years, and was given impetus when it became one of the students’ demands during the first iteration of FMF in October 2015 at Mandela University. SCSF is a “grounding course”¹ for Nelson Mandela University students, planned for offering as a foundational module or programme to all first years in due course. The manner in which this course has been conceptualised and developed is unique in the higher education landscape, with a cohort of interested students, upon invitation from the DVC TL office, taking responsibility for co-creating this programme with an interdisciplinary team of academic staff. More detail relating to the themes and content of the course

¹ This is the conceptual phrase used at the University of Fort Hare, one of the first universities to develop and implement such a programme, which was piloted in 2008/9 and then incorporated into the programme of all first year students.

is provided in Annexure A of this report. The pilot of the SCSF course was launched on 7 August and will continue until the end of the third term. Weekly reflection sessions by all the participating students, tutors and facilitators are held to glean lessons from this pilot and these will be incorporated into the revisions of the course for next year.

4. ENGAGED, INNOVATIVE SCHOLARSHIP CULTURE THAT GENERATES KNOWLEDGE RECOGNISED FOR ITS CONTRIBUTION TO SUSTAINABILITY

4.1 Institutional research themes

It is significant that the University has defined Institutional Research Themes that are aligned to our Vision 2020 strategic priorities. Following a thorough consultative process across the University, Senate recently approved the following Institutional Research Themes:

1. Ocean and coastal sciences
2. Social justice and democracy
3. Environmental stewardship and sustainable livelihoods
4. Innovation and the digital economy
5. Origins, culture, heritage and memory
6. Humanising pedagogies

The themes will be used to:

- Position the unique competitive advantage of the University as a leading institution in certain key research areas;
- Ensure critical mass in defined focus areas (in terms of academics and Research Associates);
- Attract new staff with specific expertise to the University, thereby contributing to critical scholarship;
- Attract postgraduate students for studies in defined fields;
- Attract researchers from other institutions for the purposes of collaboration;
- Motivate for Research Chairs (e.g. SARChI Chairs of the DST/NRF);
- Enable the University to focus limited research-related resources; and
- Prepare large research proposals for national and international funding.

Each theme will be supported through various interventions to ensure that they continue to grow.

4.2 Regional collaboration

Our University was instrumental in arranging an Eastern Cape Research Conference, held at the Mpekweni Beach Resort (26-28 July 2018). This ground-breaking conference brought together for the first time the four universities in the Eastern Cape, as well as the Human Sciences Research Council (HSRC), to focus on addressing research questions of relevance in our Province. Each University had ten delegates who participated and dialogue teams were convened, each focusing on one of the identified themes:

- Climate Change, Natural Resources and Sustainability

- Transforming Higher Education Curricula: The Nexus between Academia and Society
- Health and Wellbeing
- Urbanisation and Migration
- Digital Technologies
- Rural Development and Land Issues

It is expected that these themes will be worked into joint research proposals that can be submitted for funding. The four DVCs (Research) and the HSRC will oversee the process.

4.3 Innovation office

A particular risk for the University over the past year has been the loss of experienced staff in our Innovation Office. We are happy to report that Dr Nqobile Gumede has been appointed as Director: Innovation Office and she commenced employment on 1 July. Coming from the NRF, Dr Gumede brings with her much experience in the important area of innovation support, technology transfer, enterprise development and commercialisation, collaboration with industry, etc.

Our intention is to ensure that the enquiring minds of our enterprising under- and postgraduate students will be harnessed to massively increase the number of start-up SMME companies established by our students and graduates. In this regard, we also continue to give oversight attention to Propella, the Incubator in Mandela Bay in which the University owns a 49% share. The focus of Propella is specific towards Mandela Bay as “*the smart City*”. There are currently 40 SMMEs in the incubator, many of them our former graduates who imagined their business propositions while studying at the University. We remain convinced that this intervention is needed for South Africa and our Metro, in our quest to address the shockingly high unemployment rates.

4.4 New research entities

We are excited that Senate has approved the proposals for the Centre for Philosophies in Africa and the Centre for Women and Gender Studies for ratification by Council. The Centre for Philosophies in Africa is a research-based Centre, to be housed in our Faculty of Arts, and will be one of the means by which we will reposition and revitalise the Humanities. The Centre for Women and Gender Studies will focus on the scholarship of gender research, engagement and advocacy, which is a need that should have been addressed by the University years ago, given the current levels of gender-based violence and discrimination so prevalent across the country and on our campuses.

Both entities are intended to play a key role in driving transformation across the academe.

4.5 Critical Studies in Higher Education Transformation (CriSHET)

The appointment late last year of Prof Andre Keet into the newly created Council-funded research Chair: “*Critical Studies in Higher Education Transformation*” (also known as *criSHET*), has already proved to have been an excellent investment. A number of leading scholars from across the country and abroad have been formally linked to the Chair as Research Associates, as well as Honorary and

Visiting professors. Prof Keet has been able to work across the University to give focused attention to transformation from an academic and research perspective. The Chair was launched during July when we also enjoyed a riveting inaugural lecture presented by Prof Keet entitled *The Plastic University: Knowledge, Disciplines and the Decolonial 'Circulations'*.

4.6 Diversity Month

Each year, August is recognised in the University calendar as Diversity Month. CANRAD coordinate activities that celebrate our value '*Respect for Diversity*', with support from over 20 entities, faculties and divisions. Previously, '*Many Voices, one NMMU*' had been the mantra, but as we embraced our new university name, '*Social Inclusion and Wellbeing*' resonated as the appropriate focus for this year.

Diversity Month was a very full month as we increased the offerings from 30 in 2017 to 55 in 2018 with a diverse menu that catered for a variety of tastes, including dialogues, book launches, workshops and colloquia, music, drama, photography, film, art exhibitions, and international culture fest, and 'coffee conversations'. Some of these events also fell within the programme of activities set up to celebrate the centenary of Nelson Mandela, which commenced in July.

4.7 Mandela Centenary Celebration Programme

Several conferences have been hosted as part of the Mandela Centenary Celebration Programme, including the following:

- The Faculty of Education hosted a colloquium to deliberate on the meaning of 'Education as a weapon to change the world'. This colloquium kicked off the Centenary celebrations at our University and brought together community organisations, NGOs, and the Faculty to discuss education imperatives that they could address through coalition building.
- As part of the National Science Week 2018, the Faculty of Science made an extended visit to Mvezo where they engaged with over 1 500 learners to encourage interest in Science. The Faculty also hosted a symposium, which focused on deepening our democracy through Science. The panel on this conversation was comprised of students, staff from the University, school learners, and local communities.
- The Faculty of Law hosted Justice Dikgang Moseneke as the keynote speaker in their conference on Constitutional Democracy.
- In collaboration with CANRAD, the Faculty of Law also hosted a well-attended and thought provoking public lecture on Ethical Leadership with Advocate Thuli Madonsela as the guest speaker.
- The Faculty of Arts hosted a successful three-day international conference in August with the theme "Being Humane in the 21st Century".

CANRAD hosted several lectures and academic paper presentations on topics such as:

- Thinking through Erasure: On Being a Womxn, Feminism, Protest and Democracy.
- Does Democracy Enslave Africans?
- Youth Perspectives on Democratic Consolidation.
- Family Origins and Identities - African Naming.

- The Steve Biko Lecture entitled 'Youth Touched by Biko: The Quest for a More Human Face in 2018', in collaboration with AZAPO.

This richly diverse array of intellectual engagements contribute to building an enlightened, progressive institutional culture aligned to the University's mission, vision, values and goals.

5. TRANSFORMATIVE INSTITUTIONAL CULTURE THAT PROMOTES DIVERSITY AND SOCIAL COHESION

5.1 Transformation barometer

The Board of University South Africa (USAf) has approved a comprehensive **Transformation Barometer** as a tool to assist universities to track their performance in relation to key process and outcome indicators of transformation. Key dimensions of this monitoring tool include institutional culture, equity and redress, transforming the academic project, and an enabling funding regime and environment. As part of the way forward, the relevant internal stakeholders, including the Transformation Committee and the Institutional Forum, will be consulted on the proposed Transformation Barometer and our institutional monitoring, evaluation and reporting framework will be adapted accordingly where required to ensure alignment.

5.2 Renaming campuses, buildings, streets and spaces

The official name change to the Nelson Mandela University presents an ideal opportunity for revisiting the names of existing buildings, streets, campuses and other named features and components of the University. The **Naming and Renaming policy document** has therefore been revised and provides a progressive guide for both revisiting existing names and naming of future buildings, identified spaces and roads more in keeping with the vision of the University, the ethos and values of Nelson Mandela, and the principles underpinning the South African Constitution.

The guidelines underpinning naming and renaming, include utilising names of those who contributed significantly to advance the cause of the people of South Africa and the continent. In considering the names of people, they should have an identifiable national and international significance; and the net should be cast broadly to include the fields of culture, politics, sport, education and scholarship and must reflect race and gender equity. Individuals under consideration should embody the values and principles of the University. Furthermore, names chosen should as far as possible serve to build social cohesion at the University and inspire present and future generations.

5.3 Graduation transformation project

The Work Stream on Graduation Transformation commissioned research to assess perceptions of the University community in relation to graduation and its related aspects. A comprehensive infographic report outlining the key findings of the research is being prepared and will be shared with Council in the fourth quarter.

In June 2018, the design concept for the office-bearer academic attire was revised and the designers were requested to source different styles of traditional gowns and hats. The newer designs were presented in August and the Work Stream plans to embark on a thorough stakeholder consultation process in this respect, following which an update will be provided to Council. It is envisaged that the new office-bearer academic attire will be delivered in time for the April 2019 graduation ceremonies.

5.4 Inaugural annual youth development convention

The Student Affairs division conceptualised and launched the inaugural Annual Mandela Youth Development Convention as an intergenerational dialogue to champion youth development and to discuss contemporary challenges facing young people. The inaugural session successfully laid the foundation for the emergence and fashioning of deliberate partnerships with business, government, civil society and young people to advance youth development. These positive outcomes will be pursued as an integral part of growing the profile and sharpening the impact of the convention.

5.5 Gender transformation and gender-based violence

Interpersonal violence, especially Gender-based Violence (GBV), is the biggest threat to safety and security in the country and the University community is not immune to this phenomenon. The challenge of GBV remains a lived experience for our female students in particular. As indicated earlier, various interventions are being implemented to enhance safety on campus and to increase awareness of GBV, with a particular emphasis on prioritising investigating reported GBV cases.

One such intervention includes the provision of self-defence classes in on- and off-campus residences. Other interventions include the GBV 'Theta Ndimamele Series' held during Women's Month where students were able to share their GBV experiences. This space was created for GBV survivors to realise that GBV was not a burden that they had to carry alone, but that there were others who also shared similar experiences from whom they could learn and be supported. This dialogue series gave rise to the establishment of the first GBV support groups and a GBV therapy group, respectively.

5.6 BBBEE and preferential procurement

A BBBEE working group has been established to reimagine our **BBBEE strategy** going forward to ensure that the University significantly enhances its performance in terms of the national BBBEE Amended Codes of Good Practice. As an immediate intervention, executive management has ring fenced R4.8m for targeted interventions to contribute to **diversifying supplier and enterprise development** during the course of this year in an attempt to improve our BBBEE rating. We are in the process of procuring the services of a verification agency to conduct the annual BBBEE verification for 2018 and the outcome will be communicated to Council in the fourth quarter.

5.7 Employment equity

Employment equity profile

As at 31 August 2018, of the total staff complement of permanent and long-term contracted employees, historically marginalised groups constituted 42% and 79% of academic and PASS employees, respectively. Representivity of designated groups remains challenging at middle and junior management levels, with 21.1% and 42.5% representivity for academic positions, respectively, while PASS positions represent 57.0% and 62.1% respectively.

Employment equity interventions

Various interventions are being implemented and significant financial resources are being invested to diversify the academic profile across all faculties. Currently, the R10m equity budget that resides within my Office is supporting eight academics positions: four Professors and four Senior Lecturers.

The University “**grow your own timber**” programmes for academics are aimed at increasing the number of young academics from historically marginalised groups. These programmes include the nGAP (New Generation of Academics Programme) and NGI (Next Generation Initiative) programmes.

In the **nGAP programme**, the University currently has eight employees on the programme with another employee to be added shortly. Much effort last year went into preparing the University Capacity Development Grant (UCDG) proposal, which was submitted to the DHET. The R26m grant funding approved by the DHET has enabled the T&L and the R&E portfolios to begin focused interventions to prepare the next generation of academic scholars. To this end, many workshops have been held, including “writing for publication”, research ethics preparation, orientation workshops for postgraduate students, etc.

The **NGI programme** is centrally financed by the University rather than via faculties. Employees on this programme are appointed on long-term contracts according to identified academic priorities. Currently there are **six employees** on the programme, two of whom have been appointed into permanent positions.

Most faculties have been on a massive **recruitment and selection drive** this year, in the attempt to fill vacancies. It is necessary that HR is appropriately capacitated, at least temporarily to appropriately support accelerated recruitment processes in Faculties in readiness for the start of the new academic year (2019)

Employees with disabilities

The number of employees with disabilities represents 1.59% of the total number of employees, with 0.45% and 1.14% associated with our academic and PASS employees, respectively. A campaign is underway to encourage staff to report their disabilities. Currently, both the Employment Equity Act (EEA) and the B-BBEE Act require a **2% target for employees with disabilities**. However, the Department of Labour (DoL) is in the process of conducting public consultations on proposed amendments to the EEA regarding increasing the target for employees with disabilities to 8%. In

addition, the proposed amendments include providing the Minister of Labour with powers to set sectoral targets, which will include the higher education sector.

6. EMPLOYER OF FIRST CHOICE BY INVESTING IN TALENTED, HIGH-PERFORMING STAFF

6.1 E-recruitment vacancies

Due to the high volume of vacancies, the **Recruitment and Selection Centre of Excellence** has had to rethink its strategy and prioritise the critical posts to be filled, in collaboration with the respective line managers. Since March 2018, good progress has been made in addressing 74 high-priority posts.

As at 25 July 2018, the number of posts in the recruitment process amounted to 85, of which 51 were academic posts and 34 PASS posts. Of the posts that were identified as high priority, seven posts have been filled, 42 posts are in the interview stage and 26 are in the offer stage. It is anticipated that more than 50% of the priority posts would be in the final recruitment stage or completed when we report to Council in quarter four.

6.2 Appointments

Senior management appointments

The following senior management appointments were made with effect from 1 July 2018:

- Ms N Sishuba, Senior Director: HR
- Dr N Gumede, CEO: Innovolve and Director of the Office of Innovation Support and Technology Transfer
- Dr N Toni, Director of the Centre for Teaching, Learning and Media
- Prof S Motloug, Associate Professor: Physics

Other appointments

During the period 1 June 2018 to 31 July 2018 a total of 27 new appointments were made (of which 25 were from the historically marginalised groups), comprising 11 academic appointments and 16 PASS employee appointments.

6.3 Terminations

The following senior management employee(s) resigned with effect from 30 June 2018:

- Dr F Goolam, Registrar
- Prof R Perissinotto, Professor and DST/NRF Chair

6.4 Staff development

HR Development focused on training to support the **development of women**. The following leadership programmes were arranged for women staff members, namely, Seven Choices of Successful Women and Women in Leadership. In addition, the University nominated five female employees to attend the

HERS-SA Academy in September 2018. In total, 113 female employees attended training during June and July.

The training and development of the reintegrated employees is ongoing. A **skills assessment audit** has been completed for all reintegrated employees and personal development plans have been developed. A skills and competency matrix will be established for each job family and employee job-related training needs will be identified accordingly. This will allow targeted, job specific training and development to take place, with the expected outcomes including the promotion of performance excellence and a reduction in costs.

During the quarter under review, **employee relations training workshops** were offered to all service level employees as part of the on-boarding programme. More than 260 employees were inducted in respect of our ER policies. All the groups that were trained indicated that they were not aware of the employee disciplinary code of conduct nor the grievance procedure. It is therefore a matter of urgency that all employees are made aware of these important policies and procedures to prevent non-compliance.

6.5 HR business process innovations

As mentioned earlier in this report, the efficacy and user-friendliness of HR was a recurring theme that featured repeatedly during my listening campaign. We are pleased to inform Council that **Phase 1 of the HR Customer Relationship Management (CRM) system** went live on 27 August 2018 with the aim of improving the responsiveness of our HR systems and processes. Another HR innovation, currently being piloted, is the **Recruitment Tracker Tool**, which will enable easy access to data during the various stages of the recruitment process to better manage resources and streamline operations.

HR have also been hard at work to enhance the **HR dashboards** to enable real-time, smart reporting of salient HRMIS metrics by all relevant internal stakeholders. Migration of content to the **new-look HR portal** was completed. In a phased approach, HR business owners will provide updated content for each functional area to empower users with speedy navigation through user-friendly access to relevant information.

6.6 Staff wellness

The wellness of staff, particularly in the higher education sector, is a matter of concern. Our University is no exception with staff morale remaining a cause for concern. The strategic imperative in this regard is to create and sustain a visible, needs-driven staff well-being programme that includes the intentional creation of a culture that educates, motivates and empowers employees to adopt and maintain healthy lifestyle behaviours.

6.7 Employee relations

In an effort to cultivate a more collegial relationship with the Unions, a **relationship building intervention** facilitated by the Commission for Conciliation, Mediation and Arbitration (CCMA) took place in August with a follow-up session in September.

6.8 Conditions of Service (CoS)

Termination of the 2012 CoS Collective Agreement and related disputes

Nelson Mandela University is currently confronted with a new set of challenges, which were not present or anticipated at the time of negotiating and signing the CoS Agreement in 2012, which have rendered the CoS unsustainable and unaffordable. As a result, the University was compelled to issue a notice to terminate the 2012 CoS towards the end of November 2017 in order to implement the Council resolution to reintegrate the remaining outsourced employees by 1 January 2018.

As Council is aware, both the Unions challenged the notice in court, stating that the notice timeframe was not reasonable. The Court handed down judgment in December 2017 that found that the CoS agreement endures unless and until reasonable notice is issued by the University. In compliance with the judgment, the University withdrew the notice and on 30 December 2017, issued a three-month **notice of termination of the CoS Agreement**, viz. 31 March 2018.

Management negotiated with organised labour to review the CoS regarding flexibility to remuneration policy and practices in order to prevent, among other things, the percentage salary increase of 2018 being used as a baseline for future salary negotiations. Both Management and Unions are currently engaged in **negotiations to redraft the new agreement** and it is anticipated that this process will be finalised by the end of September 2018.

Harmonising of remuneration and benefits

After following due process, a consultant has been appointed to assist with the project to harmonise remuneration and benefits. Phase 1 of the project includes pre-implementation work of analysing and scoping relative to both internal and external landscapes to ensure that best practice in higher education remuneration is adopted. This phase will also include the establishing of a formalised Remuneration Task Team with widespread representation of all stakeholders of the University.

Salary and Wage Negotiations 2018

The 2018 Salary and Wage Negotiations were concluded in June 2018. The negotiations culminated in a recommendation that the University improve by 0.7% on the initial offer made to the Unions.

6.4 Organisational redesign

An external specialist was appointed to assist the University in the planning phase of the organisational redesign process, which included reviewing and redesigning the organisational structure of the following:

- Office of the Vice-Chancellor, including the executive management portfolios reporting directly to the Vice-Chancellor; and
- Estate and Facilities Management, including the proposed organisational structure for the Shared Services function emanating from the implementation of the business models for the reintegration of service functions.

Recommendations emanating from the planning phase of organisational redesign will be presented to Council today for approval, following which the University-wide process will unfold in accordance with the University's policies and principles from October 2018 onwards.

7. ENABLING SYSTEMS AND INFRASTRUCTURE THAT PROMOTE AN EXCEPTIONAL EXPERIENCE FOR STUDENTS, STAFF AND KEY STAKEHOLDERS

7.1 Academic administrative process improvements

We are pleased to inform Council that our mid-year examinations were successfully concluded, as well as academic activities for the third quarter, and we anticipate a smooth transition into the fourth and final academic quarter for 2018. Some areas of concern have been identified and are being analysed to ensure improvement for the November 2018 examination period. The finalisation of examination marks remains a serious concern as some marks are only finalised more than a week after the published due date. This results in students not being timeously notified of possible re-examinations.

7.2 Financial Aid

During quarter three, NSFAS continues to be a source of instability in the sector. Our NSFAS funded students, have increased from 7671 in 2016, to 9021 in 2017, to an estimated 14 665 in 2018. This trend is expected to continue as fee-free education is rolled out over the medium term. The significant **increase in NSFAS funding beneficiaries** has put pressure on the systems to administer the funding. This has seen delays, in particular as it relates to **SBUX allowances** allocated for books, food and living allowances. The University again made interventions in the second semester to assist students in the interim with allowances, which are to be adjusted and claimed back. This has been a major challenge.

The Minister of HET has appointed an **administrator for NSFAS**, while delaying the opening of the 2019 application process to deal with outstanding issues before opening the system for 2019 applications on 3 September. Internally, we are engaging our students in co-creating a **crisis management system**, including the development of 2019 scenarios, to assist with an early warning system relating to NSFAS matters.

7.3 Student hunger

Student hunger is a growing concern and challenge for the University and we have a moral obligation to work with strategic partners to combat this. The emerging solution to student hunger is implicit in the implementation of the catering business model, which includes strategies to reduce costs and keep the selling price of student food to a minimum. To this end, the **production of food** (crops) can also be used as an input into the catering function to further reduce costs, where any excess food may be distributed to needy students through a **food bank** mechanism. A mechanism to collect and distribute food that is not used by the catering service, but is still edible, will be explored.

Furthermore, the catering business model seeks to deliver an **effective and efficient catering service** through key interventions such as optimising dining hall operations and delivery; investing in

kitchenettes in student residences to expand self-catering options; centralising the procurement of catering ingredients; and optimising the conference centre to offer a high quality, competitive catering service for functions.

7.4 SRC 2018/19 elections preparations

The new SRC constitution is being implemented starting with the House Committee elections, which are under way and scheduled to be concluded in the last week of August 2018. This will be followed by SRC elections that are scheduled for the end of September 2018.

7.5 Safety and security

The issue of campus safety continues to be a concern on the part of students in spite of the development and the roll out of the safety and security strategy. Linked to the safety issues is an increase in the **incidents of GBV** being reported, which may be due to enhanced GBV awareness as a result of the programmatic interventions referred to earlier in my report.

The safety and security strategy encompasses different **technology solutions** including the procurement of additional CCTV units, body cameras for use by patrol officers, and the erection of SOS towers along the off-campus green route, which will also benefit the surrounding Summerstrand communities. ICT services is in the process of providing additional training to security staff relating to the handheld tablets, as well as the newly introduced toll-free emergency software that was installed in all the control rooms, which will enable staff and students to alert security of any threatening situation they may find themselves in.

7.6 Implementation of the integrated business models for reintegrated services

The current focus of the post-reintegration process is the implementation of the new integrated business model for catering, cleaning, horticulture and sports field maintenance and security service functions to support the achievement of the **sustainability imperatives** of the University. A multi-disciplinary **business model operations implementation team** has been established and is responsible for implementation of all actions associated with the reintegration of service functions. Further information relating to the implementation of the ROSF business models is provided in Annexure D.

The integrated ROSF business model offers employees new and progressive ways of working that facilitate **career growth within jobs and service functions**, especially as it relates to embracing working with technology. This will empower employees to participate meaningfully in the rapidly advancing fourth industrial revolution.

7.7 Digitisation and business process improvements

A strategic plan to enhance the University's commitment to **'digital first'** has been developed. This plan will inform the overhaul of the present set-up towards more simplified, consistent and user-friendly websites. In the interim, key websites are continuously being developed or introduced, such

as the new student recruitment portal. There has been a 6% increase in visitors to our websites year-on-year. Additional details relating to ICT and digitisation improvements are outlined in Annexure C.

7.8 Infrastructure and Efficiency Funding: 2018/19 – 2020/21

We were very pleased to receive confirmation from the DHET that the following infrastructure projects have received Infrastructure and Efficiency funding for the 2018/2019 to 2020/2021 cycle:

- Medical school – R127m
- Ocean sciences campus – R85.46m
- ICT enhancements – R22.35m
- Environmental and social sustainability enhancements, including ICT solutions for enhanced safety and security – R55.14m

This injection of funding over the next three years will contribute significantly to infrastructure developments in support of our major strategic growth imperatives. Progress in implementing infrastructure developments is outlined in more detail in Annexure C.

8. LONG-TERM FINANCIAL SUSTAINABILITY THROUGH RESPONSIBLE RESOURCE STEWARDSHIP

8.1 Sustainability resource stewardship – Environmental

Various initiatives are underway to reduce our carbon footprint and implement cost-saving initiatives (see Annexure C). These broadly relate to enhancing water security through innovative initiatives such as borehole water supply optimisation, sub-metering of main water supply and internal water reticulation grid, use of reclaimed water and return effluent (RE) to include irrigation of sport fields and for usage on a trial bases in the residences on South Campus. An exciting energy-saving development is the construction of a 1MW Photo-Voltaic Solar Farm, which is currently underway on South Campus. We also plan to include a PV System as part of the design of the new residences.

Further innovations to promote environmental sustainability worth noting include the following:

- A **Green Procurement Policy** has been compiled to form part of the review of the institutional Supply Chain Management (SCM) policy.
- A **Green Building Guide** has been completed to guide the development of future new building infrastructure.
- A **sustainability portal** on the University website to raise awareness and communicate progress in respect of current initiatives and projects to promote sustainability.
- A **sustainability performance dashboard**: Efforts are underway to develop an integrated sustainability performance dashboard to monitor progress against environmental, social and economic sustainability targets as part of the institutional monitoring, evaluation and reporting architecture.

8.2 Sustainable resource stewardship – Financial

South Africa is currently in a technical recession and financial sustainability remains a challenge for the higher education sector. To this end, the SRMO and the ED: Finance are jointly developing a **consolidated resource mobilisation (CRM) strategy and plan**, aligned to the revised Vision 2020 strategy. The CRM strategy and plan will be tabled before Council after they have been discussed and recommended for approval via the relevant governance structures within the University.

The University's budget has for the last few years, required investment income to balance the operational budget. We have been working tirelessly to return to a **breakeven point** for recurrent operations before investment income, while growing reserves to maintain, replace, upgrade and expand property, plant and equipment and funding strategic initiatives.

The latest **financial report** reflects positively and will be shared with Council members at the meeting today. This has largely been possible through the roll out of fee-free higher education and the commitment from the national government to increase operational subsidy per capita.

The **2019 budget directives** were approved at a special MANCO meeting in September, with the overarching aim being to resource the academic project and core operational processes while driving strategic initiatives and growth areas in a sustainable manner.

8.3 Strategic resource mobilisation

A total of R52 390 839 has been mobilised through the Strategic Resource Mobilisation Office (SRMO) in collaboration with the Nelson Mandela University Trust from January to the end of July 2018, most of which is to be utilised for **bursaries and engagement projects**. We are on track to meet the target of R95 million set for 2018.

One of the challenges regarding mobilisation of **bursary funding from SETAs** involves their outdated criteria which do not take into account the introduction of free higher education to students with a combined family income up to R350 000. Many SETAs are still looking to fund students who qualify for free higher education. Attempts are being made to engage with the SETAs so that they can revise their criteria and provide bursaries to students not qualifying for free higher education.

Several proposals for other types of funding were generated by SRMO, including a Nelson Mandela University-led tender bid (together with Rhodes University, the University of Fort Hare and the University of KwaZulu Natal) to host the second **Cultural Observatory**. The proposal was jointly compiled with the DVC: Research and Engagement and submitted to the Department of Arts and Culture. We were successful in winning the five-year contract worth just over R70 million.

The SRMO is also working closely with the Alumni Relations Office to plan for the establishment of **fundraising foundations** via alumni support in the UK and USA.

9. Key issues going forward:

- Implementation of institutional sustainability plan and indicator framework, including targets and ownership by MANCO members
- Implementation of sustainable ocean sciences and medical school strategies
- Implementation of University-wide organisational redesign process
- Migration to a strategy-aligned financial model, including expansion of strategic resource mobilisation

ANNEXURE A: DVC TEACHING & LEARNING THIRD QUARTER COUNCIL REPORT

The portfolio of teaching and learning in collaboration with faculties have launched and hosted various projects that speak to the broader vision of transformation within the university, that includes the Qualitative themes of (1) Curriculum Transformation, (2) Diversification of staff equity profiles and (3) the fostering of a transformative institutional culture.

1. Curriculum Transformation

1.1. Curriculum Statements and Curriculum Framework

In a series of T&L retreats and workshops that have taken place over the past two years, data has been gathered that have informed a set of 10 DRAFT curriculum statements, which were collaboratively formulated by a representative T&L, made up of the faculty T&L chairs, as well as representation from CTLM, student participants, and the DVC TL. These statements relate to the following key concepts that are considered fundamental to curriculum transformation:

- 1) Context
- 2) Transformation
- 3) Knowledge(s)
- 4) Curriculum
- 5) Innovation
- 6) Ulwimi – Language – Taal
- 7) The Voice of Role Players
- 8) Relationships
- 9) Space
- 10) Processes

The explanatory descriptions of these concepts and how they inform and create a progressive, transformative set of foundational principles for curriculum development and renewal is available and been uploaded onto the sharepoint site. These Draft Statements have been shared widely and discussed in the institution, in Faculties, at the NMU T&L Co, in EMANCO, and at SENATE. Members of the university academic community have been invited to share comments and make suggestions to revise or improve these statements as an ongoing Work In Progress, while they provide some guiding parameters and insights to all those involved in curriculum review and transformation.

1.2 Social Consciousness and Sustainable Futures

The Social Consciousness and Sustainable Futures (SCSF) course has been in the process of development for several years, and was given impetus when it became one of the students' demands during the first iteration of FMF in October 2015 at Mandela University. SCSF is a "grounding course"² for Nelson Mandela University students, planned for offering as a foundational module or programme to all first years in due course. The manner in which this course has been conceptualised and developed is unique in the higher education landscape, as a cohort of interested students, upon invitation from

² This is the conceptual phrase used at the University of Fort Hare, one of the first universities to develop and implement such a programme, which was piloted in 2008/9 and then incorporated into the programme of all first year students. Dr (now Prof) Andre Keet was the first Director recruited to implement the roll out of the Grounding Programme at UFH.

the DVC TL office, took responsibility for co-creating this programme. This cohort of interested students determined to discuss and provide input into what they felt was missing in the current curricula and their orientations at Mandela University.

In more than a year of regular meetings and workshops, facilitated by two progressive young academics, reporting in to a reference team of senior staff, they analysed and synthesised the information from their discussions, and came up with a set of 7 themes. They thought all students needed to be introduced to these themes, to stimulate critical thinking, and enable understandings of basic social issues tied to justice, fairness, freedom, sustainability, dignity and recognition.

Underpinning these themes, has been a call for cross-cutting, transdisciplinary engagement around social responsibility and knowledge. The PILOT of this programme was launched on 7 August, and the pilot has been underway from the 6 August and will continue till the end of the third term. The programme comprises 7 weeks of plenary and tutorial sessions, including presentations by 9 “experts” on the following themes:

1. Mandela Name, Values, Person, intellectual legacy and Institutional Values (Prof Nomalanga Mkhize).
2. Umntu (Human Beings), Isintu (Humanity) and Uluntu (Society): On Makings of the Human Being (Dr Nomathamsanqa Tisani).
3. The Constitution, Rights and Freedoms (Dr Johanna Botha).
4. Land, Environment and Food (Profs Lungisile Ntsebeza and Janet Cherry).
5. Economy, Technology and Dignity (Ms Lebohang Pheko).
6. Ethics, Entrepreneurship and Leadership (Mr Malungelo Zilimbola).
7. Humanising Pedagogy: Co-existence and Common Futures (Prof Denise Zinn and Mr Mukhtar Raban).

Weekly reflection sessions by all the participating students, tutors and facilitators are held to glean lessons from this PILOT, and these will be incorporated into the revisions of the programme for next year.

1.3 Humanising Pedagogy Portal and Poster

A Humanising Pedagogy has long been an underpinning educational philosophy within the academic project at Mandela University, in the arena of T&L. However, it remains a constant educational and developmental journey for the university community and stakeholders to fully embrace and understand the concept, its implications and implementation. The Humanising Pedagogy (HP) project looks at challenging the pedagogical practices that limit and dehumanise learning and teaching, research and engagement, as well as administrative processes. It proposes alternative ways of being, thinking, and doing for the benefit of both the student and staff, with a strong emphasis on developing consciousness of social inequities that constrain and impede the ‘pedagogical encounter’ and thus the optimisation of student, and staff, success.

For a few years at NMU there has been a *“Humanising Pedagogy, Praxis and Research Niche” (HPPRN)*. This has run as a project from the office of the DVC TL, with small project team under the leadership of Mr Mukhtar Raban. This year the team’s goal was to launch the Humanising Pedagogy Portal and a specially produced poster, to assist in spreading more widely knowledge of the concept

and the research and T&L work being done to advance it. The launch of the HP Portal and Poster took place on 23 August 2018, and the link to the video of this launch is available on the website. The HPPRN portal hosts literature, resources, networking opportunities and features, videos and feedback and discussion forums that provide an overview of and connection to HP activity at Mandela. Furthermore, the poster contains key concepts and themes extracted from HP literature, designed to spark continued reflection and thought around HP research.

1.4 Language Policy Development

It has now become an imperative to revise and develop a new language policy for Nelson Mandela University, especially in the light of a draft language policy which the DHET has recommended should inform revised language policies at all universities as from next year. The Language Policy Working Group at (LPWG) at Mandela U, has met regularly over the past two years, and has embarked on an innovative and inclusive approach to the development of our policy. This has taken the form of 'Courageous Language Conversations' in all the University's faculties, facilitated by the LPWG members, and recorded by the T&L media team. Staff (at all levels) and students have been invited to participate across the university, with the data gathered being used to inform and develop a language policy for Mandela U. This approach attempts to capture and honour the voices of the entire university community on issues of language and how these inform the work in the academic project, including support services, and NMU.

The working committee is tasked with developing an inclusive language policy to ensure that language becomes an enabler instead of a hindrance to learning, teaching, research, engagement, relationships and the institutional culture of Mandela University. To date, the committee has held courageous conversations with 6 out of 7 of the faculties and plans to conclude these conversations by the end of September 2018, including one on the George campus, Missionvale and within the PASS divisions of the university.

1.5 Curriculum innovation and related projects

Under the rubric of curriculum innovation, several innovative curriculum projects and practices have been set up, supported by the Teaching Development Innovation Fund (TDIF), now a part of the University Capacity Develop Plan and Grant. There are several interesting projects that are underway in this regard (a summary is available and has been uploaded on the sharepoint site.)

Some examples:

- In the FoA, the T&L initiatives include eight (8) TDIF grants for projects that will dramatically advance multilingualism, curriculum renewal for transformative linguistics, the advancement of knowledge in cross-cultural perspectives on healing and African musical creativities, including the establishment of African Musical Creativities in Action (AMCiA) group. The School of Music Art and Design (SOMAD) has held 8 concerts and hosted many exhibitions, the majority of papers and exhibitions focused on the theme of transformation in a complex society
- Several projects involve the use of technology enhanced learning and teaching, for example: DALs has launched an online virtual classroom **Advance@Mandela**, which is available for staff to present SLPs in real time to delegates anywhere in the world.
- EBEIT, through the department of Mechanical engineering, has established a Teaching working to group that will look into achieving Africanized Teaching and Learning through collaboration with role players at WSU and Plymouth University (UK). The department of civil engineering is in a process

of re-curriculum of their BEng Tech for outcomes-based which South African lecturers are developing.

- The Business School is looking at a transformed and Africanised curriculum and has flagged this objective within its African Leadership component of in the Leadership module.

2. Diversifying Staff Equity Profile

2.1 The Centre for Teaching, Learning and Media (CTLM)

CTLM has appointed Dr Noluthando Toni as the Director of CTLM from 1 August. Dr Toni is the former Director of the Teaching and Learning Centre (TLC) at the University of Fort Hare (UFH) since 2012. She is the previous Director of the School for Initial Teacher Education in our Faculty of Education. She is passionate about the enhancement of teaching and learning practices for effective student learning. Dr Toni will also be joining and leading the Early Career Academics (ECA) group.

2.2 Faculty of Arts

The Faculty has been on a massive recruitment and selection drive this year, in the attempt to fill eighteen vacancies. To date, ten of these have been filled, or have had offers made. Of these new appointments, eight are equity candidates.

2.3 Faculty of Business and Economic Sciences (BES)

The Faculty has been on a massive recruitment and selection drive this year. To date, twelve vacancies were filled of which two were non-equity candidates and ten equity members of which one offer should be finalised soon. Fifteen vacancies are currently in progress.

The BES faculty’s School of Accounting has taken up the task of using more of its senior students as tutors (Applied Accounting) and academic trainees (Accounting Sciences) which will produce a ‘pipeline’ for recruitment and succession planning.

2.4 Faculty of Education

The Faculty has been on a massive recruitment and selection drive this year, in the attempt to fill four number of vacancies. To date, one of these have been filled, or have had offers made. Of these new appointments, three are equity candidates.

2.5 Faculty of Engineering, the Built Environment and Information Technology (EBEIT)

The Faculty has invested much effort in filling 18 vacant posts. They have been able to fill fourteen of these posts, although three of these are still in the offer stage. A summary of the demographic of new appointments is shown in Table 1.

Post type	AM	AF	CM	CF	TOTAL
Academic	4	1	1	0	6
PASS	2	2	1	0	5
Academic (offer stage)	1	0	1	1	3
TOTAL	7	3	3	1	14

Table 1 Demographic of new appointees in EBEIT

The use of a recruitment website, an online platform with good national exposure, assisted them to improve the visibility of the vacancies and to increase the number of candidates applying, especially from designated groups.

There are, however, four posts where they have been less successful in attracting candidates from designated groups, specifically:

- 2x Mechatronics posts;
- 1x senior post (Associate Professor) in Information Technology; and
- 1x Industrial Engineering post (post 4620).

2.6 Faculty of Law

The Faculty of Law has worked hard to fill a vacancy in the Mercantile Law Department. Unfortunately, for the third time, the successful candidate has declined the offer and the Faculty is about to re-advertise. A vacancy in Public Law was filled with the appointment of Ms Glancina Mokone (a Black African female) during the middle of the year. The Faculty is also presently interviewing candidates for a vacant administrative assistant position. So, in attempting to fill three vacancies during the year, one has been filled by the appointment of an equity candidate, one is at the interview stage (interviews take place today) and one has to be re-advertised since the successful candidates have declined the offers made during the course of the year.

3. Fostering a transformative institutional culture

Based on the input and discussions that have become part of the institutional culture enlivening processes (ICEP), as well the continued work and themes emerging from the T&L retreats, the issue of a conducive work and learning environment has been seen to be integral to success for staff and students.

As part of their strategic planning sessions, as well as through other events, there have been concerted attempts to reinforce a collegial and team culture in many of the faculties, schools and departments. There are several examples of these, including setting up team events, breakfast gatherings (e.g. the most recent being a special breakfast held to commemorate women's month by the Faculty of Arts on 31 Aug).

Concerted efforts are being made to development an institutional culture that lives into and embodies our values at Mandela U, with faculty engagement projects (perhaps the beginnings of 'Hubs of Convergence') being one modality used to demonstrate this. For example, in the Science Faculty, as part of the National Science Week 2018, an extended visit was made by faculty members to Mvezo where they engaged with large numbers of learners (over 1500) to encourage interest in Science. They also hosted a symposium, which focused on deepening our democracy through Science. The panel on this conversation was comprised of students, staff and school learners from the Mandela University and its internal and local communities.

Conferences/Colloquia:

To broaden our networks, advance scholarship as well as to celebrate Mandela's Centenary, several conferences have been hosted, which at the same time support our transformation goals. Two such

examples are the Faculty of Education's Colloquium with the 'formal, informal and non-formal' sectors in Education, to deliberate on the meaning of 'Education as a Weapon to change the world'. This conference kicked off the Centenary celebrations at Mandela U, and brought together community organisations, NGOs, and the Faculty of Education to discuss education imperatives that they could address through coalition building.

The Faculty of Law hosted Justice Dikgang Moseneke as the keynote speaker in their conference focusing on issues related to Constitutional Democracy. Together with CANRAD, they also hosted a public lecture addressed by Adv Thuli Madonsela on ethical leadership. In the Faculty of Arts, an international conference to celebrate the Mandela Centenary hosted a 3-day conference on "Being Humane in the 21st Century" in from 21-23 August 2018.

All of these events contribute to building an enlightened, progressive institutional culture aligned to the university's mission, vision, values and goals.

ANNEXURE B: DVC R&E THIRD QUARTER COUNCIL REPORT 2018

Each year August is recognised in the University calendar as Diversity Month. Activities that speak to our *'Respect for Diversity'* university value were coordinated once again by CANRAD, with support from over 20 Entities, Faculties and Divisions. Much preparation went into the program, with monthly meetings in preparation for August. Previously, *'Many Voices, one NMMU'* had been the mantra, but as we embraced our new university name, *'Social Inclusion & Wellbeing'* resonated as the appropriate focus for this year. Activities making up the month's programs were diverse and catered for a variety of tastes; these included dialogues, book launches, workshops and colloquia, music, drama, photography, film, art exhibitions and 'coffee conversations'.

There was a deliberate intent this year to enhance Gender Education and Awareness programming - both in Port Elizabeth (12 activities) and George (3), as we prepare for establishing the Women and Gender Studies Centre in 2018. Diversity Month was a very full month in terms of activities as we increased the offerings from 30 in 2017 to 55 in 2018. Major highlights included musical giants, Dizu Plaatjies & Ibuyambo, who opened Diversity Month on 1 August, as well as the International Culture Festival held this year at Donkin Village in Chapel Street, Central. This Saturday event, organized by the Office for International Education, drew in huge crowds from around the metro. While the majority of events took place on South Campus, all six (6) campuses including George were 'touched'. Some of these also fell within the program of activities set up to celebrate the centenary of Nelson Mandela, which commenced in July.

Much effort last year went into preparing the University Capacity Development Grant (UCDG) proposal, which was submitted to the DHET. The R26m grant funding approved by the DHET has enabled the T&L as well as the R&E portfolios to begin focused interventions to help prepare the next cohort of academic scholars. Many workshops have been held, including "writing for publication", research ethics preparation, orientation workshops for postgraduate students etc.

It is important that Nelson Mandela University has defined Institutional Research Themes that are aligned to the strategic priorities of the University. The Themes are expected to position the unique competitive advantage of the University to external stakeholders. Following a thorough consultative process across the University, Senate approved the following Institutional Research Themes in August:

- Ocean and Coastal Sciences
- Social justice and Democracy
- Environmental Stewardship and Sustainable Livelihoods
- Innovation and the Digital Economy
- Origins, Culture, Heritage and Memory
- Humanising Pedagogies

The Themes will be used to:

- position the University as a leading institution in certain key research areas;
- ensure critical mass in defined focus areas (in terms of Academics and Research Associates);
- attract new staff with specific expertise to the University, thereby contributing to critical scholarship;
- attract postgraduate students for studies in defined fields of discipline;

- attract researchers from other institutions for collaboration;
- motivate for Research Chairs (e.g., SARChI Chairs of the DST/NRF);
- enable us to focus our limited research-related resources; and
- prepare large research proposals for national and international funding.

Each Theme will be supported through various interventions to ensure that they continue to grow. One such activity was the recent Launch of the Humanising Pedagogy Portal and Poster, in support of Theme 6.

The appointment late last year of Prof Andre Keet into the newly created Council-funded research Chair: “*Critical Studies in Higher Education Transformation*” (also known as *criSHET*), has already proved to have been an excellent investment. A number of leading scholars from across the country and abroad have been formally linked to the Chair as Research Associates, as well as Honorary and Visiting professors. Prof Keet has been able to work across the University to give focused attention to transformation from an academic and research perspective. The Chair was launched during July when we also enjoyed a riveting inaugural lecture presented by Prof Keet entitled “*The Plastic University: Knowledge, Disciplines and the Decolonial ‘Circulations’*”.

We are excited that two new research Entities have just been approved by Senate (for ratification by Council). Details are the following:

- Senate approved the “Centre for Philosophies in Africa” at the recent meeting (30 August). The research-based Centre, to be housed in our Faculty of Arts, was mentioned by the Vice-Chancellor in her Inaugural address and will be one of the means by which we will reposition the Humanities.
- The “Centre for Women and Gender Studies”. This is a need that should have been addressed by the University years ago, given the current levels of gender-based violence and discrimination so prevalent across the country and on our campuses. Students have also been repeatedly requesting in recent years for such a Centre to be established. The Centre will focus on the scholarship of research, engagement and advocacy.

Both entities are intended to place a key role in driving transformation across the academy.

A particular risk for the University over the past year has been the loss of experienced staff in our Innovation Office. I am happy to report that Dr Nqobile Gumede has been appointed as Director: Innovation Office and she commenced employment on 1st July. Coming from the NRF, Dr Gumede brings with her much experience in the important area of innovation support, tech transfer, enterprise development and commercialization, collaboration with industry, etc. Our intention is to ensure that the enquiring minds of our enterprising undergraduate as well as postgraduate students will be harnessed to massively increase the number of start-up SMME companies established by our students and graduates. In this regard, we also continue to give oversight attention to Propella, the Incubator in Mandela Bay in which the University owns a 49% share percentage. The focus of Propella is specific towards Mandela Bay as “*the smart City*”. There are currently 40 SMMEs in the incubator, many of them being our former graduates who imagined their business propositions while studying at the University. We remain convinced that this intervention is needed for South Africa (and our Metro), as a means to help address the shockingly high unemployment rates.

ANNEXURE C: DVC INSTITUTIONAL SUPPORT THIRD QUARTER COUNCIL REPORT

This report outlines some critical areas of progress for the quarter under review, and it seeks to share some information, which might be of interest to Senators. The Institutional Support branch, under the leadership of the Deputy Vice Chancellor, has five components, namely:

- Estate and Facilities Management
- Communications and Stakeholder Liaison
- ICT Services
- Registrar
- Student Affairs

1. ESTATES AND FACILITIES MANAGEMENT

Feedback relates to the following:

Strategic Priority 6 – Provide and sustain enabling systems and infrastructure that promote an exceptional experience for students, staff and key stakeholders.

1.1 INFRASTRUCTURE PROJECTS AND SUSTAINABILITY

1.1.1 Projects

Progress on specific projects are as follows:

- **Transportation hub:**
The approval of the Site Development Plan by the Municipality for the transportation hub is delaying the start of the construction programme.
- **Retirement Village (Life Rights Complex)**
Council approved funding of bulk infrastructure. Nelson Mandela University Investment Company to provide directive on the way forward.
- **Ocean Science Campus – Ocean Science Building**
Initial planning underway.
- **Ocean Science Campus – Student Commons**
Initial planning underway.
- **Ocean Science Campus – Housing of Strategic Resource Mobilization Office**
Contractor on site. Estimated completion end September 2018.
- **Ocean Science Campus – Transdisciplinary Cluster and Research Chairs**
Initial planning underway.
- **Security Strategy Implementation**
RFQ for Traffic and Civil Engineers for Summerstrand entrances upgrade to effect the infrastructure proposal contained within the overall security strategy has been advertised and awarded.
- **Furntech Building – George**
Convert existing underutilized space into lecturing space. Planning underway.
- **Law Faculty addition to Embizweni Building**

Planning underway.

- **Felsted Building Bird Street repurposing**
Planning underway.
- **New Student Residences (1800 beds in PE, 200 beds in George)**
Tender for PE has been advertised. Tender in George should be advertised by end September 2018.
- **Medical School Program – Phase 1**
The Project Manager has been appointed. Estimated completion date by end March 2019. Mechanical and Electrical consultants have been appointed.

1.2 FACILITIES MAINTENANCE SERVICES

1.2.1 Projects

Completed Projects:

- South Campus Sport Stadium – concrete seating. Concrete seating is 100% complete with tendered scope of work. Additional steelwork in process.
- Replace unsafe electrical distribution boards at Buildings 12 & 13.

Progress on specific projects as follows:

- **Medium Voltage Electricity reticulation – Phase 4**
Switchgear scheduled to arrive Oct. Estimated completion end December 2018.
- **Main Building 3D Signage**
CSL reported that the signage is not as visible as anticipated. Awaiting budget prices for new 3D signage.
- **2nd Avenue - Replace Administration Building passenger lift**
Contractor appointed. Estimated completion date is end December 2018.

SUSTAINABILITY RESOURCE STEWARDSHIP – ENVIRONMENTAL

1.3 SUSTAINABILITY

- **A Water Security Task Team**
Has been established to assess water security interventions at the university.
- **Borehole water supply optimization**
Plan to sink two (2) boreholes as part of new residence projects.
- **Sub-metering of main water supply and internal water reticulation grid**
In process with pilot electronic water meter installation to be able to monitor usage with the existing Building Management System.
- **George Campus Green Pod**
As part of the development of the new 200 bed George residence it is planned to provide an eight bed Green Pod. This Pod is planned to be totally off the water, electrical and sewer municipal grids.

- **1 MW Photo-Voltaic Solar Farm installation South Campus**
Construction started. Expected construction period of eight (8) months.
- **Reclaimed Water Project**
Design underway. Engineers appointed. Scheduled to go out on tender in September 2018. First phase of implementation anticipated towards the end of 2018.
- **Water Reservoir – George**
Engineers have been appointed. Currently investigating location of reservoir and the general reticulation requirements.
- **Photo Voltaic Solar: Potential installation for 2nd Ave Campus**
Proposal to be submitted August 2018.
- **New Infrastructure**
Green Building Guide has been completed. This document will guide future development of especially new building infrastructure.
- **Waste Management on all campuses**
Investigating waste management options (building, residences, campus) - draft complete. Ongoing discussions on most feasible operation and model.
- **Green Procurement**
Green Procurement Policy compilation to form part of and influence supply chain management. Complete and submitted to Finance. To be included in reviewed Supply Chain Management (SCM) policy. Awaiting feedback.
- **Environmental Sustainability Communication:**
Articles related to current projects and initiatives are available on website. Presentations were given to Faculty Boards and groups of students.
- **Photo-Voltaic renewable energy – New Residences**
It is planned to include a PV System as part of the design of the new residences.
- **Return Effluent (RE) water augmentation for South and North Campuses**
The required Environment Impact Assessment (EIA) aimed for completion by end August 2018. Phase one to include irrigation of sport fields on South Campus and a section for usage on a trial bases at residences on South Campus.

ENABLING LEARNING AND WORKING ENVIRONMENT

1.4 SUPPORT SERVICES

1.4.1 Student Transport

- Tender for the Student and Staff Transportation System (SSTS) project has been published.

SAFETY AND SECURITY

1.5 PROTECTION SERVICES

1.5.1 Projects / Activities

- A Safety and Security Strategy Task Team, including EFM and ICT, is in process to consider different technology solutions.
- In process to procure additional CCTV units across 2nd Avenue campus, body cameras for use by Patrol Officers and a new Officer Transport Vehicle.
- Order has been placed related to off-campus community project for provision of SOS towers along off-campus green route. Scheduled to be completed by end September 2018.
- IT in process to provide additional training for staff for the hand held tablets as well as newly introduced toll-free emergency software to facilitate persons alerting Security to any threat situation.

REINTEGRATION OF SUPPORT SERVICES

1.6 HUMAN RESOURCES

1.6.1 Reintegration of Services

- Skills Assessment for Protection Services has been completed. Additional consideration will be given based on actual educational levels of each individual Officer tested to inform training development.

2. COMMUNICATIONS AND STAKEHOLDER LIASION

The Nelson Mandela Centenary Celebration Programme is underway, along with the University's new engagement strategy, advertising and branding plans, the Arts, Culture and Heritage strategy and various other initiatives aimed at strategically positioning the year-old Nelson Mandela University.

Focusing on "game changing" projects, CSL is committed to:

- Supporting a stakeholder engagement strategy aimed at working with various stakeholders to the benefit of the University, both internally and externally. The Listening Campaign for both academic and support staff, and students, has been successfully concluded with a report on the findings, and way forward in terms of both operational and strategic matters, to be shared.
- The Centenary Celebration Programme launched with a two-day education colloquium and a public address by advocate Thuli Madonsela on 19 July, is a year-long programme that is

rooted in the academic project as this was deemed the institution's best way of preserving and nurturing Nelson Mandela's legacy.

- Supporting the Faculty of Health Sciences as it journeys towards the establishment of the country's 10th medical school.
- Investing in the University's alumni in terms the Alumni Engagement Strategy, the University Shop, and plans towards the establishment of an Alumni House.

2.1 Communication and Media

Apart from the positive coverage received as a result of the inauguration of the University's first black female Vice-Chancellor, and trio of women leaders in mid-April, the agenda-setting media also shared opinion pieces by several postgraduate students and academic staff on a variety of societal issues. All help to position Mandela University as an institution seeking to redress inequality and injustice. The launch of the Mandela Bench public art also featured positively and prominently.

The two-day shutdown in early May, the shutdown this month relating to gender violence followed by a shuttle transport challenge; NSFAS failings in terms of meeting their financial food, travel and book obligations to students and the ongoing safety concerns, all attracted negative exposure. Plans are ongoing to counter these challenges. Disciplinary hearings are also under way for a number of students who flouted the interdict that was activated during the May shutdown.

Publications

An inaugural publication capturing the highlights of the inauguration of both the Chancellor and Vice-Chancellor, along with the honorary doctoral ceremonies and accompanying celebrations, was shared electronically, along with a new-look internal newsletter *talk@mandela*

Stakeholder communications

In line with the new engagement strategy, greater interaction is in place with internal stakeholders, especially the faculties of Science, Law, Education and Health Sciences. This interaction – on everything from advertising through to publications and advice for the hosting of stakeholder events - is aligned to the vision, mission and strategic priorities of the University. Particular support is being given to the Faculty of Health Sciences in terms of targets that need to be reached so that the University is able to accept its first cohort of 100 medical students in 2020, as well as for implementation of the new safety and security plan.

Digital

A strategic plan to enhance the University's commitment to digital first is in place. This will see an overhaul of the present set-up towards more simplified, consistent and user-friendly websites. In the interim, as the shift towards online gains momentum, key websites are continuously being developed or introduced, such as the new recruitment portal. The latter is

particularly important as the proposed Central Application System (CAS) looms. There has been a 6% increase in visitors to our websites year-on-year.

Branding and Advertising

Popularising the new name by linking with faculties and leveraging on the Centenary year is driving a national brand building and advertising campaign for 2018. Instead of working in silos, the advertising plan, for example, seeks to bring all players together in a united approach that offers greater influence and credibility in terms of showcasing Nelson Mandela University. It is also a more efficient process.

Alumni and student recruitment

Plans to establish fundraising foundations with alumni support in the UK and USA in conjunction with the Strategic Resource Mobilisation Office; plans to establish a self-supporting Alumni House at Second Avenue Campus and the introduction of an online presence for the University Shop are among the many developments aimed at leveraging the benefits of working with alumni for Mandela University. The University Shop has been instrumental in rolling out the newly branded Mandela clothing, including support staff uniforms and sports kit. The Shop has been set a R5-m revenue target for 2018. Presently, revenue is up 25.4% year-on-year.

Student recruitment

From a student recruitment perspective, plans are being increasingly adapted and targeted towards attracting more students that are talented nationally in ensuring CAS readiness and in implementing strategic rural partnerships. The team is also part of the Student Access Value Chain (SAVC) project aimed at improving the University's business processes in this area.

Stakeholder events

Key documentation to support the role of institutional events in enabling strategic engagements is well underway. New protocol and events policies are also being developed to streamline this growing portfolio in line with Prof Muthwa's commitment to engage with stakeholders for the benefit of the University.

While the inauguration went well, there were certain challenges with overcrowding at some Graduation ceremonies. A joint task team is addressing this. Similarly, the traditional Welcoming Ceremony format is being revisited, along with all other annual institutional events.

Arts, Culture and Heritage

The Mandela Bench was successfully launched on Africa Day. The division is a key driver in a renaming process following the approval by MANCO of the Naming Policy. It is also developing a funding strategy for the arts and is playing an important role in Centenary celebrations, with

its launch of the Mandela Bench outside the South Campus on Africa Day on 25 May. It is also to run a film and book festival as part of the Centenary celebrations.

3. ICT SERVICES

Nelson Mandela University has invested in ICTs platforms in support of core as well as support functions. ICT Services, in consultation with other role players, is tasked with the provision and support of ICT systems and infrastructure as well as management of the information resources.

3.1 INFORMATION SYSTEMS DEVELOPMENT

3.1.1 Blended Learning Support

- A collaboration with the Business School is underway to set up a Moodle template to better reflect their corporate identity and to assist them in mapping their research processes to utilise more of Moodle's features (logs, progress reports, deadlines etc.).
- As part of the HEPESA partnership coordinated by the Dean of Teaching and Learning, the Moodle LMS interface with the HEPESA systems is being provisioned, automating the creation of students on Moodle as they will be admitted for online courses

3.1.2 Business Process Improvements

Business Process Improvements (BPI) remains a priority for the University. Various improvements have been effected as part of initiatives to improve the Student Access Value Chain. These include:

- The online application system is currently being enhanced to auto-verify applicants based on their matric subjects and APS in order to prevent them from applying for qualifications for which they do not qualify, and recommending qualifications that they are eligible for instead.
- The business process analysis of the Student Access Value Chain has been prioritised to identify crucial gaps that can be addressed in order to streamline the process and is currently in progress.
- The auto-admissions program, which automatically admits students once the final matric marks based on predefined criteria, is being enhanced to include more validations in order to assist with the admissions backlog of applications.
- The ability for applicants to capture their matric results online after submitting their application has been enabled on the online application system.
- A mechanism to track top applicants and make them visible to other departments is underway based on the auto-admissions criteria validation that check whether the applicant meets all the programme criteria and minimum APS scores. This is currently being tested by admissions.
- The admissions online confirmation of offer is available where applicants can indicate whether they are taking up the admission offer made by the university or not. This will be enhanced to include the residence offer going forward.

- Rollout of a CRM solution and improving the capacity and responsiveness of the contact centre.
- Business Intelligence capability geared at improving decision making concerning the student information.

The annual HEMIS (Higher Education Management Information System) submission and audit was completed for the university in July 2018. The Department of Higher Education (DHET) uses the annual submissions for statistical purposes as well as for the annual subsidy calculations.

3.1.3 Web Systems and Development

- In conjunction with CSL and the Sustainability Engineer, ICT Services has set up a Sustainability portal to highlight economic, environmental and social aspects affecting us and the research being conducted.
- The migration of the Business School website from an outsourced platform to the University content management system has been completed. The Business School still has to determine the go-live date for the site.

3.1.4 Digital Communication Platforms

- Strategic funding was provided for the installation of 11 digital signage screens at residences and Student Housing to aid in the communication of information to students.

3.2 ICT OPERATIONS AND INFRASTRUCTURE

The university's core ICT infrastructure is continually being expanded to respond to growing digital requirements. During 2018, the following large ICT infrastructure deployments are underway:

- Teaching and Learning Wi-Fi Densification targeting lecture venues as well as replacement of Wi-Fi Access points and other network infrastructure that has reached end of life;
- Data Centre server infrastructure replacements;
- Storage replacement / expansion to support increased storage demands;

3.2.1 University Name Change – Implications for ICT Systems and Processes

- The sub-project to migrate all student computers to the new domain (computer laboratories) is underway and is approximately 85% complete. The project focus has now shifted to the migration of university staff accounts and computers. Simultaneously, the migration of systems and server infrastructure to the new domain is in progress.
- A SharePoint 2016 farm is in the process of being configured in the new domain to allow for the migration of departmental sites to the latest technology as well as the mandela.ac.za domain name. Simultaneously, the SharePoint module sites are in the process of being migrated to Office 365. More information around the changes will be communicated to all stakeholders as and when required.

3.2.2 DHET funded projects

DHET infrastructure funding for 2017 catered for some ICT initiatives. The following prioritised projects were tabled and are underway.

- Improving the e-readiness of bookable teaching and learning venues:
 - Supplier selected and order placed. Supplier are sourcing the equipment and venues are being prioritised.
 - New 63-seater general computing facility at 2nd Avenue Campus has been completed and is operational.
 - Upgrade of Missionvale Computing facilities (increasing the general computing facility from 50 to 98 computers and replacing the Community Laboratory with 50 new computers) are being actioned.
 - Improving the e-readiness of bookable teaching and learning venues. Specification and procurement processes are underway.
- Technology support for improved safety on campus.
- Improved Data Centre Redundancy for disaster recovery and business continuity and Networking and Connectivity Infrastructure geared towards improving networking resiliency.

3.2.3 ICT Security Technologies

Various Security Technology initiatives are underway to enhance the physical security environment of the university. Initiatives include, amongst others:

- improving CCTV coverage areas,
- implementing free voice calling and messaging from WhatsApp using university Wi-Fi,
- implementing panic buttons in after-hours venues / remote areas,
- mobile panic button application for students,
- expanding the control room functionality to all Security Information Kiosks on all campuses,
- Implementing Access verification for University entrances etc.

An external security service provider has concluded the security assessment with recommendations. A project manager has subsequently been appointed and the technology architecture is being finalised in conjunction with ICT Services. Final costing of the recommended architecture will be attained via a competitive bid process.

3.2.4 Customer Relationship Management Software (CRM)

The Human Resources Department is in the process of implementing a service management solution that will allow its clients to request services in a more structured and efficient manner. The solution will also allow the department to analyse, manage and improve in service delivery over time. The project aims to provide HR with the necessary business intelligence around processes requiring reengineering. This will enable calls to be logged for HR via telephone, walk-ins and email. A self-help portal functionality will go live at the beginning of September 2018. A

detailed communication plan will be actioned to inform all the stakeholders of the impact of this system and what to expect when interacting with HR in the future.

3.2.5 ICT Copy Shop and printing solutions

The ICT CopyTech Shop, based at the Kraal on South Campus is now fully operational and students, in particular, are making use of the facility on a daily basis. The shop brings convenience to students and offers the institution an opportunity to grow third-stream income.

3.2.6 Student Computer Laboratories

A new 63-seater general computer laboratory at the Second Avenue Campus was opened in the first week of March 2018. The laboratory is part of the initiatives to reduce the digital “access” divide of university students as Second Avenue campus has traditionally had the highest student to PC ratio. Statistics are already showing an overwhelming usage of this new general lab.

3.2.7 New Medical School systems and ICT infrastructure

ICT Services is part of the institutional project planning for the new Medical School. Preliminary investigations have been conducted around the following:

- Medical Technologies
 - E-Medical Records
 - Connectivity
 - E-learning solutions for the medical school
-
- Funding has been requested as part of the bulk infrastructure requirements. However, due to the urgency of the project, upgrade of the core network infrastructure has commenced.
 - ICT Services visited the Health Faculties at Stellenbosch University, University of Cape Town, University of Pretoria, WITS and University of Johannesburg to investigate the medical technologies used, infrastructure and connectivity requirements, computer lab spaces used, as well as general e-space zones.
 - ICT met with the IT Manager at Dora Nginza and subsequently with service providers to ascertain the best connectivity routes from the Missionvale Campus into the hospital. Connectivity to the EMS building appears to be the most appropriate for the medium to long term. This connectivity will form the backbone for future academic connectivity targeted for the hospital.

4 REGISTRAR

4.1 ACADEMIC ADMINISTRATION

4.1.1 Admissions

- Two successful workshops were held and were attended by different stakeholders including CAAR, ICT Services and MCR. One of the focus areas is how technology can be deployed to assist with processing the increasing number of applications. Several enhancements to the online system have been requested, some of which have already been implemented. It is hoped that these interventions will result in an improvement to turnaround times in processing applications.
- Work has already started on liaising with Faculties to engage with successful applicants to ensure that the admission offer to the applicant translates into growth in registration numbers.

	2018		2019	
PG/UG SPLIT	ACCEPTED	APPLICATIONS	ACCEPTED	APPLICATIONS
Postgraduate	248	2 854	163	4 788
Undergraduate	2 834	50 316	4 256	76 961
	3 082	53 170	4 419	81 749

- The Senior Manager: Admissions attended the CAS (Central Application Service) meeting held on 20 July 2018. The final implementation plan has not yet been finalised.

4.1.2 Registration

- The last day for late registration for the second semester was Friday, 27 July 2018. The total number of registrations now stands at **28 537** compared to 27 477 in 2017. The enrolment target for 2018 is set at 28 180.
- **6 207** First-time entering undergraduate students (excluding Occasional, BTech and Advanced Diploma students) have registered as at 3 August 2018 compared to 5 215 in 2017 and 5 913 in 2016.

4.1.3 Graduation ceremonies

- 5 183 Students received qualifications in April 2018 and the projected figure for the Summer 2018 graduation is 2 106.
- The number of sessions for the Summer 2018 graduation have been increased from four to six.

4.1.3.1 Graduation Transformation Project:

(a) Research Project:

- The Work Stream on graduation transformation had commissioned that research be undertaken to get an insight into how the University community feel about graduation and its related aspects.
- Data collection methods included online surveys, interviews and focus groups. Participants included current students, staff and alumni.
- The researcher is presently analyzing the data with the plan to identify themes and principles that could inform possible strategic changes.
- A comprehensive infographic report will be available from 24 August 2018 and feedback will be given to the relevant stakeholder groups.
- A strategy is being developed for the implementation of the long-term deliverables while the implementation of operational changes is ongoing.

(b) Office-bearer academic attire:

- In June 2018, the design concept was revised. The designers were requested to source different styles of traditional gowns and hats.
- The newer designs were presented to the task-team on 3 August 2018.
- The Work Stream plans to embark on a thorough stakeholder consultation process on the gowns and will give regular updates.
- The plan is to deliver the new office-bearer academic attire by April 2019.

4.1.4 Examinations

- Representatives from Academic Administration attended the meeting of the Student Support Service Council held on 8 June 2018. The issue of reviewing the December 2018 re-examinations was discussed. The SRC did not support moving re-examinations to January. It was therefore decided to run a second pilot for the same qualifications from 5 – 7 December 2018 (as published in the General Prospectus).
- The June and July 2018 examinations ran reasonably well. Some areas of concern have been identified and are being analysed to ensure improvement for the November 2018 examination period. The finalisation of examination marks remains a serious concern as some marks are only finalised more than a week after the published due date. This results in students not being timeously notified of possible re-exams.

4.1.5 Faculty Administration and timetabling

- Not all timetables were completed by the start of lectures. The process for the creation and amendment of the second semester timetables is still underway. The focus is on ensuring that a workable timetable for all lectures is in place as soon as possible.
- The challenges in completing the process are largely due to the fact that the Central Timetabling Office remains under tremendous pressure due to staff shortages and the impact of the proposed Medical School placement at the Missionvale Campus. This has resulted in a

time consuming and unplanned workload to analyse and move programmes from Missionvale Campus to other campuses in a short period.

- Discussions are still underway with Nursing and other stakeholders for the move of the Nursing programmes off the Missionvale Campus for the second semester of 2018 to ensure construction can start as planned. The programmes that will be moved off Missionvale Campus for 2019 are yet to be finalised.
- At present 35 instances of overcrowding have been identified and are being attended to.
- The Student Academic Achievement Awards Dinner was successfully held at the end of June in collaboration with Communication and Stakeholder Liaison.

4.1.6 General

- The review of the 2019 General Rules are ongoing with consultations taking place with Faculty Boards at present.
- The special task team appointed by ECS consisting of Deans and Academic Administration are in the process of formulating proposals for examination rule changes for 2019 and a review of the examination periods for 2020. The Task team will meet in early August to review the proposals before consultation takes place with Faculties.
- Nexia SAB&T conducted the external auditing of student and academic programme data during July 2017. The Higher Education Act (1997) requires the council of a public higher education institution to provide the minister of Higher Education and Training with data on its students, staff and academic programmes.

Academic Administration received a clean audit report, which is partly attributed to the controls, which are in place to ensure that the institutional data is realistic and correct. The data is used for the potential allocation of state subsidies.

4.2 GOVERNANCE ADMINISTRATION (GAME CHANGERS)

4.2.1 Governance Administration:

- A capacity building session for Council members is in process of being planned.
- A proposal for the orientation of Council members is in process of being finalised.
- A review of certain Council committees is underway, specifically the Higher Education Committee and the Governance Committee of Council.
- The appointment process for a Vice-Chairperson of the Institutional Forum was finalised.
- The appointment of two Council members as well as members to Council subcommittees, in order to fill expired terms of office, had been approved at the June Council meeting.
- A benchmarking exercise on the process for the declaration of interest by management, as mandated by HRREM was conducted. The Acting Registrar is set to engage the ED: HR on this matter prior to its submission to the HRREM meeting of 20 August 2018.
- TAC had questioned the sufficiency of the standard declaration of interest and confidentiality clauses on agendas, and has subsequently adopted the proposal from Secretariat to utilise the declaration of interest and confidentiality oath as extracted from the Supply Chain Management Policy.

- The DHET Scorecard to measure Council's performance for 2017 had been approved at the June Council meeting. The report will form part of the Annual Report submission to DHET in June 2018.

4.2.2 Committee Services (CS):

- All reports compiled by Secretariat for the second phase of the VC's Listening Campaigns have been submitted to the SD: IP.
- The process to formally recommend the two-phased approach for the implementation of institutional committee meetings software has been considered by MANCO and referred to ICTC.
- The following committee remits are in process of being reviewed by the respective committees, in consultation with Committee Services: CTC, TC, SBC, SFAC, and APC.
- The calendar planning for 2019 meetings has commenced.

4.2.3 Records and Information Administration Section (RIAS):

- The Fact Finding Exercise (FFE) process in the Library and Information Section has been completed and the report will be finalised when the staff component in George have been surveyed. This should occur during the Council meeting in George at the end of September.
- The FFE process in the Research Capacity Development, Research Management have been completed.
- The FFE process will commence in the International office, CANRAD and HIV Aids sections during June/July.
- The Examinations Section has tested the destruction procedure for physical records, using uncollected graduation certificates from PET and UPE. This aligns to the approved retention suggested during the FFE and accepted by MANCO.
- The Records and Information Administration Section is working with the Faculty Administration Section to assist in designing their SharePoint sites effectively.

4.2.4 Training and workshops:

- Training and development is being arranged, in consultation with HRD and DALs, for Committee Officers in the areas of:
 - Language skills
 - Minute / Report Writing
- The attendance in August of the Acting Deputy Director and Acting Manager to the National Secretariat Forum, a community of practice, hosted by Wits for 2018.
- Governance Administration will be providing Secretariat and Records Management training to administrative staff within the office of the Dean of Students.

4.2.5 Staffing:

- The Deputy Director: Governance Administration post remains vacant and Mrs Coreen Lategan has been seconded therein for a six-month period ending 30 September 2018.
- Mrs Sameera Patel has been seconded into the Manager: Committee Services position for six months, ending 30 September 2018.

4.3 LEGAL SERVICES

4.3.1 Copyright

Copyright compliance has stabilized within the University and ongoing audits are conducted at dissemination points. We are aware that lecturers often use Moodle and SharePoint as a means of dissemination without following the requirements for copyright clearance. We are however required to take reasonable measures to ensure compliance and we are satisfied that such measures are indeed in place.

4.3.2 Student Disciplinary Hearings

First Semester 2018

MISCONDUCT	CASES
Cribbing	14
Plagiarism	9
Forgery & Uttering	11
Fraud	12
Sexual Harassment/Assault	4
Interdict Contravention	5
Other: Assault/Theft/Aiding	5
TOTAL	60

You will see from the statistics that sexual harassment/assault as well as cribbing offences are on the increase after having shown definite decline in previous years. The number of cases dealt with however is in line with other university of equivalent size.

4.3.3 Pending cases relevant to the academic endeavour

The PIEDT case vs NMU has had a long history. The trial ran for three days in the Equality Court in July 2018. The first witness is still giving evidence. The matter was then postponed to September.

You will recall from previous reports that this legal challenge is similar to that faced by Northwest University in which certain provisions of the Joint Statute (1956) is argued to be based upon systemic racism. The applicant obtained a BJuris degree from the then VISTA University, prior to its incorporation and now seeks exemption for the subjects passed towards a LLB degree. This raises a number of complex issues that may impact directly on the academic project and Senior Counsel has been engaged in this matter.

A second Equality Court case – NMU vs Yame - is set down for August 2018 and will be dealt with internally. In this matter, the applicant alleges general unfairness in the way he perceives to have been treated by the University. In brief, he had a last outstanding course, was granted an opportunity to write a further examination, refused to write the further examination and

applied for a re-mark. The re-mark was successful, but could not meet the cut-off date for graduation in April. The applicant alleges that he has been unfairly discriminated against in terms of Section 9 of PEPUDA (Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000). We are confident that we will meet this challenge successfully.

5. STUDENT AFFAIRS

Inaugural Annual Youth Development Convention: As part of the celebrations of the centenary year of Madiba and Mama Albertina Sisulu, the Student Affairs division conceptualised and launched an Annual Mandela Youth Development Convention as an intergenerational dialogue to champion youth development and to discuss contemporary challenges facing young people. The convention brought together participants from business, government, civil society and young people. The inaugural session successfully laid foundation for the emergence and fashioning of deliberate partnerships on youth development. These positive outcomes will be pursued as an integral part of growing the profile and sharpening the impact of the convention.

Leadership Development: As part of the on-going implementation rollout of our comprehensive leadership development programme, workshops were held with a particular focus on diversity, gender transformation, conflict resolution and ethical leadership. We are working on a collaborative partnership with the Thembekile Mandela Foundation led by Ms Ndileka Mandela on the Leading like Mandela Leadership Programme they are implementing nationally. The foundation has agreed in principle to work with the university and we are now working of the nature of the partnership.

NSFAS challenges: NSFAS continues to be a source of instability in the sector. The Minister of Higher Education and Training has appointed an Administrator to drive the turnaround of NSFAS. At institutional level, we have managed the NSFAS problems in a proactive and apt reactive manner through engaging NSFAS and implementing homegrown transitional (stopgap) intervention measures. We are currently co-creating with students a crisis management system with an in-built early warning system around NSFAS. Part of this will be 2019 scenario development.

Safety and security: The issue of campus safety continues to be a concern on the part of students. This is despite the development and the rollout of the safety and security strategy. Gender based violence continues to be a big concern, albeit a programme to address the scourge. We have committed to heighten communication in this regard and to have direct engagements with students. Part of this will be the intensification of GBV related programmes like the self-defense classes in on and off-campus residences. The Ministry of Police has committed to collaborate with the university in the holding of educational awareness campaigns and with sharing of information concerning best practices in the fight against GBV and campus crime.

SRC 2018/19 Elections preparations: The new SRC constitution is being implemented starting with the House Committee elections which are under way and scheduled to be concluded in the

last week of August 2018. This will be followed by SRC elections that are scheduled for the end of September 2018.

Sport: Our students participated in USSA national tournaments. The following teams performed well and are in the top three nationally in their respective codes, which are Squash, Karate, Male Football, Tennis, Surfing and Golf.

Student Residences: The University has developed and adopted a Student Housing Development Strategy and Model. The strategy provides a set of assumptions, principles, criteria and institutional arrangements to drive the development of student housing at the university.

ANNEXURE D: REINTEGRATION OF SERVICE FUNCTIONS AND IMPLEMENTATION OF THE INTEGRATED BUSINESS MODEL

1. Strategic Context - Vision 2020 Strategic Priorities

The reintegration of service functions and related implementation of the integrated business model project is couched within the context of **organisational sustainability** and is aimed at supporting the achievement of the following strategic priorities of the University:

Strategic priority	Relevance and contribution of the reintegration project to realising strategic priorities
3: Enhance long-term financial sustainability through responsible resource stewardship	<ul style="list-style-type: none"> • Accelerate the implementation of the institutional financial sustainability plan, including strategic revenue mobilisation and cost management strategies. • Develop and implement models to promote strategy-aligned budgeting and resource allocation that foster innovation and sustainable growth.
4: Foster an affirming, transformative institutional culture that promotes diversity and social cohesion	<ul style="list-style-type: none"> • Promote social cohesion, multi-culturalism and diversity. • Foster a transformative, values-based institutional culture that gives expression to the legacy and values of Nelson Mandela and creates affirming, collegial spaces for all students and staff.
5: Position the University as an employer of first choice by investing in talented, high-performing staff	<ul style="list-style-type: none"> • Position the University favourably as an employer of first choice for talented staff through a progressive remuneration strategy, and an integrated promotions and performance management system. • Design and implement learning, development, reward and recognition systems that motivate staff to achieve their full potential. • Implement values-driven institutional culture and change management interventions at all levels to facilitate social cohesion and respect for diversity.
6: Provide and sustain enabling systems and infrastructure that promote an exceptional experience for students, staff and key stakeholders	<ul style="list-style-type: none"> • Review governance, stakeholder engagement, institutional operations and organisational design arrangements to promote fitness-for-purpose, effectiveness and efficiency.

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| | <ul style="list-style-type: none"> • Implement automated systems and processes to promote the strategic agility and responsiveness of decision-making and service delivery. |
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2. Background

Council, in November 2015, took a decision to “...end outsourcing of service workers”. Council furthermore committed “University management to immediately work with representatives of organized labour, students and workers employed in outsourced companies at Nelson Mandela University on a process towards in-sourcing contracts of service workers.”

Council, at its meeting on 21 July 2017, approved, *inter alia*:

- “(a) i. *The final integrated business model for the reintegration of services, i.e. catering; security; gardening and sports field maintenance; and cleaning; with the associated financial implications, inclusive of the revised pay scales and benefits within the Peromnes grading system and within the resource envelope of R105 857 370 for salaries in 2018.*
- ii. *To task HR to assess and provide recommendations in terms of a harmonised approach to job grading and remuneration philosophy within a period of three years.*
- iii. *That the costs and revenue of the University be optimized and a range of possible options be explored including voluntary severance packages, non-renewal of certain employment contracts, closure of departments, etc.*
- iv. *That, subject to Council’s approval of the final integrated business model for the reintegration of services, the corresponding implementation plans relating to the various components of the model be considered for approval by MANCO.*
- v. *The cleaning gardening and sports field maintenance services functions be reintegrated from 1 January 2018.”*

The implementation plan for the integrated business model was submitted to and approved by MANCO on 30 August 2017.

The purpose of this report is to present to Council the contribution of the integrated business model to achievement of the University’s strategic sustainability priorities to date, contextualised within progress in terms of implementation of the integrated business model over the period June - August 2018, for noting.

3. Contribution of the implementation of the integrated business model to the University’s strategic sustainability priorities

3.1 Emerging people management philosophy

Arguably, the most significant element of the new integrated business model is a new and dynamic people management philosophy and practices that will enable the University to position itself as an employer of first choice by **investing in talented, high-performing staff** and to foster an affirming, transformative institutional culture that promotes diversity and **social cohesion**.

A new people management philosophy, in relation to the new integrated business model, is emerging and is dependent on the training and empowerment of appropriately skilled and motivated employees, as well as supervisory and management staff, and the conscious implementation change management process to facilitate and enable transitioning from the old to the new.

As part of the University's commitment to social sustainability, it is the intent of the University, through the implementation of its integrated business model, to provide opportunities for catering, cleaning, gardening, sports field maintenance and security services' employees to improve their livelihoods. Opportunities to improve livelihoods will be made available to employees through various interventions.

The people management principles upon which the emerging people management philosophy and practice is based comprises the following imperatives:

- An employee-centric culture that seeks to facilitate **training and development opportunities** for all employees. The purpose of extensive training and development is to **improve the skills levels** of all employees without which the improvement of performance and productivity is not possible. This also obviating the need to procure support services from outside of the University.
- Empowerment of employees that result in a reasonable level of **economic independence** based on building the agency of individuals to enable growth and career progression, preferably within the University, but also outside of the University if a more appropriate development path is available for an individual outside of the University.
- Dynamic people management practices that bring about **greater levels of productivity** in employees through the deployment and **utilisation of technology** that negates the needs for inefficient administrative practices and negates the need for line managers to micro-manage employees, but rather liberates line managers to focus on enhancement of performance, strategic growth and development issues
- A healthier working environment where **conflict is contained, effectively managed** and reduced over time.
- Training and **induction of line managers** and supervisors in new people management practices that focuses on managing performance (as opposed to managing an individual) and growing value creation to support the sustainability imperatives of the University.
- Providing **opportunities for growth** of service functions and facilitate growth opportunities for **line managers** by freeing up line managers from unnecessary activities and provide opportunities for line managers to meaningfully add value and contribute to the sustainability imperatives of the University.
- Growth of the **Shared Services** function to support service functions to establish more progressive and growth-generating spaces for service functions premised on empowerment of employees and to reduce the administrative burdens of line managers and supervisors.
- Mine for, consider and where appropriate implement people management best practices, both within and outside of the higher education sector.

It is within the context of this people management philosophy that a comprehensive training and development plan has been drafted. The draft comprehensive training and development plan for service functions employees, including line managers, was developed based on the outcomes of skills assessments conducted within all service functions.

A key principle in the implementation of this training and development plan is the establishment of strategic partnerships. The University will identify bodies internally and externally, with like-minded understanding and objectives, to collaborate with in the implementation of the various facets of the plan. A range of these partners will be identified and approached to seek their collaboration. This includes but is not limited to academic departments, local and regional professional bodies, community-based organisations, staff and students' formations.

3.2 Implementation of the integrated business model

The current focus of the post-reintegration process is the implementation of the new integrated business model for catering, cleaning, horticulture and sports field maintenance and security service functions to support the achievement of the sustainability imperatives of the University, particularly in relation to increased efficiencies and increased effectiveness of service delivery.

A multi-disciplinary business model **operations implementation team** has been established and is **responsible for implementation of all actions**. The team includes representatives from Shared Services, Finance, HR, ICT, Infrastructure Projects and Sustainability and line management responsible for the four service functions.

3.2.1 Implementation of safety and security business model

The overarching University safety and security strategy is the framework linking the transformation agenda of University with the outcomes of the risk assessment, i.e. a new business model for safety and security, to transform spaces and places, attitudes and approaches of all stakeholders, to achieve the stated goals of the university community.

This framework focuses specifically on the 'people' aspect of peace, safety and security. Interpersonal violence, especially Gender-based Violence (GBV) is the biggest threat to safety and security in the country and the university community is not immune to this scourge. This phenomenon has to be addressed on a number of fronts; consciousness and awareness raising that confronts the various manifestations of patriarchy and its relation to GBV, enhancing conditions for safety of the most vulnerable and investigating occurrences thereof with the view of preventing and deterring GBV.

The scope of framework is multi-layered and multi-faceted encompassing an inclusive approach with due sensitivity to recognition of voice of marginalised and 'othered' sectors of the University community, especially young women. Formal and informal institutional actors, agencies and entities across geographic, gender, race and class confines, are included in this framework of a community-wide approach. The scope of the overarching framework includes the following:

- Stakeholder engagements to enhance/create a Social Compact for peace, safety and security;
- Development of an Accountability mechanism for the Social Compact;
- Development of theoretically and practically sound models for safety and peace keeping;
- Development of Community Safety Index/Barometer as a preventative and proactive tool against gender-based violence and to ensure safety and security of the community as a whole;
- Creating dynamic linkages between overall organisational architecture for safety and security (the human element) and the Safety and Security Business Model; and

- Linking Protection Services repositioning and reorientation to overall transformation programme through the development of principles of peace maintenance and creation of conditions of safety as the cornerstone of protection of the most vulnerable.

The strategy is premised on the promotion of a learning and scholarly environment that is safe and secure, free from violence, where debate and disruptive change is normalised based on comity and commitment to progressive transformation to the benefit of all. Decolonising the curricula is intrinsically linked to decolonising social relations of power: race-based, gender-based and economic or social class-based power relations. The safety and security strategy therefore will incorporate principles and philosophy of equality and equity where the most vulnerable sectors of society, especially women and the socially and economically marginalised, are factored in deliberate and conscious manner. In other words, safety and security approaches should also be decolonised in a progressive continuum of change.

The new safety and security business model is reliant on investment in ICT and supporting infrastructure. ICT, in collaboration with Infrastructure Projects and Sustainability and Student Housing, have undertaken a broad review of technology infrastructure and solutions required to enable the safety and security strategy. These include the following proposed or already commenced interventions:

- The provision of **tablets for vehicles and pedestrian access control** supported by the introduction of access control software (SALTO) to support vehicle and pedestrian access control. Tablets have been procured and training has been provided to safety and security employees. The commencement of the utilisation of this technology has commenced and will be rolled out to all campuses in July 2018.
- The provision of **handheld devices** for all **non-office bound reintegrated employees** (i.e. not only safety and security employees). The University's commitment to social sustainability, coupled with the University's drive towards digital platforms, has necessitated a revamp of traditional technology provisioning mechanisms, particularly in terms of reintegrated employees. The nature of services provided by these reintegrated staff members are typically non-office bound and therefore require innovative and new mechanisms to transact with University systems. One of the immediate challenges faced by these staff members has been the ability to engage with the adopted digital systems of the University to, e.g. apply for leave, view pay slips, access University communications platforms, etc. Similarly, the University has experienced operational challenges in communicating with reintegrated employees, e.g. communication to essential services employees in the event of protest action. The proposal to provide handheld devices to non-office bound reintegrated employees and security-specific devices to safety and security employees aims to address both elements imposed by the digital divide, i.e. a) the digital "information" divide and b) the digital "access" divide. In addition, safety and security employees will be provided with University-owned digital devices that facilitates more effective and efficient delivery of safety and security services (as outlined in the subsequent bullet point).
- The provision of specialised **Instacom** security devices. One of the key findings of the risk assessment was a lack of a **communication and traceability solution**. Instacom is the sole provider of this World Class Communication and Traceability solutions, which provides innovative push to talk technology that turns any smartphone into a secure, affordable and reliable two-way radio.

There are several benefits related to the utilisation of Instacom devices, most notably improved communication and real-time team coordination.

- Expansion of Security Operation Centres and most notably the expansion of the **North Campus control room** and the upgrade of the **George Campus control room**, upgrades to the server rooms and the introduction of analytics and related integrated required.
- Increasing the number of **CCTV cameras** at **Missionvale Campus** as per the findings of the risk assessment.
- Securing of **computer facilities** including a key combination **alert function** and the installation of **panic buttons** in 24-hour computer labs.
- The development of a **panic button application** for staff and students, to be linked to the North Campus control room.
- The installation of **biometric** devices at student **residences**, to be funded by Student Housing.
- The installation of an **SOS tower** in Summerstrand, which will notify the Control Room of an incident in the direct vicinity.
- **Automatic number-plate recognition** (ANPR; and also known as LPR in the University context), which is a CCTV camera technology that uses optical character recognition on images to read vehicle registration plates. To make these cameras proactive, the University can apply for this service to be completed by the Nelson Mandela Bay Municipality or an external services provider. The latter allows an external party to maintain the system who in turn will notify the University when a suspicious/banned vehicle enters or leaves the campuses (or vice versa).

It is envisaged that this investment will result in the following **return on investment**:

- Training, particularly in terms of data analytics, is required to effectively implement a proactive intelligence-based approach to safety and security and this will result in more **empowered** and more **appropriately skilled** employees.
- The new strategy will require fewer “boots on the ground” and a move towards fewer positions which are **data analyst-type** jobs.
- Investment in ICT will result in **operational efficiencies** as current manual processes are automated. This will result in **operational savings** over time.
- More **responsive** safety and security service, as staff will be able to respond immediately and appropriately to incidences.
- Improved **incident case management** and more than likely quicker resolution of incidences as this function will be automated.
- **Data analysis** that may be used to inform **other service delivery operations**, e.g. transportation planning, based on the movement of staff and students between campuses.

A suite of interventions will be offered to accommodate guards who may no longer have positions owing to the reconfiguration of the organisational structure towards the new safety and security strategy, e.g. retraining into other service delivery areas in terms of the multi-skilling objective of the integrated business model, enterprise development opportunities, e.g. special events company, etc. This will be supported through normal attrition.

The programmatic approach to the implementation of the strategy will involve all sectors of the University community based on collective ownership of the vision and mission through a Social Compact and an Accountability Framework to promote self and co-corrective behaviour

The implementation of the emerging integrated safety and security strategy, based on intelligence gathering and analysis and a stakeholder-managed environment, will require a paradigm shift from the current approach to safety and security at the University. This will require strong and innovative leadership that will guide and inspire change. To this end, the University has commenced with the recruitment of a new Director: Protection Services, in relation to the pending retirement of the current incumbent.

The new Director: Protection Services will be responsible for implementing a new approach to people management, as the leadership and development of people is a critical success factor in the implementation of the integrated business model.

3.2.2 Implementation of horticulture business model

The implementation of the Servest (previously contracted for horticulture and sports field maintenance) **hybrid model** has commenced and continues in terms of the Service Level Agreement (SLA) between the University and Servest. The hybrid model comprises Servest leases equipment to the University for a three-year period together with the provision of the following support services:

- Provision of **new equipment leased** to the University over a three year period
- **Maintenance of equipment** over the three year period
- Senior management **support and advice** during the three year period
- Provision of a **business management (ICT) solution**, customised to the key performance indicators of the University, and training related to this ICT platform
- **Skills development and training** for employees over the three year period

The ICT solution has been customised, the key performance indicators to inform monthly service delivery audits have been finalised, and audits to measure service delivery targets are taking place. This provides a mechanism to identify challenges in service delivery and monitor the resolution of these challenges.

All equipment has been delivered and training required in relation to the operation of equipment is complete.

3.2.3 Implementation of catering business model

Student hunger is a growing concern and challenge for the University and the University has a moral obligation to work with strategic partners to combat student hunger. The emerging solution to student hunger is implicit in the implementation of the catering business model which includes strategies to reduce costs so as to keep the selling price of food for students at a minimum and the production of food (crops), the produce of which is used as an input into the catering function (and further reducing costs) and the excess may be distributed to needy students through a Food Bank-type mechanism. A mechanism to collect and distribute food that is not used by the catering service, but still is edible, will be explored.

The strategic approach of the catering business model to deliver an effective and efficient catering service is based on the following key interventions:

- Rationalisation of dining hall operations and delivery through reduction in the number of kitchens to support dining halls concurrent with optimisation of dining halls operations and delivery through automation of business processes;
- Investment in kitchenettes in student residences for the purpose of providing students with expanded self-catering options;
- Centralisation of procurement with the intent to achieve economies of scale in procurement of ingredients;
- Optimisation of the conference centre as a location of choice for functions in the region, coupled with a high quality yet competitive catering service for functions (on and off University campuses); and
- Initial entrepreneurial development for potential operators of outlets.

Following initial interventions, it is envisaged that entrepreneurs will manage the majority of commercial outlets and these entrepreneurs will continue to receive business development support from the University.

The long-term strategy related to the catering function is the development of agricultural co-operatives to supply agricultural produce to University catering operations and University commercial outlets. It is envisaged that this would be implemented over a three-year period, commencing with a feasibility study and the identification of potential partners.

Based on the strategic approach to the catering business model, a phased approach to the implementation is proposed. A three-phase approach is recommended, as follows:

- Phase 1: Optimisation of current operations and service delivery (residences catering service, logistics, systems, procurement), establishment of partnerships to provide interim implementation support in respect of the events / functions catering service and the determination of the feasibility of agricultural food production.
- Phase 2: Identify retail opportunities, empower entrepreneurs to take advantage of retail opportunities and optimisation of the events / functions catering service.
- Phase 3: Food production as an input into the University and retail / entrepreneurs' catering functions.

It is envisaged that the first phase, i.e. the optimisation of current operations (residences catering service, logistics, systems, procurement), establishment of partnerships to provide interim implementation support in respect of the events / functions catering service and the determination of the feasibility of agricultural food production will be the focus for the remainder of 2018.

3.2.4 Implementation of cleaning business model

The implementation of the cleaning business model will commence in the latter half of 2018. It is envisaged that extension of the Servest **ICT solution** deployed for horticulture services be explored to support the implementation of the cleaning business model.

3.3 Organisational development and design

The integrated business model in respect of catering, cleaning, gardening, sports field maintenance and security services made recommendations in terms of (a) a **fit-for-purpose organisational structure** that **increases efficiency in service delivery** within these and other service functions (e.g. maintenance service function) currently located within Estate and Facilities Management (EFM) Division of the University and (b) the establishment of a Shared Services function as an integrated management solution to service all service functions. In order to realise the potential efficiencies identified within the integrated business model, the current organisational structure of Estate and Facilities Management needs to be considered and if necessary redesigned and the Shared Services organisational structure, as proposed in the integrated business model, is to be reviewed and finalised.

To this end, an **organisational design and development specialist** has been contracted to assist the University in the following:

- Review and redesign of the organisational structure of the Estate and Facilities Management function;
- Review the proposed organisational structure and finalise the organisational structure for the Shared Services function; and
- Organisational development **support in advancing cohesion** and improving service delivery within reintegrated service functions.

The key guiding principles in the organisational review and redesign are defined as follows:

- Increased efficiency through the streamlining and consolidation of functions with similar core focus areas and processes
- Streamlining structures to effectively deliver consolidated service functions
- Enable and facilitate opportunities to grow functions and person agency in response to the growth trajectory of the University and the growing needs of the University community
- Striking a balance between social justice and long-term financial sustainability

Recommendations emanating from organisational development and design will be implemented in accordance with the University's Redesign Policy and as such will be presented to Council and its sub-committees as and when necessary.

The finalisation of the organisational design in relation to the integrated business model will enable the continued building of the Shared Services function. It is the purpose of the shared services function to support services functions in **increasing the effectiveness of service delivery** while **simultaneously decreasing the cost of these services functions**. This is premised on the development of an integrated business system, and related infrastructure that drives efficiencies in service delivery.

3.4 Business Development Support function

In its decision to end outsourcing, Council committed the University to two key objectives, namely a) **social justice considerations**, i.e. a commitment to better and more equitable income and conditions of service and an institutional culture that encourages employee empowerment and mobility and b) **long-term sustainability** considerations of the University, i.e. achieve the social justice without putting upward pressure on the constrained financial situation of the University. To this end, an Enterprise Development Strategy for Reintegrated Service Functions' Employees has been developed and

approved by Council.

It is within this context that the **business development support function** is established, at a time where the University is transitioning from the management of outsourced contracts for service functions to the in-house management of these service functions, based on the integrated business model for catering, cleaning, gardening and security services. The business model seeks to increase opportunities for revenue generation, increase savings through a targeted reduction in operational expenditure and the establishment of employee enterprises. The model for establishing and delivering business development support may be used as a model for application in other similar programmes, e.g. student entrepreneurship.

The recently completed skills assessment for employees within reintegrated functions demonstrates the interest of many employees to consider the establishment of their own business. It is the intent of the University to work with employees, based on their Individual Development Plans, to be trained, to identify feasible business ideas and establish at least one employee co-owned (jointly co-owned with the University) by the end of the year.

The core purpose of the University remains teaching, learning, research and engagement, and investment into teaching, learning and research infrastructure and support services to enable access and success will continue and intensify. These education and training assets, when used exclusively by the University will result in a positive impact but will be limited to a relatively small proportion of young people that are fortunate to gain access to the University. These assets, when are used in **partnership with external stakeholders**, may be utilised to **leverage** an increase in and an **extension of positive impact to communities** of the region and increase the social and economic return on investment related to infrastructure and assets in which the University invests.

4. Risk management

The most notable risks in relation to the reintegration of service functions and the related implementation of the integrated business model, as included in the institutional risk register are noted as “[c]omplexities related to implementation the reintegration and business models within the current HR and operational systems – differentiated norms and business process systems, integrating a commercial culture, effective implementation and management of the enterprise development model.”

In terms of people and processes, the integrated business model offers employees new and progressive ways of working that facilitate growth within jobs and growth within service functions. A specific example of this is the introduction of technology solutions to increase the efficiency and effectiveness of service delivery and most notably the decision to provide employees with handheld devices (as noted in the section outlining safety and security, but applicable to all reintegrated service functions). This allows employees that previously have been, consciously or unconsciously, thwarted in career progression as they are further and further left behind an advancing technologically-driven working world to catapult their careers and meaningfully participate in the fourth industrial revolution.

The people management philosophy has been outlined in this report and the rollout of training and development interventions to empower employees and grow their personal and professional agency offers employees increasing and not previously accessible opportunities for mobility, both within the University and outside of the University.

These practices and interventions have significantly settled the system in that employees, often encouraged by unions, have significantly reduced issues to contest which has lowered the overall risk associated with the process.