

2012

A N N U A L R E P O R T

Creating future leaders



University of Venda

Highlights of 2012



Infrastructure development projects of more than R337 million took place on the Univen campus in 2012.



Prof Amusa of Univen's School of Health Sciences is the first African to be awarded the Philip Noel-Baker Research Award in recognition of outstanding services in promoting the interests of sport science and physical education.



Univen became a full partner in the SPACES consortium, a multi-institutional project funded by the German Federal government – with funding of 1,6 million Euros earmarked.



Univen was awarded two additional National Research Foundation Research chairs - one in biodiversity value and change in the Vhembe Biosphere Reserve - and one in communal land and rural entrepreneurship.



Univen's research output measured by publications in accredited journals has greatly improved from 18.69 units in 2004 to 130.85 units currently.



Univen campus broadband supply increased tenfold from 30mbps to 300mbps.



The National Student Financial Aid Scheme of South Africa allocation totalled R277.243 million – an increase of 42,32%. A total of 7 076 students benefited from the scheme.



Online student registration was successfully implemented.



National Research Foundation rated researchers increased to 16.



Univen yet again received an unqualified audit.



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Report of the Chairperson of Council

*"I am confident that
funds have been put
to good use."*

*Ms Shirley Mabusela -
Chairperson of Council*

THE University of Venda Council is confident that it sufficiently exercised its oversight and governance roles on the management of the university in 2012.

The Council put mechanisms in place to ensure effective execution of its responsibilities and implementation of its resolutions by management. As the Council, we continued to ensure that there was a judicious balance between institutional performance and resources committed. Our external auditors have completed their audit for 2012 and have indicated in their report that the Council has managed the financial resources in a satisfactory manner and that the institution is in good financial health.

Council is confident that management has exercised sufficient control over funds received from subsidy and student fees, which are our main sources of income, and that the funds have been used in the interest of the university to the best extent possible. We are also confident that funds received from other sources have been put to good use.

These matters received Council's attention during 2012 -

New academic programmes approved

- Bachelor of Science: Rural Agricultural Engineering
- Bachelor of Earth Sciences in Mine Survey

Approval of new policies/amendments to existing policies

New policies approved

- Involuntary withdrawal from the university - special circumstances
- Handling disruptive, threatening or violent individuals on campus
- Performance management
- Probation
- Student funerals
- Management and regulation of the sale, service and consumption of alcoholic beverages on university premises
- Student events
- Sport and recreation
- Residence admission
- Student gatherings/demonstrations
- Incentives in recognition of performance of senior and executive management

- Quality assurance
- Waste disposal

Amendments to existing policies

- Residence rules and regulations
- Student Representative Council constitution
- Delegation of authority

Council also attended to these matters

- Performance evaluation of the vice chancellor and principal
- Renewal of the contract of the vice chancellor and principal for the second term of five years (1 February 2013 to 31 January 2018)
- Approval of the Internal Audit Charter (annual review)
- Approval of the Audit Committee Charter (annual review)
- Approval of the 2012 - 2014 three-year strategic internal audit plan and the one-year operational plan for the year ending 31 December 2012
- Approval of the audit budget for the year ending 31 December 2012
- Approval of the Univen business continuity process plan
- Land registration and commercial development issues
- Approval of infrastructure funding application
- Approval of change of the student body name from Student Representative Assembly to Student Representative Council
- Approval of the adjustments of the salaries of the vice chancellor and principal and the deputy vice chancellor academic to the 50th percentile of the grade with regard to total cost to company
- Approval of the audit annual financial statements for 2011
- Approval of review of sitting allowances for external Council members
- Approval of advertisement and procedure for the filling of the position of university registrar
- Approval of 2013 budget
- Approval of 2013 student fee increment
- Approval of expenditure for emergency maintenance work undertaken during the 2012 recess period.

In terms of Section 16.4 of the Statute in 2012 the University Council was constituted as -

| Section | Representative | Term |
|--------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|------------------------------------------------------------|
| Section 16.4. (a) The Principal: Ex-officio | Prof PA Mbatl | Ex-officio |
| Section 16.4. (b) Deputy Vice Chancellors: Ex-officio | Prof XG Mbhenyane Dr JJ Zaaiman | Ex-officio Ex-officio |
| Section 16.4. (c) Three members with specific competences in the field designated by Council | Mrs SE Mabusela (Chairperson) Mr RE Maponya Mr PNV Ndou | 28-11-2009 to 27-11-2013 |
| Section 16.4. (d) The Chairperson of the Institutional Forum | Ms ST Baloyi | |
| Section 16.4. (e) Five persons appointed by the Minister | Mr S Maja Mr JM Seoloane Mrs A Lawless Dr RA Patel Mr MP Kgobe | 28-11-2009 to 27-11-2013 17-09-2010 to 27-11-2013 |
| Section 16.4 (f) One person appointed by the Premier of Limpopo after consultation with the Minister | Ms ST Baloyi | 28-11-2009 to 27-11-2013 |
| Section 16.4 (g) Two persons elected by the Senate from among its members | Prof LB Khoza Prof GRA Mchau | 28-11-2009 to 27-11-2013 22-08-2012 to 27-11-2013 |
| Section 16.4 (h) Two persons elected by the Convocation | Mr SM Ravhuanzwo (Deputy Chairperson) Vho-Thovhele M J Masia | 28-11-2009 to 27-11-2013 28-11-2009 to 27-11-2013 |
| Section 16.4 (i) Two persons designated by persons who, in terms of the statute, are donors | Dr NB Nthambeleni Dr LR Kone | 28-11-2009 to 27-11-2013 |
| Section 16.4. (j) One academic employee of the university other than members of the Senate, elected by the academic employees | Ms MG Lamola | 20-04-2012 to 27-11-2013 |
| Section 16.4. (k) The President of the Student Representative Council and one other member of cabinet elected by cabinet | Mr MS Mudau Mr A Mathelemusa | 28-11-2011 to 27-11-2012 |
| Section 16.4. (l) One member of the service employees of the University elected by the service employees | Mr NA Mutoti | 13-09-2011 to 27-11-2013 |
| Section 16.4. (m) One member of the administrative employees of the University elected by the administrative employees | Mr RB Mulovhedzi | 15-04-2011 to 27-11-2013 |

| Section | Representative | Term |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Section 16.4 (n) One person designated by the Thulamela Municipality | Ms NG Mahosi | 24-06-2011 to 27-11-2013 |
| Section 16.4 (o) Other persons, not exceeding six in number, designated by such bodies as determined by the Council | <i>Council for Scientific and Industrial Research - Dr LJ Phahlamohlaka</i> <i>Human Sciences Research Council - Prof MN Phaswana-Mafuya</i> <i>Women's University in Africa - Prof HC Sadza</i> <i>SA College Principal's Organisation - Mr KR Madzhie</i> <i>Business Unity South Africa - Ms FA Muthambi</i> <i>Local Traditional Authority - Khosi Vho-NW Tshivhase</i> | 17-09-2010 to 27-11-2013 12-09-2011 to 27-11-2013 30-04-2010 to 27-11-2013 25-06-2011 to 27-11-2013 17-09-2010 to 27-11-2013 30-04-2010 to 27-11-2013 |
| The University Registrar is ex-officio Secretary to Council (The position of University Registrar was vacant due to the dismissal of the former University Registrar, Mr KC Nemadzivhanani) | | |
| Members who served on Council for only part of the period | | |
| Section | Representative | Term |
| Section 16.4 (g) Two persons elected by the Senate from among its members | Prof LB Khoza Prof GRA Mchau | 28-11-2009 to 27-11-2013 22-08-2012 to 27-11-2013 |
| Section 16.4. (j) One academic employee of the university other than members of the Senate, elected by the academic employees | Ms MG Lamola | 20-04-2012 to 27-11-2013 |
| Section 16.4. (k) The President of the Student Representative Council and one other member of cabinet elected by cabinet | Mr MS Mudau Mr A Mathelemusa | 28-11-2011 to 27-11-2012 |
| Notes <ul style="list-style-type: none"> (i) Prof GRA Mchau replaced Mr MP Tshisikhawe whose term as a member of Senate expired. (ii) Prof LB Khoza replaced Prof TS Tshivhase-Phendla who was dismissed from the services of the university. (iii) Ms MG Lamola replaced Adv LR Maluleke who was dismissed from the services of the university. (iv) Mr A Mathelemusa replaced Mr MA Mdaka who was dismissed from studying at the university. (v) The term of office of the Student Representative Council representatives on Council, Mr MS Mudau and Mr A Mathelemusa, expired on 30 September 2012. Mr MS Mudau was replaced by Mr V Makhubele. Mr A Mathelemusa remained a Student Representative Council representative on Council as he was elected as the 2013/2014 SRC President. | | |

Before the commencement of the meetings of Council and its committees a conflict of interest declaration is made by all members present.

I am confident that the committees of Council fulfilled their mandated responsibilities satisfactorily. These committees were composed of individuals with the skills and knowledge to make informed decisions on matters before them. All of

them were chaired by people with the requisite knowledge and experience to lead their respective committees.



Ms Shirley Mabusela - Chairperson of Council



Report of the Vice Chancellor and Principal

*"The University of
Venda's management is
sound and the university
serves its stakeholders."*

*Prof Peter Mbatia -
Vice Chancellor and Principal*

I am confident that the University of Venda is managed according to sound business principles - in line with the Council-approved strategy for 2012 to 2016 – and that it serves its stakeholders.

I am proud to announce that the university once again received a clean and unqualified audit and that good governance principles have been met.

Campus development projects to the value of more than R337 million took place, irrevocably changing the face of the university. The National Student Financial Aid Scheme of South Africa allocation totalled R277.243 million – an increase of 42,32%. A total of 7 076 students benefited from the scheme.

Univen was awarded two additional National Research Foundation Research chairs - one in biodiversity value and change in the Vhembe Biosphere Reserve and one in communal land and rural

entrepreneurship. The university's research output, measured by publications in accredited journals, has greatly improved from 18.69 units in 2004 to 130.85 units currently.

For the first time, online student registration became a reality and campus broadband supply increased tenfold from 30mbps to 300mbps.

The full report on the management of the university is contained in the accompanying Vice Chancellor and Principal's reporting document.

Prof PA Mbatl
Vice Chancellor and Principal





Council statement on corporate governance

"Univen's Council operates under the principles of accountability, integrity and openness."

*Mr Manna Fourie -
Head: Committee Administration*

THE Council of the University of Venda operates under the principles of accountability, integrity and openness as expressed in the King Report on corporate governance.

The Council is aware of its responsibilities as required by the Higher Education Act, 1997, Act 101 of 1997. It is intent on governing the university as a public body committed to becoming a centre of excellence.

The Institutional Forum

The Institutional Forum has, since its establishment, been engaged in its advisory role in various activities on campus such as the appointment of the vice chancellor and approval of the senior management structure.

The members were elected from internal and external constituencies. These constituencies are represented by three of their members each in the Institutional Forum -

- Council
- Senate
- Administrative staff
- Convocation
- University management
- Academic staff
- Service staff
- Student Representative Council

The nomination of representatives was transparent and democratic. These members represented their structures on the Institutional Forum -

Council

Ms ST Baloyi (Chairperson), Mr KR Madzhie, Mr M Kgobe

Management

Mr NJ Vele, Prof VO Netshandama, Prof DT Ngobeli

Senate

Dr PK Chauke, Dr MP Mulaudzi, Adv MK Malepe

Academic staff

Dr NE Phaswana, Ms KG Morwe, Vacant

Convocation

Mr L Mudzanani, Mrs TY Mudau, Adv PE Matshidze

Administrative staff

Ms T Matshotshi, Ms OM Ramaboe, Mr K Mphidi

Service staff

Mr NR Marumo, Ms ME Maginya, Mr KG Mathelemusa

Student Representative Council

Mr P Mawile, Mr MA Nkosi, Mr J Nemurangoni



*Ms Tsakani Baloyi
Chairperson*

All participants on the Institutional Forum have an identifiable and significant constituency and mandated capacity to act on behalf of their constituencies.

The Executive Committee of the Institutional Forum consists of –

Chairperson - Ms ST Baloyi

Deputy Chairperson - Adv MK Malepe

Secretary to the Institutional Forum - Ms KG Morwe

Three additional members:

Prof VO Netshandama

Ms ME Maginya

Mr LR Mudzanani

The functions of the Institutional Forum are to -

Advise Council on issues affecting the institution, including:

- the implementation of the Act and the national policy on higher education
- race and gender equity policies
- the selection of candidates for senior management positions
- the code of conduct, mediation and dispute resolution procedures
- the fostering of an institutional culture which promotes tolerance and respect for fundamental human rights

Perform such other functions as determined by Council.

The Council

The Council consists of people elected in accordance with the University of Venda Statute of 2011. The ratio of non-staff (outside) members to that of staff and student members is 60% to 40%. This is to ensure objectivity as well as stakeholder participation in university governance.

For purposes of managing, controlling and executing its duties, Council has these sub- committees -

- Executive Committee of Council
- Executive Management Remuneration Committee
- Appeals Committee
- Audit Committee
- Finance Committee
- Senate
- Human Resources Committee
- Student Affairs Committee
- Tender Committee

These committees normally meet four times annually, prior to Council meetings. They submit reports for consideration at each ordinary meeting of Council and make appropriate recommendations to Council within their spheres of operation. The Executive Management Remuneration Committee meets only when necessary to consider matters related to the remuneration of Executive Management.

All committees of Council are chaired by outside members of Council.

Executive Committee of Council

The committee's responsibilities are to -

- Advise Council on matters of policy
- Make decisions on behalf of the Council on matters of an urgent nature, provided that any such decisions are ratified by the Council at its next meeting
- Consider and make recommendations to Council on the reports of all Council committees
- Advise Council on any matter which it deems expedient for the effective and efficient management of the university
- Perform such other functions as the Council may determine

Executive Management Remuneration Committee

This committee is made up of members of the Executive Committee of Council who are not staff members of the university, to avoid conflict of interest in decision making.

The committee's responsibilities are to -

- Determine on behalf of Council remuneration packages of members of the executive management
- Enter into remuneration negotiations with newly appointed members of the executive management
- Review remuneration packages of members of the executive management

The Appeals Committee

The Appeals Committee is responsible for the hearing of appeals of staff and students against the findings and sentences of disciplinary hearings.

The Audit Committee

Auditors and External Audit

The committee's responsibilities are to -

- Consider the appointment and retention of the external audit function and deal with matters regarding their dismissal and resignation.
- Evaluate the independence, objectivity and effectiveness of the external auditor and consider any non-audit services rendered by such auditors as to whether this materially impairs their independence.
- Monitor annually the performance and effectiveness of the external auditor and to make recommendations to the Council concerning their re-appointment, where appropriate.
- Discuss and review, with the external auditor before the audit commences, the auditor's engagement letter, with particular reference to the terms, nature and scope of the audit function, the timing and nature of reports and the related audit fee.
- Negotiate procedures, subject to agreement, beyond minimum statutory and professional duties. There are certain minimum procedures required from the external auditors which are not negotiable.
- Agree to the timing and nature of reports from the external auditor.
- Consider any problems identified in the organisation as a "going concern" or statement of internal control.
- Make suggestions as to problem areas which the audit can address.
- Consider any accounting treatments, significant unusual transactions, or accounting judgements, which could be continuous.
- Review accounting and auditing concerns identified as a result of internal and external audits and satisfy itself that these are being properly followed up.
- Consider whether any significant ventures, investments or operations are not subject to external audit.
- Review overall audit role to explore objectives, minimise duplication, discuss implications of new auditing standards and ensure that external audit fees will sustain a proper audit and provide value for money.
- Obtain assurance from the external auditor that adequate accounting records are being maintained.
- Identify key matters identified in management letters requiring follow-up.
- Monitor the implementation of agreed audit-based recommendations.



Mr Joe Seoloane
Chairperson

- Ensure that all significant losses have been properly investigated and that the internal and external auditors have been informed.
- Review and advise Council on risk management control activities undertaken by the university executive, with a view to ensuring that the university is managing all forms of risk effectively and adopting best practice in risk management generally.

- Further specific functions may be grouped as -

Financial statements

- The committee will examine and review, in conjunction with the Finance Committee, the annual financial statements, focussing on, among others -
 - The implementation of new systems
 - Tax and litigation matters involving uncertainty
 - Any changes in accounting policies and practices
 - Major judgemental areas
 - Significant adjustments resulting from the audit and the efficiency thereof
 - The basis of going concern determination
 - Funding adequacy
 - Internal control
 - Compliance with accounting standards and legal requirements
 - Compliance with financial conditions of loan agreements
 - Major adjustments processed at year-end

Internal control and internal audit

An important role of the committee is to monitor and supervise the effective function of internal audit, to ensure that the roles and functions of the external audit and internal audit are sufficiently clarified and co-ordinated to provide an objective overview of the operational effectiveness of the university's systems of internal control and reporting. This will include:

Internal control

- Clarification of internal audit and external audit efforts.
- Reviewing the effectiveness of the university's systems of internal control, including internal financial control and business risk management.
- Reviewing the safeguarding of university assets against unauthorised use or disposal.
- Reviewing the controlling of the overall operational and financial reporting environment.
- Monitoring the maintenance of proper and adequate accounting records.

- Reviewing significant matters reported by the internal audit function and the adequacy of corrective action taken in response to significant internal audit findings, including any significant differences of opinion between management and internal audit and monitoring the implementation of agreed audit-based recommendations.
- Satisfying itself that satisfactory value for money arrangements are in place to promote economy, efficiency and effectiveness.
- Directing and supervising investigations into matters within its scope, for example, evaluations of the effectiveness of the university's internal control, cases of employee fraud, misconduct or conflict of interest.
- Ensuring that a combined assurance model is applied to provide a coordinated approach to all assurance activities (King III Section 3.5).
- Assisting Council in the discharge of its responsibilities relating to the governance of Information Technology (King III Section 5.7).

Internal audit

- Recommend to Council the appointment and retention, dismissal or re-assignment of the internal audit function.
- Annually evaluate the independence, effectiveness and performance of the internal audit unit, and make recommendations to Council concerning the re-appointment of internal auditors, where appropriate.
- Review externally appointed internal auditors' engagement letters, with particular reference to the terms, nature and scope of the function, the timing and nature of reports and the related audit fees.
- In consultation with the Internal Audit Department, establish an audit charter to guide the internal audit approach.
- Review and approve the internal audit charter, internal audit plans and work programmes and internal audit's conclusions with regard to internal control – ensuring appropriate cover of risk areas in the scope of work.
- Review the objectives and the operations of the internal audit function.
- Review the internal audit function's compliance with its mandate as approved by the committee.
- Assess the adequacy of performance of the internal audit function, and the adequacy of available internal audit resources, review the co-operation and co-ordination between the internal and external audit functions and co-ordinate the formal internal audit work programme with external auditors to avoid duplication of work.

- Review significant differences of opinion between management and the internal audit function.

Compliance with legislation

- The committee must review Council's compliance with the statute, laws and regulations.

Ethics

- The committee is responsible for -
 - Monitoring the ethical conduct of the University Council, its executives and senior officials.
 - Reviewing any statements, standards or requirements on business ethical standards and assisting in developing such standards and requirements.
 - Reviewing and monitoring compliance with the relevant statute, laws and regulations.
 - Recommending about any potential conflict or material questionable situations.
 - Reviewing and monitoring environmental and social issues.

4 Finance Committee

The committee is responsible for -

- Considering matters of financial strategy and policy, including procurement and supply chain management, risk management and insurance, as they relate to the operation of the university, in particular the optimum use of available and potential financial resources (including internal investment options and their rate of return).
- Considering and assessing all investment opportunities available to the university, in respect of all funds which it administers, and determining the manner and extent to which funds are to be invested with a view to ensuring both security and optimisation of income.
- Considering proposals for the raising of loan finance to fund capital development projects, including the acquisition of equipment, and making recommendations to Council.
- Receiving and considering budget proposals from the executive and recommending to Council the annual operating and capital budgets.
- Approving the level of tuition fees and residential fees payable by students and making recommendations to Council on the policies governing the levels of these fees.



*Mr Serobi Maja
Chairperson*

- Recommending to Council the appointment of the university bankers, investment managers and financial advisers.
- Approving the classification of specific debts as irrecoverable.
- Monitoring the insurance arranged to cover the university's property and liabilities.
- Approving the annual salary adjustments of staff.

Human Resources Committee

The committee is responsible for -

- Recommendations to Council on human resources policy matters, including but not limited to the:
 - Recruitment and appointment of employees
 - Training and development of employees
 - Applicable job evaluation system
 - Performance management of employees
 - Promotion of employees
 - Equity, including the equity plans of the university
 - Involvement of employees in external work
 - Medical aid, group life and pension schemes
 - Leave benefits of employees
 - Succession planning

Advising the Council on any matter which it deems expedient for the effective and efficient human resources management of the university. Recommending to Council on the delegation of authority to line managers within the university. Recommending to Council on all new and revised human resources and employment equity policies. Monitoring and evaluating the implementation of Council approved human resources and employment equity policies.



*Mr Enoch Maponya
Chairperson*

Student Affairs Committee

The committee is responsible for -

- Enhancing the social, education and religious interest of students.
- Enhancing the quality of lives of students, including but not limited to sporting and health related aspects of their lives.
- Determining and reviewing of entitlements of the student leadership.
- Reviewing the rules and regulations on student residences and management.



*Prof Nancy
Phaswana-Mafuya
Chairperson*

- Managing student governance, including consideration of the Student Representative Council's annual programme of action and recommending this to Council.
- Reviewing the Student Affairs organisational structure and making recommendations to the Human Resources Committee.
- Considering recommendations on the review of the Student Representative Council's constitution and other policy documents and making recommendations to Council.

The Tender committee

The committee's responsibilities are to -

- Review tenders and expressions of interest for all procurement activity in excess of the university's procurement thresholds.
- Review the assessments undertaken by the Bid Evaluation Committee for all tender responses, and where required:
- Query discrepancies
- Request supporting documentation, more information or clarification if necessary
- Review recommendations provided by the Bid Evaluation Committee for all tender processes and where required amend, reject or endorse any recommendation(s)
- Provide recommendations for all responses to tender to the Council.



*Mr Khorombi
Madzhie
Chairperson*

The Senate

For all academic activities, Council is advised by the Senate of the university. It is Senate that recommends to Council for approval, all academic and related issues to enable Council to have complete control and management of activities of the university. In 2012, all Council committees fulfilled their mandated responsibilities to the satisfaction of Council.



Statement on conflict management, worker and student participation and ethics

The university has a grievance procedure manual, which facilitates conflict resolution, among staff members. The Code of Conduct and Code of Ethics that are Council approved documents also facilitate good working relationships among staff members.

The university relates to staff through their staff structures in their various categories. These include academic, administrative and service staff representatives.

Students have a Student Representative Council cabinet which interacts with management on a regular basis. The Student Representative Council is represented on the Council, on the Student Affairs Committee and on other academic and administrative structures. Students are represented on the Senate through the chairpersons of the different schools' councils.

Students also participate on the Institutional Forum and have regular and special meetings with the executive management. Workers participate in statutory and non-statutory committees, such as the Institutional Forum, the Senate and Council and some of the Council committees through their representatives.

In 2012 participation of students and workers in the business of the university was satisfactory.

Report of the Institutional Forum

The Institutional Forum at Univen is fully operational. It meets regularly as scheduled or when the need arises. In 2012, it dealt with several matters that were placed before it.

The forum unanimously nominated Mr LR Mudzanani as an additional member of the forum's executive committee.



Academic division

*"15 New programmes were
submitted to the Department of
Higher Education and Training."*

*Prof Xikombiso Mbhenyane -
Deputy Vice Chancellor: Academic*

THIS year saw major achievements and innovations in the academic division. This included activities related to the conversion to a comprehensive university, the rendering of quality teaching and learning, the improvement of outputs in research and innovation, more community engagement activities and the fostering of linkages and partnerships.

Conversion to a comprehensive university

The major event was the review of divisional business plans to align the reviewed 2012-2016 strategic plans. School plans included the development of career focused programmes to be implemented over the next five years.

During the financial year 15 new programmes were submitted to the Department of Higher Education and Training, four of these being career focused three-year diplomas. The areas of growth which are being benchmarked include health sciences, engineering, animal science, media studies and accounting.

The size and shape analysis was partially achieved, with less overall headcount enrolment. The distribution by classification of educational subject matter categories was achieved with 39% in sector education and training including health, 18% in business and commerce, 14% in education and 26% in humanities and social sciences.

The distribution by level was also achieved with a higher proportion of postgraduate enrolment at 1,5% doctoral and 5,5% masters and 4% honours. The diplomas and certificates accounted for 2%.



Quality teaching and learning

Staff capacity

The focus in 2012 was on capacity development for academics towards the attainment of a professional higher education teaching qualification, higher degree and academic leadership. The achievements were –

| Item | Achievements in 2012 |
|----------------------------------|----------------------------------------------------------------------------------------------------------------------|
| Staff obtaining a PhD | 12 |
| Staff registered for PhD | 44 other higher education institutions 8 at Univen |
| Staff registered for masters | 10 other higher education institutions 3 at Univen |
| Staff on sabbatical leave | 18 of which 12 was for higher degree purposes |
| Staff on short scientific visits | 7- 2 European universities and 5 African countries |
| Leadership training | 6 staff members attended academic leadership training outside and 44 heads of departments trained at Univen |

The first training for academic heads of departments was held in 2012. Topics included the role of the head of an academic department, risk management and performance management.

Student success

The student success as measured by a success and graduation rate continues to improve and is well above the Department of Higher Education and Training mandate.

Pass rates by qualification type

| Category | 2012 | 2011 | 2010 | 2009 | 2008 | Mandate |
|-------------------------------|------|------|------|------|------|---------|
| Under-graduate | 83% | 83% | 80% | 79% | 78% | |
| Postgraduate to masters level | 75% | 82% | 80% | 76% | 77% | |
| Masters | 54% | 50% | 45% | 27% | 70% | |
| Doctoral | 18% | 22% | 28% | 13% | 8% | |
| Univen total | 82% | 82% | 79% | 78% | 77% | 79% |

Increase in postgraduate success still requires a lot of interventions with several such interventions introduced in 2012. These include proposed enrolment caps to match human resources, more financial resources for masters and doctoral students and technology for the students, including laptops.

Graduation rates trend by qualification type

| Category | 2012* | 2011 | 2010 | 2009 | 2008 | Mandate/ national norm |
|-------------------------------|-------|------|------|------|------|-----------------------------------------|
| Under-graduate | 23% | 22% | 22% | 20% | 18% | |
| Postgraduate to masters level | 48% | 44% | 32% | 34% | 48% | |
| Masters | 10% | 10% | 12% | 5% | 16% | |
| Doctoral | 7% | 7% | 8% | 5% | 4% | |
| Univen total | 22% | 21% | 21% | 19% | 19% | 19,2% current (23% is the benchmark) |

E-learning

The introduction of e-learning methodology is on track and 25 academics were trained, focusing on e-module development. The training was facilitated by experts from the University of Mauritius.

Research and innovation

The major highlights were the attainment of two chairs, two additional C3 rated researchers who are female and the improvement of research

output from 0.25 to 0.61 per staff. Other achievements were the increase of external research funding and the implementation of research professorships. The annual Vice Chancellor's Research awards were again a highlight of the year.

Community engagement, linkages, collaborations and partnerships

Relations were nurtured with bodies like the National Research Foundation, the Water Research Commission, the CSIR, the Limpopo Research Observatory, DVC Research forums, the Southern African Research and Innovation Management Association, the Department of Science and Technology, the Technology Innovation Agency, the Agricultural Research Commission, the Medical Research Commission, the Africa Institute of South Africa, the Human Sciences Research Commission and institutions of higher learning like the Cape Peninsula University of Technology and the universities of Cape Town and Stellenbosch.

Other engagements included a visit to the University of Leuven in Belgium, the International Institute of Tropical Agriculture headquarters in Nigeria, the Food and Agriculture Organization in Rome and the University of Botswana for a Commonwealth summer school on behalf of the Southern African Regional Universities Association.





School of Agriculture

"More than R9 million went to the development of an animal biotechnology laboratory and a centre of excellence in animal-assisted reproduction."

Prof Ainamensa Mchau - Dean

IN 2012 the School of Agriculture focused its outputs on Univen's strategy to convert to a comprehensive university. Two new career focused programmes - diplomas in Consumer Science in Food Resource Management and Consumer Science in Clothing Production Development – offered by the school's Department of Family Ecology and Consumer Sciences, were approved by the Department of Higher Education and Training. These were then submitted to the Council on Higher Education for accreditation.

The new programme in Bio-systems engineering was submitted to the Department of Higher Education and Training for registration and accreditation.

The Department of Agricultural and Rural Engineering submitted the curriculum for Agricultural and Bio-Systems Engineering to the Department of Higher Education and Training for registration and accreditation.

The Department of Animal Science was awarded more than R9 million to develop an animal biotechnology laboratory and a centre of excellence in animal-assisted reproduction.

Prof Jideani received National Research Foundation funding for rated researchers to the value of R40 000 for six years.

Dr Chauke continued with activities as the Chair of Agriculture at the Land Bank, while Prof Jideani was appointed editorial board member of the International Journal of Food Science and Safety and Dr Kapila as editorial board member of the International Journal of Agricultura Tropica et Subtropica.

Teaching and learning

The school continued to implement the revised curriculum. The module Physiology, Anatomy and Histology of Farm Animals was moved from the first semester of the first year to the second semester of the second year.

The continued inability to fill lab technician positions remains a challenge. They are important in continued module delivery in all agricultural programmes, since they all manage practicums.

Research and innovation

In the review year a proposal to establish an agriculture research chair was submitted to the office of the Deputy Vice Chancellor: Academic.

The Department of Plant Production is involved in a project to produce disease-free orange-fleshed sweet potato vines for local sweet potatoes with the Agricultural Research Council at Roodeplaat's Vegetable and Ornamental Plant Institute.

The Department of Agriculture Economics and Agribusiness organised an article-writing workshop for masters students who have completed their dissertations.

In the review year the school was involved in 40 research projects. These included the assessment of the availability and utilisation of maize crop residues

in the Thulamela Municipality, the chemical composition of soya bean and tepary beans at different stages of maturity, the effect of feeding garlic to new-born Holstein calves on immune and growth responses and the effect of limited time feeding during the starter and grower periods on the growth performance of broiler chickens.

Staff members published in 19 accredited publications and attended and/or presented at 44 national and international conferences and workshops. These included the international symposium on managing soils for food security and climate change adaptation and mitigation in Austria and the World Congress of Food Science and Technology in Brazil.

Partnerships, linkages and international relations

The school continued with joint appointment and co-supervision of postgraduate students with external stakeholders like Unisa, the Universities of Limpopo and KwaZulu-Natal and the Agricultural Research Council. The Department of Plant Production established a linkage with Bayer Crop Science.

According to the memorandum of understanding with the Agricultural Research Council's Infruitec/Nietvoorbij and Irene sections, a masters and two honours students are placed at Irene. Postgraduate students in the Department of Plant Production and Soil Science continued with collaborative research at the Agricultural Research Council - Stellenbosch.

The school did field surveys study on the values of Eucalyptus woodlots and the challenges facing local communities in Dzimauli village to manage and sustainably use the community owned woodlots and other natural resources. The department of Plant Production demonstrated new technologies in cassava-legume cropping systems to farmers during a farmers' field day in Mpumalanga. The Department of Consumer Sciences assisted in identifying agricultural activities on 300 hectares given to the youth at the Machaka Traditional Council. Farmers and other land users planting *C. cunninghamiana* in Nzhelele around the Mutshedzi and Albasini Dam, were assisted to collect seed from different stands for use by students to investigate the relationships between stand characteristics, seed quality, germination rate and capacity and invasion potential.



Community engagement

During the year under review the school continued participation in various community projects. These included assisting final year Food Science and Technology students returning from experiential training at various food industries, assisting students from the Sydney University assessing post-harvest facilities in the Vhembe district and consulting for the Matsila Community Development Trust to establish a cattle feedlot and goat and cattle breeding programmes.

Other projects included assistance with community outreach on food preservation and preparation and presentation of short courses in clothing production and sewing and catering to the community.





School of Education

"208 people underwent the school management leadership skills development programme for school principals, deputy principals and acting principals."

Dr Peter Mulaudzi – Dean

In realigning teacher qualification programmes, the school introduced minimum requirements for teacher qualification policy documents. All undergraduate, honours, postgraduate certificate in education and advanced certificate in education role-players were informed before starting with postgraduate qualifications.

All fourth year teacher education students participated in work integrated learning, while second and third year students engaged in lesson observations at their home schools. Fourth year students carried out teaching practice at schools in Mpumalanga and Limpopo.

The model pre-school had 45 learners and two teachers. The school offers first and second year students the opportunity to observe lessons to pre-scholars.

Teaching and learning

Through the philosophy of constructivism, lecturers conduct contact sessions for all students in programmes like the Bachelor of Education, the Advanced Certificate in Education, the Bachelor of Education honours and the postgraduate Certificate in Education.

In 2012, 174 students graduated with B Ed degrees, 91 with postgraduate certificates in education, 14 with B Ed honours, 93 with advanced certificates in education and 12 with M Ed degrees. The school hosts 11 academics with doctoral qualifications.

Research and innovation

The school participated in the UNICEF and Commonwealth of Learning sponsored child-friendly schools workshop with the aim of promoting and mainstreaming a child friendly school environment in teacher education programmes/modules at all South African universities.

An interdepartmental student exchange programme between Univen and the University of Pretoria was established to collaborate in the European Union-funded programme on the use of mother tongue in early childhood education.

Furthermore, the Department of Early Childhood participated in another European Union-funded project that aims to strengthen the foundation phase programmes at selected universities. The project, with funding of R150 000, runs to 2014 and includes workshops and exchange visits with other universities.

At the Vice Chancellors Excellence in Research awards the school was awarded for graduating the most postgraduate students at masters and doctoral level.

The University of KwaZulu-Natal's Department of Early Childhood Education enlightened staff members of the school regarding its views and challenges

on life skills, numeracy, literacy and language policy. The University of KwaZulu-Natal applies a language policy that requires every student to learn conversational IsiZulu. Foundation phase students can choose to study their modules in either IsiZulu or English. Module materials are developed in English and then translated into IsiZulu.

On teaching practice, the University of KwaZulu-Natal requires students to practice at both ex-model C schools and the township/underprivileged schools within the province. Students from outside KwaZulu-Natal go to their provinces for the second phase of their evaluation, where their reports are done by assessors who are trained by the university.

The view-exchange was important in view of the new policy on teacher education qualifications which requires teachers to study another South African language other than English or Afrikaans.

In the 2012 financial year staff members published 12 journal articles and published seven books. Articles ranged from a desegregated school playground as a model for reconstructing social cohesion in post-xenophobic South African communities in the Journal of Social Sciences, the properties of the celestial bodies in Tshivenda culture in the International Journal of Humanities and Social Sciences and the human security implications of operation restore order on urban habitation in Zimbabwe in the Journal of Human Ecology.

Staff members presented 14 papers at national and international conferences. These included the European International Education Conference in Italy, the 2nd Sustainable Rural Learning Ecologies conference in South Africa, the Southern African Association for Research in Mathematics, Science and Technology Education conference in Malawi and the international conference on Education in Canada.

Partnerships, linkages and international relations

In 2012 the school established a collaborative relationship with the University of Warwick and entered into a tripartite agreement with the Katholieke University of Limburg of Belgium and the Cape Peninsula University of Technology.

Community engagement

The school hosted various community projects during the year under review.

About 50 grade 11 and 12 learners registered for the school's annual Saturday/winter classes. Most of the teaching, organising and administration were done by fourth-year teacher education students.

Since 2008 the school has been training school principals, deputy principals and acting principals on school management and leadership skills. In 2012, 208 students registered for the programme.



School of Environmental Sciences

"The R22 million Construction Education Training Authority project greatly enhances teaching and learning in urban and regional planning."

Prof Jason S Ogola - Dean

IN 2012 the school signed three memoranda of understanding - with the Mining Qualifications Authority, the Energy and Water Sector Training Authority and the Construction Education Training Authority.

The memorandum of understanding with the Mining Qualifications Authority covers staff capacity building. As part of the agreement, appointed staff has to undertake postgraduate studies at master's level.

The memorandum of understanding with the Energy and Water Sector Training Authority covers student bursaries. Ten students studying Hydrology and Water Resources benefitted with full bursaries that pay for tuition, residence, meals and books.

The memorandum of understanding with the Construction Education Training Authority facilitated increased access to occupationally-directed programmes in the construction sector. It addresses low levels of youth and adult language and numeracy skills to enable additional training in the construction sector.

Furthermore, it encourages better use of construction workplaces for skills development, increases public sector construction-related capacity for improved service delivery and supports the building of a developmental state through skills development. It also provides career and vocational guidance related to the construction sector.

With the memorandum of understanding came the authority's R20m project as well as an additional R2m from its discretionary funding. The funding supports a number of activities at the university and in the Department of Urban and Regional Planning.

It includes construction technology, programme development, learnership, capacity building, bursaries, an academic community centre, laboratory and workshop.

The Bachelor of Urban and Regional Planning degree was revised and sent back to the Council on Higher Education for accreditation. The Mine Surveying programme was submitted to the Department of Higher Education and Training for approval.

The school graduated 345 students - 312 in undergraduate programmes, 28 honours and five masters. The graduation rate improved slightly from 28,1% in 2011 to 28,6% in 2012.

Teaching and learning

Members of the university's engineering programme task team participated in the Engineering Council of South Africa's training programme. The programme covered broad areas of curriculum development like the incorporation of fundamental and basic sciences, exit outcomes and programme resourcing and sustainability.

The Department of Geography and Geo-information Sciences hosted a

Fulbright scholar –Prof Ann Oberhauser, who spent five weeks at Univen. She contributed to the review of the Geography curriculum and facilitated collaboration between the West Virginia University and Univen.

I accompanied the Vice Chancellor and Principal, Prof Peter Mbat, to the engineering skills summit with the aim to develop a national strategy to increase the output of engineering graduates.

Third-year Hydrology and Water Resources students visited the South African Space Observatory, while fourth-year Mining and Environmental Geology students conducted fieldwork in the Messina area. Fourth-year Urban and Regional Planning students visited housing projects in Polokwane and further conducted practicals in Johannesburg with a major housing development agency. The practicals included understanding the geological setting of an area, site planning analysis and presentation of planning proposals to address identified housing and land development needs in Johannesburg.

Research and innovation

The school manages the R700 000 Water Research Commission funded project 'Groundwater yield-reliability analysis and operating rules for rural areas'. Prof Odiyo was the study leader and the project is being used to train a PhD student.

The Southern African Macadamia Association allocated Prof Taylor close to R50 000 for the research project 'A pilot study to investigate the potential importance of bats as bio-control agents suppressing nocturnal flying pest insects in macadamia orchards'.

The school's Research/GIS Day was themed 'RIO+20: towards a sustainable future' and the book 'Environment and development: Selected Themes from Eastern and Southern Africa' edited by Prof Agnes Musyoki and Melckidzedek Khayesi, was launched at the research day.

Staff members published 34 articles in peer reviewed journals, in one technical report, two book chapters and edited one book. Staff members attended and made presentations at 31 national and international conferences.

Univen is a full partner in the SPACES consortium, a multi-institutional project funded by the German Federal government and coordinated in South Africa by ACCESS. The project has been earmarked for funding of 1,6 million Euros.

Community engagement

The school continued its community based research in the Nzhelele-Makhado area on water supply, water resources assessment (including quality and quantity), land degradation, monitoring of climate/hydrological variables and water treatment.

The same goes for its community based research in the Lwamondo area on the conflict between wildlife and human beings.



School of Health Sciences

"Prof Amusa is the first African to receive the Philip Noel-Baker Research Award for promoting sport science and physical education."

Prof Base Khoza – Dean

RESPONDING to Univen's mandate to transform to a comprehensive university, the school's Centre for Biokinetics, Recreation and Sport Science developed a new career-focused programme – an Advanced Diploma in Sport Management – which was submitted to the Department of Higher Education and Training for approval.

Teaching and learning

23 students from the Centre for Biokinetics, Recreation and Sport Science received the Limpopo Aquatic certificate for officiating in swimming competitions, while 18 third-year students in the Biokinetics programme attended the career opportunities of the Armaments Cooperation of South Africa. Limpopo Aquatic is affiliated to Swimming South Africa.

Of the 12 women players that represented Univen at the University Sport South Africa Women's Rugby 7s tournament, seven were from the Centre for Biokinetics, Recreation and Sport Science. Univen came third and the best player of the tournament was a student from the centre.

The school's Dr Mashamba was the second runner-up in the Women in Science Research Awards in the category Established researcher in the development of rural women, hosted by the Department of Science and Technology.

Ms Cebisa Nesamvuni completed her masters in Health Professions Education with the University of Maastricht in the Netherlands. She is one of the students funded by the NUFFIC project.

Prof Amusa received the 2010 Philip Noel-Baker Research Award in recognition of his outstanding services in promoting the interests of sport science and physical education at the 2010 International Convention on Science, Education and Medicine in Sport in Glasgow. He is the only African to have received the award. Amusa also received an award from the Republica Bolivariana De Venezuela in recognition of his contributions to developments in physical education, sport and sport science.



Research and innovation

The school's Dr Goon undertook a research exchange visit to the Benue State University in Nigeria. The research focused on obesity and risk factors of cardiovascular diseases among school children.

Staff members published in 22 peer reviewed articles in the African Journal for Physical, Health Education, Recreation and Dance.

Community engagement

The Department of Nutrition hosted two students of the University of Virginia in the USA for six weeks, sponsored by the Centre for Global Health. They worked on two manuscripts, 'Relationship between maternal postnatal common mental disorders and infant feeding practices from birth to six months in Limpopo' and 'Associations between maternal anthropometry and infant development in Limpopo'.





School of Human and Social Sciences

"R26 million was received for a media studies and language laboratory, a music studio, lecture seminars and offices."

Prof Mokgale Makgopa – Dean

participated in the Univen Infrastructure and Efficiency Funding project for 2012 and the school received R26 million for infrastructure. An African languages laboratory, media studies laboratory, a music studio, lecture seminars and offices for the school will be constructed.

I visited the Central Connecticut State University in the USA to explore collaboration. A memorandum of agreement is in the offing with the Xitsonga section of the MER Mathivha Centre for African Languages, Arts and Culture.

Teaching and learning

Four staff members completed their PhD degrees – two with the University of Stellenbosch, one with Univen and one with the University of Warwick in the UK.

In 2012 391 students graduated of which 357 were undergraduate. The school still faces serious challenges regarding the throughput rate of postgraduate students. However, some intervention strategies have been put in place to mitigate the situation.



Research and innovation

The school organised two back-to-back conferences - for the International Society for Oral Literatures of Africa and the African Languages Association of Southern Africa. At these conferences 30 papers were presented by staff members, of which ten have been accepted for publication in the Southern African Journal for Folklore Studies.

In the Vice Chancellor's Excellence in Research awards four staff members received a certificate for being active researchers, one received an award for being a young rated researcher and I was rewarded for being the researcher with the most publication output.

Staff members participated in conferences organised by, among others, the Africa Institute of South Africa, the Academy of Linguistic Law, the Bhasha Research and Publication Centre and the Association for Commonwealth Literature and Language Studies.

In the reporting year staff members published two books, two book chapters and six articles in peer reviewed and accredited journals.

Community engagement

Staff of the Department of Development Studies was invited by Ingwenyama Makhosezwe II to visit the Royal Kingdom of the Ndebele of Manala. The purpose of the visit was to rewrite the history of Amandebele (Manala). The research project will be officially launched during the 32nd King Silamba annual commemoration day at KaMjekejeke.

The Department of Music, in collaboration with the Department of Arts and Culture, organised a festival for artists in schools, with schools around the Thulamela Municipality participating.

Social work students installed a ceiling at the Diiteleni Day Care Centre.

The Department of Development Studies hosted a launch of Amnesty International South Africa.



School of Law

*"The School of Law hosted
the first ever African Law
Deans' Forum."*

Ms Annette Lansink – Dean

2012 was an exciting year for the School of Law. The school attracted more students in the research masters degree and more than 1 200 students were enrolled for qualifications in Law and Criminal Justice.

Teaching and learning

Prof Fons Coomans, UNESCO Chair in Human Rights and Peace and Head of the Department of European and International Law at the Maastricht University in the Netherlands, delivered a public lecture on 'Economic, social and cultural rights: recent international developments'. The lecture was part of the series of public lectures 'The University of Venda: 30 years of making a difference'.

Partnerships, linkages and international relations

In the year under review the school initiated the honorary doctorate in Law conferred by Univen on Dr Navanethem Pillay, the United Nations High Commissioner for Human Rights. She also delivered a public lecture on the eve of the graduation, titled '30 Years of international human rights protection'.

A memorandum of understanding between the University of Venda and the Pretoria Society of Advocates promotes academic excellence by offering incentives to the best LLB student annually. It includes automatic admission for pupillage at the Pretoria Bar, a stipend and a floating merit trophy. The award will be known as the Adv McCaps Motimele SC Award.

The partnership between Univen and the University of Virginia in the USA led to a workshop for 20 final year students of the Department of Mercantile Law on mediation as a form of dispute resolution. Another workshop offered English language skills training.

At the conference of the Society of Law Teachers of Southern Africa, Adv Kate Malepe, Head of the Department of Private Law, was elected president of the society.

As part of the partnership between Univen and the University of Pretoria, two international LLM students from the Centre of Human Rights completed their internship and dissertation writing on the programme Human rights and democratisation in Africa at the Univen.

In the review year the school hosted the first ever African Law Deans' Forum, bringing together 25 participants from universities in Kenya, Namibia, Nigeria, South Africa, Uganda, Zambia and Zimbabwe.

Community engagement

In 2012 The Law Clinic, the school's flagship community engagement project, opened 180 files for indigent clients, involving criminal cases, divorce, domestic violence, evictions, labour and maintenance.

The clinic is also involved in training of students in the Street Law project. It trained two participants from the Thengwe High School for the 2nd National Schools Moot Court competition. They won the competition.

In the Street Law project students are trained in raising awareness of the constitution and provide guidance on the law to high school learners and to more than 300 prisoners in correctional facilities.

Various papers with an impact on communities were delivered on topics such as –

- Asylum-seeking university students
- The implications of language policies at universities
- Socio-economic development in SADC
- Ubuntu and customary law
- The Information Bill
- Re-thinking freedom of expression in the light of cultural sensitivities
- Crime
- Labour brokering
- Cultural symbols and the National Schools Act
- The Traditional Courts Bill and its meaning for local communities

The school held internal competitions to select the best candidates to participate in the International Africa Human Rights Moot Court competition, the national Family Law Moot Court and the Lexis/Nexis Criminal Law Moot Court.

The 21st African Human Rights Moot Court competition held at the Eduardo Mondlane University in Mozambique was attended by 40 African universities from English, French and Portuguese speaking countries.

The Head of the Department of Criminal and Procedural Law, Mr Mawila, excels in social responsive and volunteer community engagement and voluntarily presided over 938 cases in 2012.

A workshop on the education rights of refugees and other migrants enhanced the collaboration between Univen, the University of Virginia and the Centre for Education Rights at the University of Johannesburg.

It also established working relationships with the international non-governmental organisation involved in development and relief work, 'Save the Children', the Musina branch of Lawyers for Human Rights and other stakeholders in grassroots communities, government, civil society and academia.

The Anti-Xenophobia campaign was launched on Human Rights Day 2012. The campaign under the motto Motho Ke Motho Ka Batho, in seven different languages, facilitates interaction between international and domestic members of the university community.



School of Management Sciences

"The School of Management Sciences is exploring ways to accredit Univen qualifications with the Association of Certified Chartered Accountants and the Chartered Institute of Management Accountants."

Prof Agyapong B Gyekye – Dean

In its continuing contribution to the conversion of Univen to a comprehensive university, the school's new career focused programme on Travel Practice and Operations was submitted for Council on Higher Education accreditation, approval by the Department of Higher Education and Training and registration by the South African Qualifications Authority.

To ensure that its programmes meet professional and market needs, the school continues to review its curriculum and benchmarks with other tertiary institutions. The Business Information Systems programmes were internally reviewed.

The Business Management Programme was reviewed and benchmarked with the University of Pretoria, the Nelson Mandela Metropolitan University and Unisa.

The Human Resource Management and Labour Relations programme was reviewed and benchmarked with the North-West University. The Tourism programme was reviewed and benchmarked with the University of Johannesburg and the Cape Peninsula University of Technology.

To achieve the prescribed Department of Higher Education and Training enrolment target for the school of 18%, the school has continued to monitor the enrolment process. Undergraduate enrolment as a proportion of the overall university enrolment has declined from 21,2% in 2009 to 19,6% in 2010 and to 16,7% in 2011. At the same time postgraduate enrolment has increased from 3,7% in 2009 to 4,4% in 2010 and to 5,3% in 2011.

A total of 25 of the school's 32 programmes were submitted to the Council on Higher Education as category A [requiring minimal changes], while seven were submitted as category B [requiring minor changes to be Higher Education Qualifications Framework-aligned].

The newly established University of Venda School of Management Sciences Alumni donated an annual prize of R1 000 to the best performing student in the school. It is awarded during the May graduation ceremony.

In a similar vein, Agape Chartered Accountants Incorporated will provide an award of R1 000, for the next three years, to the best performing student in BCom Accounting.

Teaching and learning

As part of a comprehensive evaluation programme for academics, the school designed and implemented a student assessment of staff instrument and developed an automated online student assessment tool which was used to analyse assessments in a few modules.

To improve student success rates, the school implemented the university-wide and school specific selection criteria. A class attendance register and head of department class attendance reporting was fully implemented – all to improve the school's success pass rate by 2% annually.

To improve student throughput and graduation rates, the school continued to implement the identification, documentation and provision of appropriate interventions to 'at risk' students. Causes of students being at risk and thus adversely impacting on throughput and graduation rates include non-attendance of classes and tutorials, poor written communication and comprehension skills, non-purchase of text books and overcrowded venues.

The school instituted a number of interventions including extra tutorials for all 'at risk' students, one-on-one academic counselling by heads of departments and staff, additional tests and assignments, promotion of group work and an open door policy on consultation and referrals to the student Counselling Unit for psychological counselling. As a result the school's graduation rate increased from 18% in 2009 to 31%.

A key target in the capacity development of the school's academic staff was that at least 20% of academics without appropriate qualifications must be enrolled in relevant postgraduate studies. In total 20% were enrolled in postgraduate studies, five for PhD studies and four for masters degree studies.

Research and innovation

In the review year the school continued to build its research capacity by increasing the number of active researchers. These included organising school level research workshops and staff members attending workshops on postgraduate supervision and article writing.

Senior academics also mentored junior colleagues and staff members developed proposals and applied for National Research Foundation and other funding. Funding of nearly R308 000 was raised.

Activities to increase research output included increased masters and doctoral output, increased research collaborations and increased peer reviewed/ research publications.

Honours enrolment increased by 128%, research masters by 16,6%, taught masters by 12,5% and doctoral enrolment by 100%.

In 2012 the school improved its research and publication profile by the number of staff members presenting papers at conferences and by the number of peer reviewed articles/book chapters.

Staff members presented eight conference presentations, including at the 23 annual Southern African Institute for Management Scientists conference in South Africa, the Financial Education Association conference in Florida in the USA, the 5th International Business Conference in Mauritius and the International Conference on Entrepreneurship in New Orleans in the USA.

Staff members published three articles in Tourism development after the crisis and the South African Journal of Physical, Health Education, Recreation and Dance.



Partnerships, linkages and international relations

In 2012 the school continued to establish linkages and partnerships in teaching and learning, research and community engagement with both local and international institutions.

Achievements include additional funding for a masters student's research from the BANKSETA and visiting scholars from the Chinhoyi University of Technology for joint research activities in Tourism and Hospitality.

New partnerships were established with the North-West University for collaborative research and an exchange of students in Tourism, curriculum benchmarking and joint supervision.

New partnerships were also established with the Development of Tourism for collaboration in research, capacity building, including funding for postgraduate training and commissioned research and with the provincial Department of Education for collaboration and partnership in the training of managers in coordination with the Limpopo Learning Academy.

With the Association of Certified Chartered Accountants and the Chartered Institute of Management Accountants, the Department of Accounting is exploring ways of accrediting Univen accounting qualifications.



Community engagement

The school appointed champions for the Council on Higher Education pillars - teaching and learning, community engagement, research, volunteerism and social responsibility and community partnership. The Thivhilaeli Secondary School in Manini has been adopted and staff members of the school help with the teaching of English, Maths, Science and Business Studies.





School of Mathematical and Natural Sciences

*"7 200 learners benefitted from
the Vuvani Science Resource
Centre's outreach activities."*

Prof Jan Ernst Crafford – Dean

IN 2012, the Departments of Biochemistry, Botany, Chemistry, Microbiology and Zoology moved into the state-of-the-art new Life Sciences and Chemistry building on the Univen campus.

The Departments of Computer Science, Mathematics and Applied Mathematics, Physics and Statistics now occupy the entire 'old' Science Building, which will be converted into new dry facilities - computer and teaching laboratories - for these departments.

The school has been growing steadily over the past three years - from 955 total enrolments in 2010, to 1 040 in 2011 and 1 097 in 2012. In total 12% of enrolments in the reporting year was at postgraduate level, with 12 PhD's and a record of 37 MSc students enrolled.

The school was served by a total of 73 permanent staff members, 27 of whom have PhD degrees. Fourteen were enrolled in studies toward higher degrees, masters and PhD, both at Univen and at other South African universities.

The core business of the school was supported by three administrative staff and six technicians and laboratory assistants attached to the various academic departments.

Teaching and learning

Pass rates in the sciences are invariably lower than in the humanities across the tertiary education landscape in South Africa, and according to the Department of Higher Education and Training range between 57% and 72%.

The school is determined to improve its pass rate, which had been below 70% up to 2010. Through a dramatic increase in the use of internally funded tutors and National Research Foundation-funded interns to enhance teaching and learning in large classes, especially at first year level, and continued capacity building of staff involved in teaching at the foundation level, the school's pass rate increased to 78%.

More importantly, the graduation rate, which has consistently improved, was 20% in 2012 (compared to just 11% in 2008), and now approaches the national norm of 22,5%.

To also improve throughput rates, 2012 again saw the strict application of selection criteria for first-entering students and a determination to adhere to university rules which regulate the maximum duration of study for the degrees on offer.

The quality of first-entering students remains a concern, especially with respect to competency levels in mathematics and physical sciences. The extended four-year BSc degree programme offered by the Science Foundation Department, which is based on a supportive foundational first year for students who do not meet the requirements for direct entry into the mainstream three-year BSc programme, has continued to increase access for underprepared learners to science degrees at Univen.



Research and innovation

The number of National Research Foundation-rated researchers increased to six in 2012.

Prof Bessong was also appointed full-time Research Professor in the School – the first such appointment at Univen, which aims to increase research and postgraduate output by relieving the incumbent of undergraduate teaching and administrative burdens.

A major achievement was the awarding to Univen of a National Research Foundation Research Chair in Biodiversity Value and Change, to be based in the school. Univen has nominated Prof Peter Taylor, a National Research Foundation B-rated zoologist based in the School of Environmental Sciences, as the chair





holder. The chair will add considerably to research and supervision capacity in the school.

Co-hosted by the Centre of Invasion Biology at the University of Stellenbosch, the chair will further cement a long-standing and advantageous collaboration between the school and the centre.

This collaboration continues to yield dividends for postgraduate students in the biological sciences, with R1,5 million in bursaries now having been allocated by the centre to co-operative and co-supervised student projects at honours and masters level. The school contributed substantially to the dramatic increase in Univen's research output during 2012, with an increasing number of its academic staff becoming actively involved in research and postgraduate supervision.



Partnerships, linkages and international relations

The school continued to play a major role in the successful partnership between Univen and the University of Virginia in the USA.

During 2012 two visiting professors from that university were appointed at the school, where they present annual short courses on important topics in the field of molecular genetics.

The successful partnership between Univen and the University of Warwick in the UK, which in 2012 saw a second intake of mathematics graduates from Warwick teaming up with teachers in selected rural schools to impart skills in mathematics teaching, was once again co-ordinated by the school through the Vuwani Science Resource Centre.

Several international memorandums of understanding were initiated, amongst others with the University of Havana in Cuba and the University of Maseno in Kenya. These were prompted by the school's commitment to skills development and capacity building within a wider African context. Several benefits to staff and students have been realised through these linkages.

Community engagement

The major thrust of the school's community engagement remains the Vuwani Science Resource Centre, although individual staff members from all academic departments continued to engage the community in both formal and informal outreach initiatives.

A total of 108 visits to and by schools during 2010 saw at least 7 200 learners benefiting from the centre's outreach activities, which represents almost a thousand more contacts than in 2009.

The annual National Science Week activities, sponsored by the Department of Science and Technology, remain the centre's highlight of the year. During 2012 the school, in association with the Department of Science and Technology and the CSIR's Meraka Institute and with departmental funding of R450 000, established an Indigenous Knowledge System Documentation Centre.

Indigenous knowledge and technology in the Vhembe district is documented by a team of trained recorders, and the information is uploaded to a server at Vuwani and relayed to a Department of Science and Technology portal.

This project forms part of the department's national indigenous knowledge system management system, with the Vuwani Science Resource Centre serving as one of six indigenous knowledge system recording nodes in South Africa.

The resource centre recorded 12 250 contacts with learners from schools throughout the Vhembe district during 2012 – a certain indication that the centre is increasingly viewed by client communities as a valuable resource for improving learners' exposure to, and uptake of science subjects.



Centre for Higher Education, Teaching and Learning

"The directorate serves on the Minister of Higher Education and Training's reference group that evaluates applications from South African universities for funding for foundation provision."

Dr Clever Ndebele – Director

THE centre obtained Council approval for the Vice Chancellor's Excellence in Teaching awards for staff and students, to be made for the first time in 2013.

Teaching and learning

In the year under review the centre engaged academics in various teaching and learning issues, including curriculum development, assessment of student learning and teaching and learning methodology.

Two staff members completed the postgraduate diploma in Higher Education at Rhodes University, while 22 were accepted for 2013. A total of 17 heads of departments attended a workshop on the evaluation of teaching and modules.

The centre trained 42 mentors and peer helpers and supported 210 mentees. To assist students to plan for employment, seven government departments participated in the graduate recruitment programme – 430 students in total. As a service to students with disabilities, 123 items were brailled and printed, 275 articles scanned and 106 tests from academics processed for use by disabled students. In addition, 104 students consulted for counselling and therapy services.

Research and innovation

Two new projects were registered with the Research and Publications Committee, attracting more than R38 000 in funding.

Staff members published ten articles in peer reviewed accredited journals, averaging 0.81 units per PhD staff, way above the university average. Staff also attended one international and five national conferences.





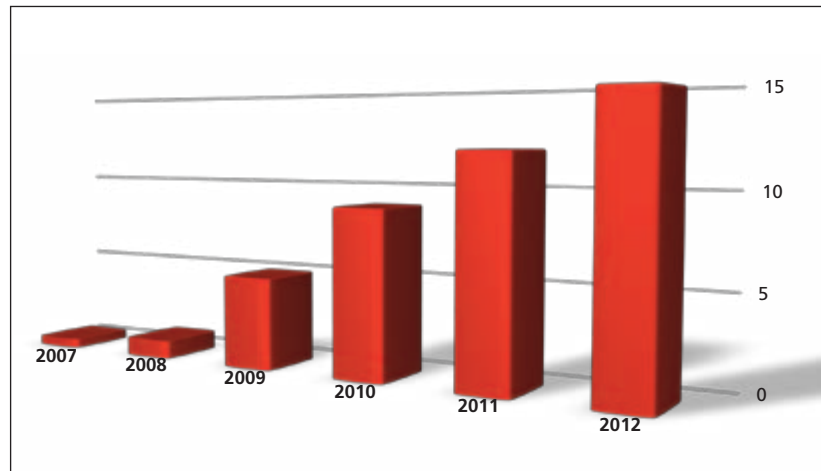
Research and Innovation Directorate

"Research output measured by publications in accredited journals increased more than seven-fold."

Prof Cheryl Nikodem – Director

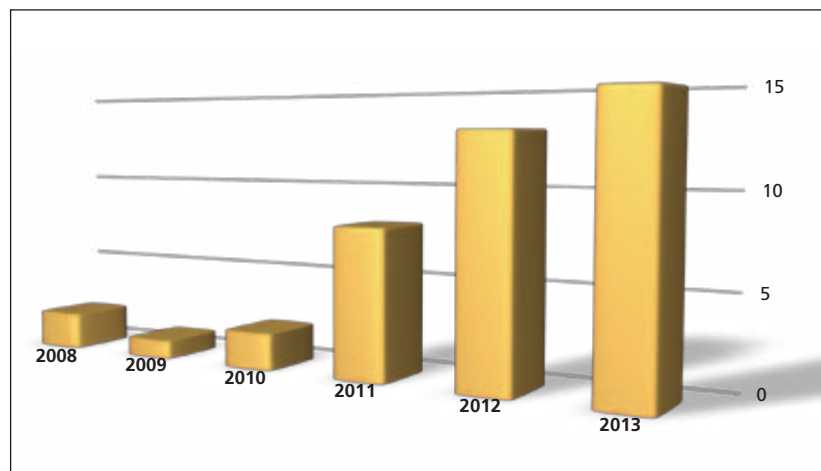
2012 saw major achievements like the two chairs - and two additional female C3 rated researchers. Research output improved from 0.25 to 0.61 per staff. Other achievements included an increase in external research funding, implementation of research professorships, the special non-fulltime academic positions filled and the Univen history book project.

Increase in funding



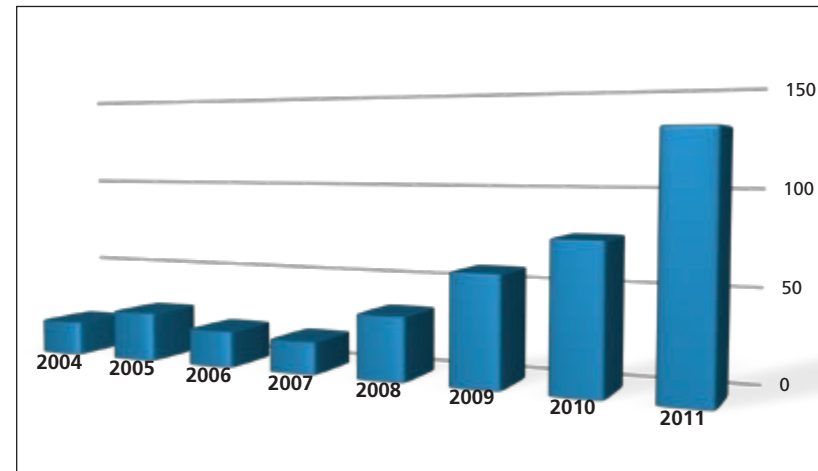
In the year under review more than R3,9 million was used to support 95 international and 34 national conferences, while more than R8 million was applied for, among others, scientific international visits, article-writing workshops, new research projects and support grants for 35 PhD and 60 masters students.

Rated researchers



The research output measured by publications in accredited journals has greatly improved from 18.69 units in 2004, 26.9 units in 2005, 19.83 units in 2006, 17.51 units in 2007, 34.16 units in 2008, 58.37 units in 2009, 76.76 units in 2010 and 130.85 units in 2011. The growth is expected to continue over the next five years.

Research output





Community Engagement Directorate

"Ten home based care organisations were trained with the support of R500 000 from Voluntary Services Overseas."

*Prof Vhonani Netshandama
– Director*

2012 saw yet another increase in community engagement activities and requests for partnerships from communities.

Teaching and learning

More departments were engaged on the roles and responsibilities of lecturers and students in community engaged teaching and learning, with particular focus on work integrated learning. All schools were represented in the workshop, which amongst others, identified their strength, weaknesses and opportunities.

Research and innovation

The directorate's flagship projects, such as Water and Health in Limpopo and the Vuwani Science Resource Centre's new activities, including the Indigenous Knowledge System resource centre and renewable energy experiments, continued unabatedly.

Students' research topics that emerged from community engagement activities increased and some community stakeholders became postgraduate students. A National Research Foundation grant of more than R1,2 million focused on school partnerships to improve Maths and Science of grade 10 to 12 learners in rural schools.

Community engagement

The 2012 volunteer programme for the development of management training was supported by parliamentarians from countries like Mozambique, Malawi and Zimbabwe. Ten home-based care organisations were trained with the support of R500 000 from Voluntary Services Overseas.

Dialogue on diversity issues and public participation activities improved significantly with various schools and directorates supporting awareness campaigns for among others, lesbian, gay, bi-sexual, transgender, intersexual and anti-xenophobia groups.

Students' volunteer activities such as Enactus, Save that child, Febes, the Business management Forum and the Amplifying community voice association were also more visible.



Several memorandums of understanding were signed with stakeholders including the Vhembe District Municipality, geographical communities, international organisations such as the Red Cross and the Peace Corps, and government departments such as Rural Development, Higher Education and Training, Social Development and Cooperative Governance and Traditional Affairs.

In the review year nearly R27 million was awarded by the Department of Higher Education and Training and the National Skills Fund towards the upskilling, reskilling and skilling of cooperatives and small and medium enterprises in the district. A database for unemployed youth and graduates in the district was created.





Library Services

"The book collection continued to grow with the addition of 3 320 volumes."

Ms Mushoni Mulaudzi – Director

2012 was the first year in which library services were offered from a newly refurbished building. New facilities included group workrooms, a laptop counter, new expanded training rooms and new information commons. The disability unit was fitted with computer equipment, including reading devices as well as special software required by disabled students, particularly those who are blind and partially sighted.

A total of 481 groups used the new group workrooms, while demand for use of the laptop work area outstripped supply. In the review year attendance increased from 63% to 91%, a growth of 28%, compared to the previous year.

In total 60 students attended the library's comprehensive information literacy course, which imparts academic literacy skills and helps address the challenge of under-preparedness for academic work of new students.

The library added new training guides to those already available on the website, to equip students with self-help and for enhancing the quality of training offered. The two training guides assist with searching law course material and creating search alerts on SABINET. The book collection continued to grow with the addition of 3 320 volumes, a 3% growth.



Support for research and innovation

Three additional Information Librarians were appointed, strengthening the library's support to individual students and academics, particularly those engaged in research. The School of Law now has a dedicated librarian heading the Law section.

The uploading of theses and dissertations onto the Univen electronic theses and dissertations database commenced during the year under review. A total of 45 theses and dissertations were uploaded - 11 for PhD and 34 for masters degrees.

The library continued to train and facilitate the use of Turnitin by academics and students and 82 academics were trained and registered on the system, increasing the number of registered users to 191.

Community engagement

Two workshops on marketing for artists were held in partnership with the Vhembe District Municipality. These covered painting, sculpting, photography, poetry and story-telling. Book donations to other libraries included 211 to the regional library, 235 to the Ngulumbi Community Library and 237 to the Kutama Sinthumule Correctional Centre.





Institutional Planning and Quality Assurance Directorate

"The 2012-2016 Strategic Plan was finalised and a monitoring tool has been developed which focuses on whether targets have been achieved."

Prof Thina Ngobeli - Director

IN 2012 the directorate focused on producing the 2012 - 2016 Strategic Plan, reviving the Quality Assurance Board, developing the Quality Assurance Policy, overseeing programme accreditation, monitoring progress of the implementation of the Higher Education Quality Committee's improvement plan and facilitating the implementation of the Management Information System project.

The 2012-2016 Strategic Plan was finalised and copies distributed to all staff members. A monitoring tool has been developed which now focuses on whether the 2012 targets have been achieved.

The Quality Assurance Board was restructured and now includes representatives of academic, administrative and service staff. It oversees the quality assurance activities and processes of all sections of the university.

It ensures that effective policies and quality management systems are in place and complied with throughout the institution. The board is a forum for the discussion and promotion of quality assurance developments in services of the university.

A Quality Assurance Policy was developed and approved by the relevant structures. It ensures excellence in teaching and learning, community engagement and research. It is supported by excellence in service delivery by academic and administrative support services, with quality infrastructure and physical facilities to ensure the realisation of the vision and mission of the university.

An improvement plan was developed after the Higher Education Quality Committee audit. Dr Mark Hay of the Council on Higher Education discussed the improvement plan with University Management and Univen is now implementing the targets. A tool to monitor implementation was also developed.



During the year under review the directorate offered workshops to train academics in programme development. These included credits allocation, module design and development and determining workload in relation to credits and notional hours.

New programmes were developed, processed and sent to the Department of Higher Education and Training for approval. Seven of these were then submitted online to the Council on Higher Education for accreditation, and simultaneously to the South African Qualifications Authority for registration.

As an accessible, secure environment, the Management Information System compiles student, staff, space and research information. By establishing practices and processes for the Higher Education Information Management System and operational data provision, the new system leverages collective knowledge of existing operational information systems to accommodate university-wide information.

The project has been designed in such a way that it shows how the dashboards can be used to standardise the processes of data integration and dissemination on the Management Information System portal.



Operations division

*"The University of Venda is
financially stable."*

*Dr Jannie Zaaiman - Deputy
Vice Chancellor: Operations*

IN 2012 the division assisted in providing and maintaining a teaching and learning environment by rendering quality facilities, an improved level of maintenance, as well as hi-tech equipment and teaching material. It also ensured the financial sustainability of Univen, the management of risks, the safety of its staff and students and the growth of its third stream income activities through the Univen wholly-owned subsidiary company, the Univen Income Generation Centre (Pty) Limited.

To ensure the financial sustainability of Univen, the division ensures prudent financial management by creating a culture of financial astuteness among especially senior staff members and giving the Univen community the comfort that its finances are managed in a prudent manner and invested wisely.

For the past number of years, Univen was able to generate a moderate annual surplus while it continues to expand all its streams of income flow - government subsidy, students' fees, donor funding and third stream income generation. Univen manages and controls its expenditure in line with the approved annual budget. This has resulted in unqualified audit opinions for many years. To assist Univen in the management of its finances, it commissioned the development of a multi-year financial management forecasting model and the university is now able to forecast its future financial position in a much more accurate way.

During the period under review the division compiled a disaster management plan. Univen defines disaster as any condition – man-made or natural - which results in a significant disruption to the academic project of the university.

The division is drafting business process documentation for all its departments, with those for Finance, Expense Budgeting, Asset Management, Financial Code Structure, Accounts Receivable, Cash Management and Financial Aid Management completed. Such documentation is used to train new staff members, assist acting staff members and assist in auditing financial processes.

Univen has drafted an integrated transformation plan which is currently under discussion with various stakeholders. Six transformation themes were extracted from an inclusive consultative process with all direct Univen stakeholders -

- Diversity
- Institutional culture
- People management
- Student centricity
- Core business
- Governance



Through the management of its Human Resources and the continued development of the university's workforce, Univen has been able to continually increase the throughput of students, make significant improvements in research output and create a stable and hard-working workforce. The introduction of a performance management system which started with members of Executive and Senior Management was cascaded to the levels of heads of departments, managers and supervisors and the training of more than 227 staff members during 2012 contributed to this achievement.

The review year marked the fourth year of significant financial investment by the Department of Higher Education and Training of more than R 305.279m, especially for infrastructure expansion and backlog infrastructure. The Univen Council approved a contribution of R34.465m towards the infrastructure funding.

This funding complemented the funding which the Council made available for information technology infrastructure expansion, new buildings, general maintenance and smaller infrastructure projects.

As a result, many major projects were completed and the buildings occupied - such as the four new lecture halls, a new student administration building, the new life sciences building and an extension to the library.

The increase in broadband at Univen is one of the highlights of 2012. With the support from both the Department of Science and Technology and the Department of Higher Education and Training and the investment by Univen, the broadband supply to the campus was increased tenfold from 30mbps to 300mbps. The current supply is wireless, links to the SanRen backbone and will in due course be replaced with optic fibre cables.

The new female residence was also equipped with a computer laboratory - as will all future residences. A disaster recovery site was successfully established at the library and a back-up and recovery process has been implemented with tapes stored off-campus. A third disaster recovery site is being planned at the Vuwani Science Centre.

Univen has paid significant attention to the management of risk and has been one of the first universities to translate the King 111 principles into university terminology. The university has been measuring its risks accordingly since 2011. Univen has also conducted regular risk assessments and has been reporting on progress on identified risks to the Risk Management Committee and the Audit Committee of Council on a regular basis.

Physical security on campus has been improved through additional CCTV cameras, improved access control at the residences, improved lighting on campus and better campus entrance patrols. The patrols to university houses in suburbs and night patrol to protect students who walk back to campus have also been improved. A number of fraud and corruption cases were investigated and finalised successfully.

As far as occupational health and safety is concerned, Univen appointed and trained 20 first aiders, 27 occupational health and safety officers, seven fire fighters as well as a general machine competent person, an incident investigator and an occupational health and safety officer. Aspirata was appointed as occupational health and safety consultants.

The prudent financial management practices, including complying with the requirements of general acceptable accounting practices and international financial reporting standards and adherence to the King 111 Report, will be continued. These practices will be consolidated within a multi-year budget framework that will contribute to enhancing predictability and stability in the budgeting process.

This, together with controlled student debt, will enable the continued realisation of annual surpluses, which would both provide a hedge against unforeseen circumstances and contribute to supporting strategic objectives, particularly the provision of seed capital for new initiatives.

Thus, the focus in the next five years will be to ensure that Univen remains on a strong financial footing, delivers unqualified annual financial statements, keeps loans to a minimum, optimises investments and attracts capital both from the public and private sectors, while focussing on third stream income generation as a matter of priority.

Univen has contracted PwC to build a financial software planning tool which will enable the university to do four years' forecasting by changing various variables to ascertain its long term impact on financial viability.

The university received a final allocation of R277.243m for 2012 from the National Student Financial Aid Scheme of South Africa. This allocation has increased by R82.444m which is 42,32% higher, compared to the 2011 final allocation. In total, 7 076 students benefited from the scheme.

The Univen Income Generation Centre is establishing itself as an important delivery vehicle for the university, especially in terms of short courses. Major contracts have been won and the focus will now be on quality service delivery. Future emphasis is the appointment of a director and a coordinator for statistics and research, the packaging of learning materials and acquiring accreditation for certain short courses.

During 2012 the centre offered various short courses. These included -

- **New Venture Creation Learnership Programme**

This is a R4,7m learnership project funded by the Media, Information and Communication Technologies Sector Education and Training Authority. The project capacitates 100 information technology graduates in entrepreneurship skills, providing them with a basis to establish their own businesses.

- **Short course in Geographical Information System**

This one-week course is offered by the School of Environmental Sciences during the university break periods.

- **Short course in catering and food preparation and clothing**

In 2012 four groups were trained in catering and food preparation and one group in clothing and designing. Each group is trained for six weeks.

- **Database of consultants and facilitators**

A database of consultants and facilitators of short courses was compiled. It shows the names of the staff, their qualifications and field of expertise. More than 34 facilitators and eight proof-readers are currently on the database.

- **Transfer of research consultancy projects from research department to centre**

2012 has seen the conclusion of all consultancy projects registered under research being transferred to the centre.

- **New consultancy project**

The R492 000 project from the Land Claims Commission was implemented successfully.

- **Car wash project**

Although the project was meant to be fully operational in 2012, due to technical and logistical challenges it was implemented in parts and by the close of the review year finalisation of the campus site for the project was nearly completed.

The centre submitted several bids/tenders during the year under review. These included bids or tenders for the National Skills Fund, for the Local Government, Water and Related Services Education and Training Authority, for Trade and Investment Limpopo, for the training of councillors of the Vhembe District municipality and for the evaluation of the impact of informal businesses in Limpopo.

Univen was successful in a bid submitted through the Department of Higher Education and Training for National Skills Fund discretionary funds to the value of R26,6m.

The Editing and Proofreading Unit has been marketed during 2012. A database of prospective clients has been sourced at various schools in the Vhembe District. A training manual for proofreading consultants is nearing completion.





Department of Human Resources

"The new people management strategy focuses on transformation and change enablement, talent management, labour relations and transactional excellence."

*Mr Justice Tshililo Manenzhe -
Director*

A new people management strategy has been drafted and contains four focus areas - transformation and change enablement, talent management, labour relations and transactional excellence.

Regular consultations were held with internal structures and agreements were reached on a general remuneration package increase for 2013 and revised conditions of service. Consultation on the revised disciplinary code of staff is ongoing.

The department has successfully implemented total cost to company remuneration packages for all employees. The rules of the Provident Fund were amended to allow employees to exercise their choice to calculate their remuneration package as 75% or 65% of their total package. Further option was given to employees to exercise their choice to either contribute 5% or 8% towards the fund.

Employee wellness

ICAS was appointed as an employee assistant programme service provider.



Recruitment

During the review year 106 positions were advertised nationally and the following appointments were made -

Academic positions filled –

| | |
|---------------------|-----------|
| Professor | 2 |
| Associate Professor | 2 |
| Senior Lecturer | 5 |
| Lecturer | 21 |
| Junior Lecturer | 7 |
| TOTAL | 37 |

A total of 35 non-academic positions were filled.

Staff development

| Training conducted | Participants |
|----------------------------------------------------------------------------------------------------|--------------|
| Leadership and Management Development Fellowship Exchange Programme | 8 |
| Leadership and Management Development - Academy For Women in Higher Education leadership positions | 5 |
| International training | 3 |
| Employee capacity building and skills enhancement | 437 |
| International fellowship programme | 4 |
| Internship programme | 41 |
| TOTAL | 482 |





Department of Information Technology Services

*"For the first time, students
could register online."*

Mr Joel Vele – Director

IN 2012 the department developed the integrated information technology plan, aimed at providing high quality and cost effective services to the university community. It also deals with information technology-related issues and addresses the requirements for information architecture and infrastructures.

In the review year these projects were rolled out -

- A disaster recovery centre
- Improvement of physical security on campus
- Computer laboratory in the new female residence
- Bandwidth upgrade
- Student e-mail system

With rapid advances in information and communication technologies, the plan is reviewed every year to align it to the ever-changing digital environment.

There are 809 staff e-mail accounts that generate an average of 18 000 e-mails per day. The average Univen mail account is 1 000 megabytes of space and there are currently 395 gigabytes of storage. A total of 25 395 mailboxes were created for students since 2008.

Every student that registers at the university is assigned an e-mail address. These are based on the Microsoft Live@edu which is a free suite of hosted Microsoft services and application intended for educational needs. Students are assigned life-long e-mail accounts that they can still use even if they are alumni.

Initially there was a slow uptake of this technology due to limited bandwidth. However, with the university now being connected to the SANReN backbone, sharp growth in the usage of this facility is being anticipated.

The disaster recovery centre was established in the library with a dedicated network infrastructure connecting the equipment to the server room. A hot site, duplicating the computer room with full computer system as well as near-complete backups for user data, will be established. This will enable all university systems to relocate with minimal losses to normal operations, following a disaster.

Upgrades in the review year include -

- A total of 1 800 metres of single mode fibre was used to link the new Life Sciences building, the new student admin building and the new female residence at 10 gigabytes per second. A total number of 272 CAT 5e UTP points was installed in these new buildings with built-in redundancy.
- A dedicated 800 metre fibre was installed from the sports hall to the computer room to connect the university network to the SANReN backbone. This backbone connects three rural universities, including Univen, to the rural campus connection project that is funded by the Department of Higher Education and Training. Univen is connected to the SANReN backbone at a capacity of 300 mega bits per second. The wireless network offers two routes, one to high site at Haenertsberg near Turfloop and another via Makhado to the University of Limpopo, which serves as the peering point.

This project is almost finished and Univen students are already benefiting through faster connection speeds and improved bandwidth capacity when accessing the internet and other remote sites - at a lower cost. When this project is completed, staff and students will be able to search databases, journals and other e-resources much faster and collaborate much easier with other scholars and peers worldwide, at a competitive level.

The internet connection was upgraded with the Telkom synchronised digital hierarchy, with a total capacity of 30mbps.

Online student registration was introduced, using the existing web-based iEnabler system. A total of 340 workstations were installed in different venues.

During registration, students -

- Selected qualifications and registered the modules they were entitled to enrol for.
- Printed proof of registration and statement of account.
- Obtained their new-look student cards within the venue with their Live@edu email address printed on the card.
- Were automatically registered on the university's active directory and Live@edu for their e-mail accounts.

The average time spent by students during registration ranged from ten to fifteen minutes. A total of 23 IPAD4-64's were purchased for Council members to enhance paperless meetings. It also eliminates the risks of confidentiality breach due to printing documents, as well as the cost of printing and delivering bulk meeting packs.

Campus communications improvements include -

- Bulk SMS - using the i-enabler system MyAccess, staff and students were able to update cell phone numbers on the information technology system.
- Installation of a LED screen - The 7.37m² P10 LED screen installed next to the main gate allows for electronic dissemination of information to staff, students and visitors. The web-based system allows for remote information uploading and administration.

The use of the online Unicenter Service Desk to log calls has increased by over 200% over the last three years. The system helps resolve technical problems swiftly.

Boardrooms in the School of Agriculture, in the new student administration building and at Student Affairs were fitted with audio visual equipment consisting of speakers, amplifiers, data projectors and electric screens.





Department of Facilities Management

"The Department of Facilities Management oversaw development projects of more than R337 million."

Mr Hulisani Nesane – Director

THE department is responsible for maintaining and improving infrastructure in student residences, staff accommodation, lecture halls, offices, laboratories, the library and the campus clinic. It is also responsible for cleaning, maintenance, gardening and landscaping of grounds.

New built environment consultants were appointed to assist Univen with the new infrastructure developments over the next three years. They provide consultancy services for project management, architecture, civil engineering, mechanical engineering, electrical engineering, quality surveying; and occupational health and safety.

During the year under review a Facilities Management Helpdesk was established to increase efficiency, two contractual appointments for cleaning services and air conditioning and refrigerators maintenance was completed. Electrical infrastructure maintenance scope of work was conducted.

Six facilities management policies were drafted - on minor and major works, on open space and gardens, on rental of facilities, on sport fields and sporting facilities, on traffic rules and regulations and on cleaning services.

A hygiene service provision scope of work audit in line with occupational health and safety act for student residences, as well as for the rest of the campus, was completed.

The department has identified 20 critical backlog and major refurbishment projects to the value of R8 465 000. Council approved the spending and the bulk of the projects were completed in the review year. These included -

- Upgrade and refurbishment of the School of Law building
- Landscaping and paving for Student Administration and the Life Sciences building
- Upgrade and refurbishment of lifts in the library, the administration and Science buildings
- Refurbishment of Senate chamber chairs
- Refurbishment of School of Environmental Sciences seminar rooms
- Upgrade and refurbishment of library ablutions and kitchen
- Upgrade of existing main gate for pedestrian access and security
- Sports field top dressing
- Sleeve from School of Agriculture to Maungani Gate for data cabling to improve access control
- Refurbishment of Music Department lecture rooms
- Replacement of industrial cooking pots and accessories in cafeteria
- Dedicated student notice board adjacent to Student Administration building
- Lecture hall table and chair repairs
- Upgrading of School of Human and Social Sciences ablutions block
- Upgrading of main administration reception area
- Repairs to Disabled Student Unit air conditioning equipment
- Reconstruction of main sewer pipeline
- Alterations to School of Environmental Sciences laboratories
- Hygiene standards within the university



Major infrastructure development

Department of Higher Education and Training infrastructure grant (2006 – 2010): R206m + R9m by Univen

- New Life Sciences Building including laboratory benches and fittings - R134,145m
- New Student Administration Building - R26,878m
- Refurbishment of library - R 17,177m
- New lecture halls (E-block) - R 45,479m
- Environmental Sciences Building - R 18,395m
- Renovations to Physical Sciences Building - R 6,089m (on tender stage)





Department of Higher Education and Training infrastructure grant 2010/2012 – R77m + R10m by Univen

- New female residence - R41,351m
- New School of Education (phase 1) - R23,445m (construction underway)
- Extension to School of Agriculture - R 23,999m (construction underway)
- School of Health Sciences nursing lab - R 6,000m (construction underway)

2010/2011 Council funded projects - R 25,5m + R10,364m recovery funds balance

- Upgrade of 40 houses - R7,0m
- Upgrade of student cafeteria - R 5,35m (construction underway)
- Water storage and supply upgrade - R 9,90m
- Tarring of road to School of Agriculture - R 5,35m
- Research Conference Centre - R5,40m
- Electrical infrastructure refurbishment - R 2,17m
- Walkways and piazza at library - R 4,05m
- New office complex - R 10,86m

2011/2012 Council funded projects

- Standby generators - R 11,003m
- Campus Health Clinic - R 10,000m
- Abattoir and upgrading of piggery, rooster houses feedlot - R 10,0m
- New Training Centre - R 10,000m

2012 – 2015 Department of Higher Education and Training grant allocation

The Department has awarded Univen an amount of R305,279m for infrastructure projects for the periods 2012/2013, 2013/2014 and 2014/2015. Univen has to contribute an amount of R34,465m.

| Project | Estimated budget | Departmental contribution | Univen contribution | Anticipated completion date |
|--------------------------------------------------------------------------------------------|------------------|---------------------------|---------------------|-----------------------------|
| Extension to Disability Unit and walkways, ramps | 11,229 | 9,600 | 1,629 | 2014 |
| New Health Sciences Building | 43,053 | 37,748 | 5,305 | 2015 |
| Agricultural laboratories | 9,151 | 9,151 | 0,0 | 2012 |
| Two student residences | 147,771 | 132,994 | 14,777 | 2015 |
| Phase two - School of Education | 36,702 | 33,032 | 3,670 | 2015 |
| School of Human and Social Sciences - upgrade | 17,615 | 15,553 | 2,062 | 2014 |
| Infrastructure backlog | 70,223 | 63,201 | 7,022 | 2013/2014 |
| Total cost of all projects | 339,744 | 305,279 | 34,465 | |
| Funded by Department of Higher Education and Training Allocations 2012/2013 101,0 received | | | | |



Student Affairs Directorate

"The directorate enhances the quality of student life outside the classroom."

Rev Simon Nedohe – Director

THE directorate consists of three units - Student Governance and Accommodation, Campus Health and Sport and Recreation.

The 2012 student parliament was officially opened by the member of the executive council for Economic Development in Limpopo, David Masondo on 29 February.

The Student Representative Council was inaugurated on and the president Mr Mafulo Mudau and his cabinet were sworn into office by Judge Tshifhiwa Maumela.

The first parliamentary sitting was held from 29 March to 1 April 2012 and the annual student policy conference was held from 18 to 22 June.

Student Representative Council elections

The election process started in September and the elections held on 11 October which was overseen by the Independent Electoral Commission. A total of 4 151 students voted which represents a voting percentage of 42%.

Participating parties

| Organisation | Number of votes | % |
|--------------|-----------------|-------------|
| ANCYL | 1 145 | 11,45 |
| AZASCO | 1 064 | 10,64 |
| DASO | 379 | 3,79 |
| PASMA | 446 | 4,46 |
| SASCO | 470 | 4,70 |
| SCO | 647 | 6,47 |
| Total | 4 151 | 41,5 |

Campus Health

During the year under review Campus Health hosted two 'First thing first' campaigns, offered monthly awareness campaigns on local radio stations, assisted a support group for people living with HIV/AIDS, initiated antiretroviral therapy training and tested more than 4 000 people.

The directorate is also at the final approval stages of the R10m clinic infrastructure and purchased a well-equipped ambulance.

It formed a partnership with the University of Virginia in the USA and benchmarked with three campuses – the Tshwane University of Technology's Soshanguve and Garankuwa campuses and the University of Witwatersrand.



Community outreach

The Sport and Recreation division continued cooperation with University Sport South Africa and affiliated nine sporting codes - badminton, cricket, dance, football, netball, karate, tennis, rugby and volleyball.

Netball outreach programmes entailed training sessions in the Vhembe Municipality while football players established a relationship with a community team playing in a Vodacom league. A rugby coaching session took place at Noordelikes Rugby Club, sponsored by the South African Rugby Union.

Achievements in the sporting field include Univen staff and students elected, among others, as general secretary of USSA Football, general secretary of FEDANSA, general secretary of Limpopo Karate and vice chairperson of USSA Badminton.

The university hosted the 2012 USSA Dance tournament and the Univen Football Club was affiliated to the SAFA Castle League.





Communi- cations and Marketing

*"About 90 000 learners were
exposed to the university's
academic offerings."*

Mr Takalani Dzaga – Director

THE Department's overarching responsibility in support of the university's strategic vision entails, among others -

- Safeguarding and strengthening the university's brand and reputation as a quality driven, financially sustainable comprehensive university.
- Promotion of positive image of Univen through mutually beneficial engagement with stakeholders.
- Proactive and reactive media liaison.

The department works with internal stakeholders to ensure that the communication and marketing strategies support the overall strategic objectives of the university.

During the year under review, the department focused on a number of priorities, as well as the provision of various high standard communications and marketing services. These included –

The Schools Liaison Section played a vital role in coordinating student recruitment activities to ensure that there is proper targeting and consistency in marketing the university programmes.

Univen hosted career exhibitions in February and May as well as an Open Day in July. A total of 19 187 learners were exposed to the university and its offerings.

The section attended 11 career exhibitions organised by other institutions in partnership with the Careers Exhibition and Information Association.

At these exhibitions 63 266 learners received information about university programmes and services. The section also visited 88 schools and five communities to promote the university and also present its programme offerings.

To encourage learners to apply for admission, the university participated in the 'Apply before closing date campaign' which yielded positive results. The department widely published the schedule for application, admission, selection, orientation and registration for the successive year.

The department produced a monthly newsletter 'Nendila' which is one of the main communication tools for both internal and external stakeholders. In total 24 000 copies of the newsletter were produced and distributed.

More than 45 media releases and advertisements were issued and placed. This was published in newspapers, in radio interviews, in television appearances as well as in journals, on billboards and in magazines.

More than 40 'Highlights of activities' were distributed to the university community and its strategic stakeholders. Media monitoring was used to track frequent reporting in different media.

During the monitoring period the university featured in more than 800 media mentions in print, broadcast and online media.

This included comments by Univen academics on articles pertaining to their specific fields of expertise. During the year under review the advertising value equivalent came to more than R10 million. Conservatively multiplied by three for credibility, the publicity value totalled more than R30m.

As part of the university's 30th anniversary celebration, a series of public lectures took place on campus. Invited guests that delivered public lectures included -

Dr Navy Pillay – United Nations Human Rights Commissioner
30 Years of International Human Rights Protection.

Fikile Magubane – South African Ambassador to Spain
South Africa, Spain bilateral relationship and opportunities for staff and students.

Victor Ravhuanzwo Limpopo SABC Regional General Manager
Servant leadership in the 21st Century.

Naledi Pandor – South African Minister of Science and Technology
Moving towards a knowledge based economy - the role of universities as agents of knowledge generation and socio economic growth and development of modern South Africa.

Prof Lesiba Teffo – Unisa Director and Chair of the Institute for African Renaissance Studies
Education, gender and rural development: key challenges in the development of Africa.

Prof Meryn King – Professor Extraordinaire, Unisa
Corporate governance.

Mr Max Makhubalo – Chief Executive Officer, BANKSETA
The role of the Sector Education and Training Authority in transforming the banking and microfinance sector and the economy.

During the main celebratory event the university's former chancellor and special ambassador, Cyril Ramaphosa, was the keynote speaker.

As part of the celebration, the Vice Chancellor and Principal, Prof Peter Mbatia hosted special staff events, also for staff who have been working at the university for 30 years, for alumni who constitute the class of 1982 and for previous Student Representative Council presidents.

Univen Radio celebrated 15 years on air during the year under review. In these 15 years the station continued to be a mouthpiece of the university and nearby communities in the Vhembe and Mopani District Municipalities, north of the Kruger National Park.

Media Studies students participated in voluntary programmes in the fields of news production, production of programmes and script writing as well as music production in preparation for the job market.

The university successfully interacted with alumni chapters within and outside the province, with the vice chancellor and principal meeting with these chapters.

The University of Venda Foundation successfully coordinated visits to corporate companies, resulting in the vice chancellor and principal visiting no less than 20 prospective sponsors and donors during the year under review.

Among others, donations/sponsorships of R22 million and R400 000 were received from the Construction, Education and Training Authority and the Bank Sectoral Education and Training Authority respectively.



International Relations

"The Fulbright Commission and the German Academic Exchange Service, among others, funded visits of international academics."

*Mr Cornelius Hagenmeier –
Director*

THE inclusion of international and intercultural elements in the core business of teaching and learning, research and community engagement is a high priority for Univen.

Partnerships linkages and international relations

In 2012 new international linkages were forged with the Hochschule fuer Angewandte Wissenschaft und Kuenste in Holzminden, Germany, the Catholic University College Limburg in Belgium and the University of Sydney in Australia.

The exiting collaborations continued to flourish and the directorate also started new projects with the University of Virginia in the Schools of Law, Environmental Sciences and Health Sciences.

Univen is a member of the EUROSA partnership for human development and in 2012 three staff members benefited from the partnership's doctoral scholarships. A staff member was also awarded a Fulbright postdoctoral grant.



In the year under review seven international academics visited Univen for extended periods to contribute to teaching and learning. Funding came from, among others, the Fulbright Commission and the German Academic Exchange Service.

International visitors worked with their counterparts at Univen on the Water and Health in Limpopo project, while the Warwick in African collaboration project continued. These projects ensured that students gained international experience.

In 2012 Univen again hosted an anti-xenophobia campaign, Africa Day was celebrated and a French Day was celebrated, showcasing the collaboration between French academia and Univen, and promoted academic partnerships with South Africa.

Through the International Education Association of South Africa, the directorate collaborated with current developments and trends and director's term as a member of the association's Management Council was renewed.

Report on predetermined objectives

Strategic objective 1: Conversion to a comprehensive university

| Targets | Outputs | Comments |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Conceptual framework on comprehensiveness. | No framework established, but an internal conversation about the concept of comprehensiveness has commenced and will be on-going. | No timelines for full conversion have been set by Department of Higher Education and Training. Institutional discretion on scope and pace of conversion is allowed and will be exercised. |
| Allocation of Department of Higher Education and Training-mandated enrolment figures to schools, per classification of educational subject matter categories. | Allocations to schools made at the start of the 2012 academic year. | Enrolment document served at Senate and Council. |
| Implementation of enrolment and graduation targets. | 2012 Enrolments in SET and Health, Business Management and Education in line with the Department of Higher Education and Training mandate, but 5% under-enrolment in Humanities (including Law). | Strict adherence to enrolment targets achieved during 2012 student registration by factoring targets into the information technology system. |
| Identify all programmes that require re-curriculumation. | Five Departments that offer degree programmes were identified for review. | Review schedule developed and submitted to CHE. |
| 50% of all programmes are aligned to the Higher Education Qualifications Framework Policy. | Category A programmes, part of Department of Higher Education and Training approved product quality management, accredited by the Council on Higher Education and registered with the South African Qualifications Authority deemed to be aligned. They comprise >50% of all programmes. | Category B and C programmes to be re-submitted according to Council on Higher Education schedule for alignment. |
| Review schools' vision and mission and research niche areas. | Schools undertake an annual review of their vision and mission and research niche areas to align with the strategic plan and to reflect the comprehensive mandate. | Schools allowed flexibility to respond to new developments, opportunities and market needs. |
| Align 25% of programmes to school visions and missions and research niche areas. | Schools reviewed their vision and mission statements in 2012 to align with Univen's vision and mission. Institutional review of research niche areas to be undertaken in 2013, after which schools will align theirs. | |

Strategic objective 2: Quality teaching and learning

| Targets | Outputs | Comments |
|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| 15% of academics without appropriate qualifications must be enrolled for relevant postgraduate studies. | 65 of 315 (21%) academic staff members registered for higher qualifications. | Target exceeded by 6%. |
| 25% of academics (79 individuals) enrolled for formal teaching and learning programmes. | 59 Staff members (20%) attended assessor and moderator training and three obtained the Postgraduate Diploma in Higher Education at Rhodes. One staff member attended a masters course in higher education at Maastricht, Netherlands. | Output close to target (<5%). |
| Evaluation of staff teaching by students, through a pilot with lecturers of selected modules. | 1 039 evaluation forms completed by students and captured. 21 feedback reports to lecturers issued. Workshop held with 25 heads of departments. | Target achieved for 2012. To become routine by 2013. |
| Workshops with selected academics to pilot self and peer evaluation. | Workshops with new appointments and with staff nominated for Vice Chancellor's Excellence in Teaching Awards. | Pilot workshops well attended. Policy on peer Evaluation drafted. |
| Establishment of a professional mentoring system. | Draft peer mentoring policy developed. | Target not achieved, but professional peer mentoring to be implemented upon approval of policy in 2013. |
| Implementation of an academic induction programme for all new academics. | Two induction programmes for new staff conducted (January and September). | Staff induction now a fixture on the human resources calendar. |
| Increased student pass rate. | Average student pass rate remained at 2011 level (82%). | 2012 Univen pass rate exceeded the DHET mandate of 79% and the CHE national average of 76% |

| | | |
|---------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Increased graduation rate. | Graduation rate increased from 21% in 2011 to 22% in 2012. | 2012 Univen graduation rate exceeded the Department of Higher Education and Training mandate of 19.2% and the Council on Higher Education national average of 18%. |
| Operationalisation of Centre for Higher Education, Teaching and Learning. | 2012-2016 Centre for Higher Education, Teaching and Learning business plan developed. Four new staff members appointed. | 2012 target achieved, but full staff complement not yet appointed. |
| Develop an e-learning policy. | e-learning policy developed and draft to serve at first Senate Teaching and Learning Committee of 2013. | Work in progress, with policy to be constantly reviewed in view of rapid development in the field. |
| Identify other learning technologies to support teaching and learning. | Benchmarking commenced. University of the Free State identified for benchmarking of teaching technologies for large classes. | Work in progress, given continuous innovation in the field. |
| Develop a teaching and learning policy framework for the tutorial system of the university. | Policy framework presented to school boards for inputs. | Target achieved - awaiting input from academics. |
| Develop and pilot a tutor training programme. | 42 tutors formally trained by Centre for Higher Education, Teaching and Learning. | Supplementary instruction training identified as a Centre for Higher Education, Teaching and Learning priority. |

Strategic objective 3: Advance the research and innovation mandate

| Targets | Outputs | Comments |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Increase the total amount of internal and external funding for research and innovation by 5%. | External funding increased by 47% (from R17m to R25m). Internal funding increased by 25% (from R12m to R15m). | Target exceeded. |
| Increase number of National Research Foundation-rated researchers by 20% (from 9 to 11). | Number of NRF-rated researchers increased by 44% (from 9 to 13). | Target exceeded. |
| Increase number of active researchers by 5% (from 138 to 145). | Number of active researchers increased by 21% (from 155 to 188). | Target exceeded. |
| Appoint at least two special category research professors. | Five appointments made (1 research professor and 4 adjunct research professors). | Target exceeded. |
| Establish at least one Centre of Excellence or National Research Foundation Research Chair. | Two National Research Foundation Research Chairs awarded under the South African Research Chairs Initiative. | Target exceeded. |
| Offer at least three customised research and supervision training workshops. | None. | Postponed to 2013 due to staff attrition in the Research Office. |
| Increase total research output by 15% (from 76.76 units in 2010 to 88.27 units in 2011). | Research output increased by 70% (from 76.76 units in 2010 to 130.85 in 2011). | The research output figures released by Department of Higher Education and Training lag behind one year - 2012 figure will only be released in 2013. |
| Increase masters and doctoral graduation rate by 10%. | Masters and doctoral graduation rate decreased in 2012. | Target not achieved, but supervisor training implemented to improve masters and doctoral graduation rates. |
| Increase research partnerships with national and international partners by 10%, through active and viable memoranda of understanding. | Active research partnerships increased by 10%. New partnerships included Universities of Havana, Cuba and Maseno, Kenya, CSIR, Agricultural Research Council and Africa Institute of South Africa. | Target achieved. |
| Identify and prioritise infrastructure for postgraduate students. Source funding. | Laptops of R1m ordered for allocation to registered PhD students. | Physical infrastructure backlog remains, with few dedicated postgraduate spaces available in schools - will be addressed in all new school infrastructure. |
| Senate Higher Degrees and Ethics Committees established. | Established. Senate Higher Degrees Committee has met fortnightly since August 2012. Ethics Committee convenes on an ad hoc basis. | Committees have streamlined the approval process for research projects. |
| Recruit and appoint Research Information Management System Programme administrator in the Research Office. | No appointment made. Research Information Management System not yet implemented due to information technology constraints. | Research Information Management System to be implemented in 2013. |
| Efficient and coordinated administrative support for researchers from all support divisions and directorates, including Finance, Procurement, Human Resources, Information Technology, Research and Innovation. | Support divisions more attuned to requirements of researchers. Bureaucracy with regard to approvals for procurement and funding reduced. | Partially achieved. |

Strategic objective 4: Integration of community engagement in the core business of the university

| Targets | Outputs | Comments |
|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| All academic staff attuned to the community engagement imperative. | Four presentations on community engagement made to new staff members. Work integrated learning workshop conducted in March 2012. Community engagement integration workshop convened. | Community engagement awareness to be raised continuously among academic staff. |
| 25% Work integrated learning aligned programmes. | A database of work integrated learning- based programmes developed. | Partially achieved. |
| Community-based participatory research methodology workshop. | Three collaborative research methodology workshops presented. One PhD and two masters based on community/ participatory research graduated. Three community engagement proposal writing workshops conducted in collaboration with International Relations Department. | |
| One short course for community capacity building. | One volunteer development and management training. One palliative care training. | Target exceeded. |
| Community engagement and public participation programmes. | Support and collaboration with International Relations, schools and departments (participation in anti-xenophobia initiatives, engagement with lesbian, gay, bisexual, transgender and intersex people on campus). | Also participation in HIV and AIDS, domestic violence, and Legal Aid programmes. |
| One network with other universities and government institutions. | Memorandum of understanding with Red Cross (Department of Psychology). Linkages established with Peace Corps (new), Voluntary Service Overseas, Vhembe Arts and Culture Stakeholders Consortium, Vhembe District health initiatives, Cooperative Governance and Traditional Affairs, Department of Tourism, Department of Social Development. | Existing collaboration and networking with the University of Virginia (Water and Health in Limpopo Programme) has been expanded. |
| At least one mentorship programme (to nurture and support students for responsible citizenship). | Achieved through engagement with ENACTUS (Entrepreneurial Action Us, a student organisation). | Univen student leadership of ENACTUS mentored. |
| Grid/score card for assessing quality of community engagement at school level. | Done through the proposal writing workshops and at Senate Community Engagement Committee meetings. | Institutional balance not yet assessed (not yet possible with the current reports). |
| Grant proposals for adequate resourcing for Community Engagement Directorate. | Eight community engagement grant proposals submitted to the National Research Foundation. | School partnership proposal received an award of R1 214 000. R26 679 received from Department of Higher Education and Training. R500 000 for Volunteer Programme Development and Management and Palliative care course. |
| Community engagement donor database. | Database established for government and private organisation donors. | |

Strategic objective 5: Financial sustainability

| Targets | Outputs | Comments |
|------------------------------------------------|-------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Establish a culture of financial intelligence. | Prepare five-year financial plan in line with the strategic objectives of the university. | Achieved. |
| | Annual budget approved in November and uploaded by December. | Achieved. |
| | Approved procedure manual. | Achieved. Manual covers - <ul style="list-style-type: none"> Expense budgeting Asset management Financial code structure Accounts receivable Cash management Financial aid management |
| | Review 10 financial management policies | |
| Management of audit findings and risk. | 60% of audit findings resolved and corrective action implemented. | Not achieved. |
| | 20% reduction of the audit findings reported. | Achieved. Internal audit queries reduced by 25% from 71 to 53 |
| | Unqualified audit opinion. | Achieved. University received an unqualified audit opinion for the 2011 financial year. |
| | Manage and reduce identified risks. Identify new risks. | Achieved. |

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|---------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| Trustworthy and innovative management of finances. | Prepare cash flow plan and ensure that there is enough cash to meet the payments obligation. | Achieved. |
| | Implement treasury management strategy to increase reserves. | Partially achieved. 2012 investment increased from R295m to R368m compared to 2011 -24.75%. |
| | Submit monthly and quarterly report to Senior Management Council, Executive Management Council, Council, Department of Higher Education and Training and sponsors. | Achieved. |
| Management of university resources. | Reduce operating cost by 5% | Not achieved. |
| | Monitoring expenditure to be in line with the budget and strategic plan. | Achieved. |
| | Accreditation and registration on the SETA's training providers databases. | Achieved. |
| | Univen Income Generating Centre annual report on short courses. | Achieved – Short courses approved by IPQA??? |
| Provision of adequate infrastructure for short courses. | Fund raising activities undertaken. | Achieved – Funds approved for construction of new building. |

Strategic objective 6: Integrated human resource management and development

| Targets | Outputs | Comments |
|----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Review and benchmark organograms for operations, academic and registrar's divisions. | Almost complete. Reconciling revised organogram with line managers to ensure proper placement. | Reviewing entire university organisational structure to ensure alignment with the strategic objective. |
| Implement job evaluation system and evaluate all jobs. | Obtained revised quotations from service providers. Appointment will be finalised in 2013. | Appointed consultant to conduct employee survey in November 2013. |
| Benchmark and develop employee selection models, including psychometric tests. | Reviewed selection interview questionnaires for academic, administrative and service staff. | Three new staff members appointed to strengthen recruitment team. |
| Review and benchmark human resources information management systems. | i-enabler online leave system implemented. Electronic transfer of payments for part-time staff implemented. Online retirement fund web access to enable members to view their share of funds implemented. | Migration from salary and benefit salary structure to a Total Cost To Company remuneration package approach implemented. |
| Identification of bottlenecks that lead to delays in human resources processes. | Daily, weekly, monthly and quarterly reporting template developed. Service level agreement template for internal clients developed. | Staff meetings to identify bottlenecks suggested - <ul style="list-style-type: none"> Increased problem-solving meetings. Three day turn-around time to requests. |
| Academic, operational and registrar's organisational structures reviewed and approved. | Operations and registrar's organogram reviewed. | Awaiting inputs from line managers before consolidating structure. |
| Two months turnaround to process work permits of foreign applicants. | Achieved. | Selection criteria for academic, administration and service staff revised. |
| Appointment of chairs, emeritus professors, visiting academics and senior professors. | Chair interviews finalised. Appointment pending National Research Foundation response. Appointment of special category professors made for - School of Education, Environmental Sciences, Human and Social Sciences, Management Sciences and Mathematical and Natural Sciences. Appointment of Visiting Professor for Department of Applied Language Studies approved. | Selection for special category of professors done. One chair has been appointed and 2nd appointment being finalised. |
| Benchmark and develop recruitment and retention strategy. | Developed and consultation with internal stakeholders undertaken before presented to Council for ratification. | More proactive recruiting solutions, including head hunting and leveraging technology, identified. Assigning staffing specialists to senior management to expedite recruitment process and retention of staff. Reducing turnaround time for advertisements, interviews, work permits, job offers and placement. |
| Develop and approve compensation management strategies to attract and retain staff. | Migration to Total Cost to Company remuneration package for all employees. | Workshops on leave and payroll, Total Cost To Company and medical aid conducted. |
| Implement benchmarked grievance procedure and dispute resolution strategy. | Grievance procedure manual reviewed. Consultation with internal structures on-going. | |

| | | |
|---------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| Develop and approve performance management policy, systems and assessment procedures. | Policy developed and approved by Council. Performance evaluation cascaded down to all staff members from 2013. | Policy outlines procedures to be followed during assessment. |
| Assess training needs from performance agreements and devise specific interventions. | Departments and line managers trained. | Envisaged improved productivity and service delivery. |
| Policy on transformation and change management approved and implemented. | Consultation with stakeholders on-going. | |

Strategic objective 7: Linkages, partnerships and internationalisation

| Targets | Outputs | Comments |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Complete development of database of linkages, partnerships and memoranda of understanding and internationalisation. | A temporary database, appropriate for day-to-day operations, is being maintained, while a permanent database is being developed. | |
| Substantive increase in number of quality linkages and partnerships. | New linkages and partnerships include - <ul style="list-style-type: none"> • Catholic University College Limburg Belgium • University of Sydney • University of British Columbia, Canada Volunteer Service Overseas. | |
| Expansion of the activities of existing linkages and partnerships. | New projects with the University of Virginia include – <ul style="list-style-type: none"> • small scale mining project • mediation workshop • legal language workshop • microbiology workshop • postdoctoral research fellowships University of Warwick – <ul style="list-style-type: none"> • teacher training programme implemented. | |
| Implementation of at least two joint academic programmes. On-going monitoring, evaluation and review of joint academic programmes. | Workshop in microbiology, funded by the Department of Science and Technology, implemented in collaboration with the University of Virginia. Mediation training workshop in collaboration with the University of Virginia. LLM Programme in Human Rights and Democratisation in Africa, coordinated by the University of Pretoria and implemented in collaboration with various African universities. | |
| Hosting at least two joint conferences or seminars. | Migration workshop with the University of Virginia. French Day in collaboration with the French Embassy. | Secretariat for the PASA Conference. Organised side event for the Africa Institute of South Africa Young Graduates and Scholars Conference. |
| Increase number of staff and student exchanges and international visiting scholars. | Outgoing - <ul style="list-style-type: none"> • Four students on EUROSA postgraduate exchange. • One student on postgraduate programme in China. • One student participating in University of Virginia ESAVANA study abroad programme. • Two postgraduate students on summer research internship programme at University of Virginia. Incoming - <ul style="list-style-type: none"> • 25 Students from the University of Virginia on short-term exchange programmes. • Six students from the University of Warwick participating in 'Warwick in Africa'. | |
| Develop appropriate services for international students (including medical aid and accommodation) which comply with best national and international practices. | Induction for international full degree students implemented in February 2013. About 100 international students advised on, for example, permit matters, finance, discrimination, accommodation. | |
| Host at least one function celebrating cultural diversity. | Coordinated Africa Day function of the university and contributed to Human Rights day celebration. | |

Strategic objective 8: Enhancing the quality of student life

| Targets | Outputs | Comments |
|---------------------------------------|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| Student governance and accommodation. | Annual induction of Student Representative Council members. | Achieved. |
| | Review the effectiveness of Student Senate Committees. | Achieved. |
| | Benchmarking with the Limpopo provincial legislature on how real parliament works. | Achieved. |
| | Review size of the budget and its source. | Achieved. |
| | Leadership benefits. | Achieved. Funds are allocated according to criteria. Cost centres have been created for different SRC structures and substructures. |
| | Academic excellence promoting criteria for eligibility into leadership. | Achieved. |
| Proper residence management. | Benchmark policies with other institutions. | Achieved. Benchmarking with Universities of Rhodes, Stellenbosch and Cape Town. |
| | Allocation of rooms through information technology system. | Achieved. |
| Campus health and wellness services. | A well-managed and developed campus health centre. | Achieved. |
| | Ensure implementation of HIV/AIDS policy and guidelines. | Achieved. Tested more than 4000 clients. |
| Sport and recreation. | Ensure participation in competitive sport. | Achieved. |
| Financial sustainability and control. | Monitor utilisation of funds. | Achieved. |





Financial Services

"The University of Venda has established and is maintaining a proper internal control system."

Ms Nthanyiseni Dhumazi - Director

UNIVEN'S internal control system is designed to safeguard the university assets from abuse and loss. It provides reasonable assurance that the financial record provides reliable information for the preparation of the annual financial statement and evaluation of the administrative and academic efficiency and effectiveness.

Financial management function

The university's budgeting process is consultative and zero-based to ensure that the budget is credible and easy to implement. Senior managers are responsible to manage their budget and are accountable for its proper utilisation.

Income and expenditure

Univen received 50% of its revenue from government grants. The student tuition and accommodation fees, as well as the staff accommodation fees, constitute 37% of current year revenue. The other 13% came from the research contracts and interest earned.

The Univen Income Generation Centre and the Univen Foundation continued to operate during the 2012 financial year, to assist the university to generate and grow the third income stream and the philanthropic income respectively.



The major part of the expenditure is personnel cost, followed by administrative expenses. Capital expenditure is also significant due to the implementation of the infrastructure development projects taking place on campus.

Student financial aid

The university received an allocation of R256.365m from the government sponsored National Student Financial Aid Scheme (NSFAS) which has been allocated to academically performing and financially deserving students.

This represents a 41% increase from the 2011 allocation of R181.447m. The amount includes R32.145m earmarked for social work students, R42.121m for final year students and R23.826m for education students.

The university received R65.864m from other sponsors for the funding of students. It contributes R9 470.99m towards funding of students through the merit bursary and work-study programme. More than 90% of Univen students benefit from various funding sources.

Financial sustainability

The university prepares a realistic income and expenditure projection - including an annual review of tuition fees. The budget is prepared and controlled throughout the year to ensure that Council-controlled funds are adequate to cover all the expenses and leave an operating surplus that provides a hedge against unforeseen circumstances.

The surplus realised is invested and the Council is able to fund some of the infrastructure developments. Council-controlled capital expenditure is budgeted and evaluated separately from operational expenses and undertaken in line with planned strategic initiatives.

The university's investment portfolio is mainly short term investment with guaranteed returns such as the call account, three and six month's investment. It holds a few long term investments with Old Mutual.

The funds received from the infrastructure grant, efficiency fund and the NRF have been invested to increase interest revenue.

Financial highlights

Educational and housing operations

Educational and housing operations are the main recurrent operating activities that provide and support teaching and learning at Univen. Total revenue from the educational and housing operations increased by R105.373m (20.52%) to R570.872m as a result of these increases –

- State subsidy increased by R48.611m which was 19.58% higher, to R 296.878m compared to 2011.
- Tuition and other fees increased by R28 018 which was 14.03% higher, compared to 2011, to R227.705m. The increase is from the general increase of 12% and the few additional students for 2012 academic year.
- Income from other activities increased to R20.764m.

Total expenses increased by R36.549m (8.11%) to R487.019m for 2012. The increase is mainly attributable to the increase in operating expenses - R26.446m (18.03%), payroll cost increase of R6.448m (2.34%) and a decrease in depreciation of R2.035m (8.35%). The increase in operating expenditure was as a result of an increase in maintenance cost incurred on recurring damages to the infrastructure.

Balance sheet

1. Property, plant and equipment increased by R47.126m to R956.508m. The increase is mainly due to new infrastructure development on campus.
2. Non-current liabilities increased by R105.586m (26.51.0%). The increase is attributable to an increase in deferred revenue of R 100.428m and an increase in employee benefits of R5.387m. The deferred revenue consists of the Department of Higher Education and Training infrastructure grant and the research funds not yet utilised.

In 2012 the university received additional infrastructure funding for the new cycle - 2013 to 2016. This funding will be released into the revenue as the infrastructure is being utilised and depreciated over its useful life. The university reduced its interest borrowing to R0.376m of which R0.23m is classified as short term borrowings. The loan will be fully settled in 2014.
3. Accounts payable increased by R8.125m (3.9%) from R206.189m to R214.314m and the largest component is the current portion of the deferred revenue expected to become revenue in 2013.
4. Accounts receivable increased by R14.405m (22.99%), from R62.652m to R77.057m. The increase is as a result of funds received for the 2013 - 2016 infrastructure cycle and reclassification of student credit balances.
- 5 The short term investment increased by R46.701m from R375.234m to R421.935m. The cash and cash equivalent also increased by R90.009m from R98.569m to R188.578m. This is as a result of the infrastructure funds invested for use later in the 2013 financial year.

High level review of financial performance (2008-2012)

The university has been able to operate within its budget for the past five years and realised a net surplus every year. This has contributed well to the university's financial sustainability. The net surplus for 2012 represents an increase of 148.6% from 2011.

Financial results the past five years

| | 2012 R' m | 2011 R' m | 2010 R' m | 2009 R' m | 2008 R' m |
|----------------------------|--------------|--------------|--------------|--------------|--------------|
| Subsidies | 311 | 272 | 255 | 209 | 229 |
| Tuition fees | 229 | 205 | 192 | 186 | 163 |
| Sundry income | 48 | 28 | 37 | 19 | 24 |
| Interest and dividends | 31 | 24 | 34 | 31 | 25 |
| Fair value adjustments | 0 | 1 | 2 | - | 4 |
| Total income | 619 | 530 | 520 | 445 | 445 |
| Personnel costs | 296 | 290 | 254 | 216 | 192 |
| Other operational expenses | 235 | 200 | 188 | 178 | 163 |
| Finance | 3 | 3 | 4 | 6 | 6 |
| Total Expenses | 534 | 493 | 446 | 400 | 362 |
| Net surplus | 85 | 37 | 74 | 45 | 84 |



Independent auditor's report to the council of the University of Venda

Report on the consolidated financial statements

Introduction

We have audited the consolidated and separate financial statements of the University of Venda and its subsidiaries, which comprise the statement of financial position as at 31 December 2012, the statement of comprehensive income, statement of changes in funds and the cash flow statement for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

Council's responsibility for the consolidated financial statements

The Council is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with South African Statements of Generally Accepted Accounting Practice "SA Statements of GAAP" and the requirements of the Higher Education Act of South Africa, and for such internal control as the Council determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with the Public Audit Act of South Africa, the General Notice issued in terms thereof and International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error.

In making those risk assessments, the auditor considers internal control relevant to the University's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.

An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the University of Venda and its subsidiaries as at 31 December 2012, and their financial performance and cash flows for the year then ended in accordance with SA Statements of GAAP and the requirements of the Higher Education Act of South Africa.

SizweNtsalubaGobodo Inc.
Director: Nkanyiso Ngobese
Registered Auditor
Johannesburg

Statement of financial position

at 31 December 2012

| | 2012 R ' 000 | 2012 R ' 000 | Restated 2011 R ' 000 | Restated 2011 R ' 000 |
|-----------------------------------------------|-----------------|------------------|--------------------------|--------------------------|
| Assets | | 1 645 814 | | 1 446 984 |
| Non-current assets | | 956 508 | | 909 382 |
| Property, plant and equipment | 955 835 | | 908 709 | |
| Investments | 673 | | 673 | |
| Current assets | | 689 306 | | 537 602 |
| Inventory | 1 736 | | 1 147 | |
| Accounts receivable | 77 057 | | 62 652 | |
| Students fees | 48 088 | | 37 547 | |
| Other accounts receivable | 28 969 | | 25 105 | |
| Investments | 421 935 | | 375 234 | |
| Cash and cash equivalents | 188 578 | | 98 569 | |
| Equity and liabilities | | 1 645 814 | | 1 446 984 |
| Funds and reserves | | 927 637 | | 842 518 |
| Restricted use funds | 113 308 | | 112 168 | |
| Unrestricted use funds- education and general | 467 244 | | 380 053 | |
| Asset revaluation reserve | 347 085 | | 350 297 | |
| Non-current liabilities | | 503 863 | | 398 277 |
| Borrowings - Interest bearing | 146 | | 376 | |
| Employee benefits | 40 352 | | 34 963 | |
| Deferred income | 463 365 | | 362 938 | |
| Current liabilities | | 214 314 | | 206 189 |
| Accounts payable | 134 221 | | 137 567 | |
| Deferred income | 79 863 | | 68 392 | |
| Current portion of borrowings | 230 | | 230 | |

Income Statement

for the year ended 31 December 2012

| | 2012 Council Controlled Unrestricted R ' 000 | 2012 Specifically funded activities Restricted R ' 000 | 2012 Sub-Total R ' 000 | 2012 Student and staff accom- modation Unrestricted R ' 000 | 2012 Total R ' 000 | 2011 Restated Total R ' 000 |
|--------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------------------------|------------------------------|----------------------------------------------------------------------------|--------------------------|-----------------------------------|
| Recurrent items | 90 438 | 1 140 | 91 578 | (6 585) | 84 993 | 31 588 |
| Income | 548 508 | 47 930 | 596 438 | 22 364 | 618 802 | 524 475 |
| State appropriations - Subsidies and grants | 296 878 | 14 048 | 310 926 | - | 310 926 | 266 267 |
| Tuition and other fee income | 205 341 | 1 416 | 206 757 | 22 364 | 229 121 | 204 925 |
| Other Income | | | | | | |
| For research | - | 16 315 | 16 315 | - | 16 315 | 14 535 |
| For other activities | 20 764 | - | 20 764 | - | 20 764 | 9 868 |
| Sales of goods and services | 736 | 687 | 1 423 | - | 1 423 | 1 602 |
| Private gifts and grants | 430 | 8 540 | 8 970 | - | 8 970 | 2 309 |
| Sub-total | 524 149 | 41 006 | 565 155 | 22 364 | 587 519 | 499 506 |
| Interest and dividends | 24 359 | 6 924 | 31 283 | - | 31 283 | 24 122 |
| Fair value adjustments and interest on financial instruments | - | - | - | - | - | 847 |
| Expenses | 458 070 | 46 790 | 504 860 | 28 949 | 533 809 | 492 887 |
| Personnel | 281 174 | 13 331 | 294 505 | 1 473 | 295 978 | 289 586 |
| Academic professional | 162 915 | 8 090 | 171 005 | - | 171 005 | 172 539 |
| Other personnel | 111 610 | 5 241 | 116 851 | 1 473 | 118 324 | 113 695 |
| Leave pay expenditure | 6 649 | - | 6 649 | - | 6 649 | 3 352 |
| Other current operating expenses | 155 074 | 8 991 | 164 065 | 23 492 | 187 557 | 152 059 |
| Research expenses | - | 17 345 | 17 345 | - | 17 345 | 16 280 |
| Depreciation | 18 340 | 7 123 | 25 463 | 3 984 | 29 447 | 31 482 |
| Sub-total | 454 588 | 46 790 | 501 378 | 28 949 | 530 327 | 489 407 |
| Finance costs | 3 482 | - | 3 482 | - | 3 482 | 3 480 |
| Non-recurrent items | 126 | - | 126 | - | 126 | - |
| Income | 126 | - | 126 | - | 126 | - |
| Profit on disposal of property, plant and equipment | 126 | - | 126 | - | 126 | - |
| Surplus/ (Loss) for the year | 90 564 | 1 140 | 91 704 | (6 585) | 85 119 | 31 588 |

Statement of comprehensive income

For the year ended 31 December 2012

| | 2012 Council Controlled Unrestricted R ' 000 | 2012 Specifically funded activities Restricted R ' 000 | 2012 Sub-Total R ' 000 | 2012 Student and staff accom- modation Unrestricted R ' 000 | 2012 Total R ' 000 | 2011 Restated Total R ' 000 |
|-----------------------------------|----------------------------------------------------------|-----------------------------------------------------------------------|------------------------------|----------------------------------------------------------------------------|--------------------------|-----------------------------------|
| Surplus for the year | 90 564 | 1 140 | 91 704 | (6 585) | 85 119 | 31 588 |
| Other comprehensive income | | | | | | |
| Transfer from asset fund | 3 212 | - | 3 212 | - | 3 212 | 3 817 |
| Revaluation of PPE | - | - | - | - | - | 101 012 |
| Total comprehensive income | 93 776 | 1 140 | 94 916 | (6 585) | 88 331 | 136 417 |

Consolidated cash flow statement

For the year ended 31 December 2012

| | 2012 R ' 000 | Restated 2011 R ' 000 |
|-----------------------------------------------------------|-----------------|--------------------------|
| Cash flows from operating activities | 112 961 | 90 782 |
| Cash retained from operations | 81 707 | 67 165 |
| Investment income | 31 281 | 24 122 |
| Finance cost | (27) | (504) |
| Cash flows from investing activities | (123 149) | (82 948) |
| Acquisition of property plant and equipment | (76 841) | (161 854) |
| Investment made | (74 678) | - |
| Proceeds on disposal of investments | 27 977 | 78 906 |
| Proceeds on disposal of property plant and equipment | 393 | - |
| Cash flows from financing activities | 100 197 | 35 449 |
| Increase in deferred income: non-current | 100 427 | 40 131 |
| Decrease in long term liabilities | (230) | (4 682) |
| Increase / (Decrease) in cash and cash equivalents | 90 009 | 43 284 |
| Cash and cash equivalents at beginning of year | 98 569 | 55 285 |
| Cash and cash equivalents at end of year | 188 578 | 98 569 |





University of Venda

University Road, Thohoyandou, Limpopo
Private Bag X5050, Thohoyandou, Limpopo Province, 0950
Tel: +27 15 962 8000
Fax: +27 15 962 4749
Email: communications.marketing@univen.ac.za
www.univen.ac.za