



NWU ANNUAL PERFORMANCE PLAN FOR 2024

Foreword by the Vice-Chancellor

In the ever-evolving landscape of higher education, public universities are challenged to adapt, innovate, and excel. North-West University (NWU) stands as a beacon of commitment to this cause, and the 2024 Annual Performance Plan exemplifies this dedication. This plan is based on the new NWU strategy "Taking the NWU Forward - 2024 and beyond", that was approved by Council in September 2023 and provides a roadmap that outlines our institutional aspirations, strategies, and priorities for the year ahead.

This plan is rooted in our Vision, which calls for the discovery of new frontiers and opportunities benefiting society. Our Mission, equally compelling, underscores our commitment to societal progress through knowledge dissemination, innovative teaching, cutting-edge research, and community engagement.

In an era marked by rapid change and complexity, it is essential for NWU to remain attuned to the evolving needs of our learners. The Situational Analysis presented in this plan reveals several key factors that guide our strategies. We recognize the increasing demand for lifelong learning, a call for flexibility, emerging technologies, and a shift towards "skills over degrees." NWU is committed to not just adapting to these changes but also harnessing them to offer the best possible education to our students.

NWU understands the importance of compliance with the regulatory framework governing higher education in South Africa. The Higher Education Act, 1997, and other legislative instruments shape our institutional landscape. We are also guided by national development goals, the White Paper for Post-Schooling Education and Training, and the African Union's Agenda 2063. Additionally, numerous acts impact the daily operations of the University, and we take our responsibility seriously in ensuring proper compliance with these statutory obligations. This commitment is vital as it forms the basis for our good corporate governance.

This plan introduces six primary goals and four enablers that encompass our 2024 agenda. These goals reflect our commitment to providing excellent student-centric learning, fostering research and innovation, strengthening community engagement, creating a unique student value proposition, and attracting and retaining excellent staff. Moreover, the plan acknowledges the importance of advancing and implementing a digital business strategy. The four enablers underscore the importance of governing, leading, managing, and cultivating stakeholder-focused platforms while ensuring financial sustainability.

NWU is committed to providing an inclusive and forward-thinking environment where everyone can contribute to our continued growth and development. The success of our institution is a collective effort of our dedicated staff, innovative researchers, motivated students, and supportive stakeholders.

The 2024 Annual Performance Plan serves as a dynamic framework that will guide our actions, inform our decisions, and allow us to measure our progress. We invite you to join us on this journey of discovery, innovation, and impact. As we navigate the future, NWU remains steadfast in its commitment to promoting knowledge, diversity, and societal progress.

Prof Bismark Tyobeka
Principal and vice-chancellor

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1. Introduction

The 2024 Annual Performance Plan has been prepared according to the requirements as set out in The Regulations for Reporting by Public Higher Education Institutions (Government Gazette, 9 June 2014 no. 37726). The Plan sets out the intentions of the institution for the 2024 year and is structured according to the following sections.

2. Strategic Framework

The NWU strategy was approved by Council in September 2023.

NWU vision mission and values

Vision

To discover new frontiers and opportunities that benefit society highlighting our relevance and impact.

Mission

To benefit society through the provision of knowledge, excelling in innovative teaching, cutting-edge research, and focused engagement with the community.

NWU Guiding Principles (Critical Success Factors)

Sustainability – adhere to principles and practices that engender sustainability.

Transformation – embody the transformation journey as defined by the NWU.

Digitisation – embrace the opportunities brought about by digitisation for impactful delivery.

Student-Centricity – ensure that the student is at the core of all academic and co-curricular programmes by utilising education to facilitate learning and active student engagement.

Valuing our people – demonstrably applying the ethic of care and empathy in our interactions with our people – staff and students.

NWU priorities

Impact – Realising academic and social impact through innovative and forward-looking approaches and programmes.

Growth – Growing the NWU's trajectory and footprint in the scope, quality, reach and relevance of our products and offerings, with a specific focus on growing the number of Postgraduate students.

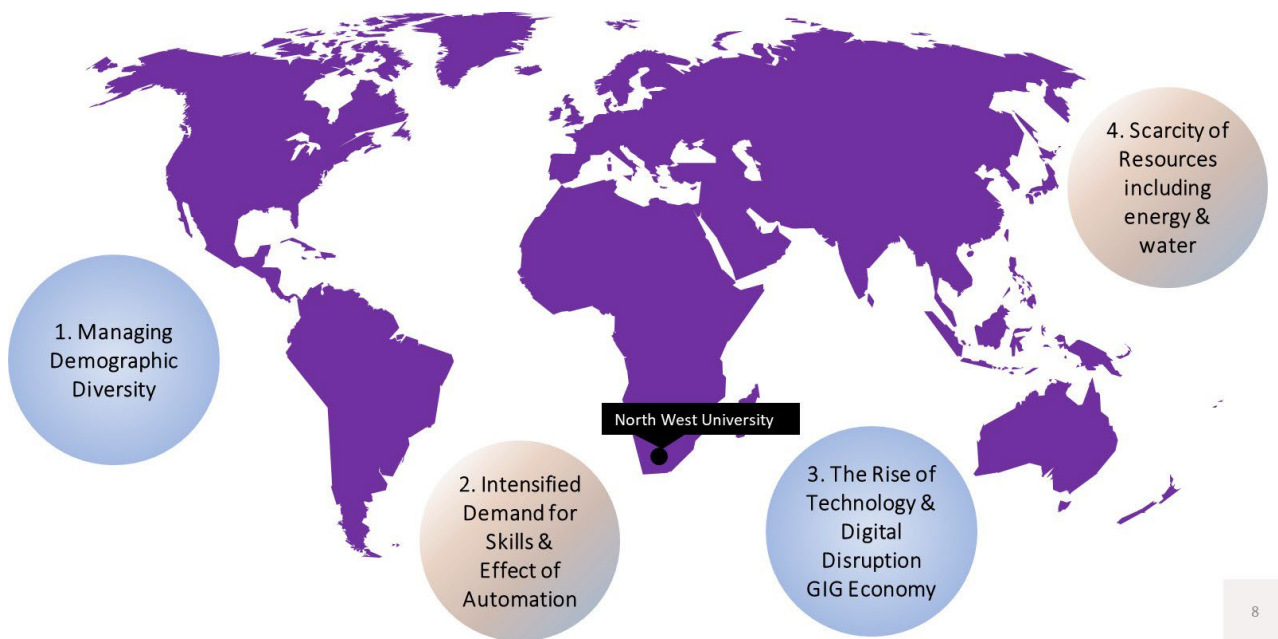
Diversity – Embracing the diversity of NWU stakeholders through the application of inclusive practices.

Partnerships – Delivery through value-adding partnerships.

Internationalization – Grow the NWU international profile through collaborations with international counterparts at various levels.

Operational Excellence – Continuously enable strategy execution through excellent operations.

3. Situational Analysis



Future learner needs

- Increasing need for lifelong learning in a non-linear world
- Flexible, seamless higher education and life-long learning experiences
- Multi-institutional study experience
- Emerging technologies and business models
- Labour Market
- Towards a "skills over degrees" model
- Multidisciplinary studies
- Increase in demand for specific areas of study, unbundled from complete degrees
- Education as a Service is appearing on the radar along with unbundling qualifications for micro-credentialling.

4. Legislative Mandates

The legislative mandates in this section draw attention to the regulatory framework that impacts the University.

The Higher Education Act, 1997 (Act No. 101 of 1997) provides the legislative framework that determines, among others, the University's legal standing. The Institutional Statute gives effect to this Act and any law relating to the University and promotes the effective and responsible management and governance of the University in respect of matters not expressly prescribed by law.

The University commits to complying with the broader legislative framework in addition to the Higher Education Act and continues to ensure that its administrative structures are set up to ensure proper compliance with all statutory responsibilities. It takes very seriously its obligation, as a publicly funded institution, to exercise good corporate governance.

The Annual Performance Plan (APP) gives effect to the implementation of a performance and monitoring system to ensure the University's compliance with its legal and regulatory obligations as well as steering the institution towards obtaining the objectives set out in the strategy.

The following policy and legislative prescripts impact the NWU strategic, governance and operational environment:

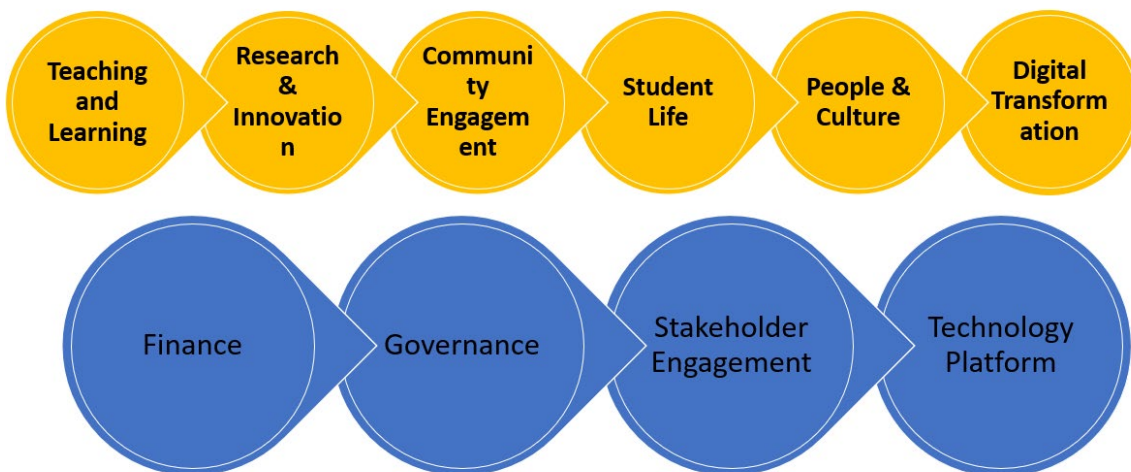
- The National Development Plan (NDP) with South Africa’s constitutional values entrenched therein and underpinned by the need to redress the ills of the past and to promote non-racialism and non-sexism.
- The White Paper for Post-Schooling Education and Training, approved by Cabinet in 2013.
- The African Union’s Agenda 2063: The Africa We Want.

The Acts listed below impact on the everyday business of the University:

- Basic Conditions of Employment Act; Act 75 of 1997
- Broad-Based Black Economic Empowerment Act, Act 53 of 2003
- Companies Act, 2008 (Act No. 71 of 2008)
- Constitution of South Africa 1996
- Consumer Protection Act (CPA), Act 68 of 2008
- Copyright Act, Act 98 of 1978
- Electronic Communications and Transactions Act (ECTA), Act 25 of 2002
- Financial Relations Act, Act 65 of 1976 – whole act repealed except for 27 and 28
- Labour Relations Act, Act 66 of 1995
- National Environmental Management Act, 107 of 1998
- National Qualifications Framework Act, 2008 (Act No. 67 of 2008)
- Occupational Health and Safety Act, Act 85 of 1993
- Pension Funds Act, Act 24 of 1956
- POPIA Act (2013) and 2019
- Promotion of Access to Information Act (PAIA), Act 2 of 2000
- Promotion of Administrative Justice Act, Act 3 of 2000
- Regulation of Interception of Communications and Provision of Communication-Related-Information Act (RICA), Act 70 of 2002
- Skills Development Act, Act 97 of 1998
- Skills Development Levies Act, 2010 (Act No. 24 of 2010)
- South African Qualifications Authority Act, Act 58 of 1995
- Universities Act of 1995.

5. Annual Performance Goals

Performance Targets and Indicators specify the particular performance targets and objectives for the year. This includes several sources including targets and outcomes set and funded by the Department of Higher Education, as well as the performance indicators and objectives set by the Senior Management Team and approved by Council in pursuit of the broader strategic priorities. State grants or earmarked grants are also noted.



Goal 1: Promote excellent student-centric learning and teaching at the NWU for relevance to market and knowledge generation.

Goal 2: Conduct research and innovation with a strategic focus on global impact.

- Goal 3: Integrate and align community engagement with teaching-learning and research to develop a culture of active citizenship.
- Goal 4: Develop a clearly differentiated student value proposition with a focus on creating an inclusive environment aimed at developing students holistically through structured and unstructured co-curricular programmes that are relevant, desirable and meet students' needs.
- Goal 5: Attract, develop, and retain excellent staff by creating an environment that is diverse, equitable and inclusive.
- Goal 6: To advance and implement the digital business strategy to create a competitive advantage for the university and ultimately unlock alternative revenue streams.
- Enabler 1: Govern, lead and manage in an agile, collaborative and integrated way towards an optimally digitised university environment.
- Enabler 2: Establish a holistic and integrated university technology platform to provide a solid foundation for a digital future.
- Enabler 3: Cultivate and deliver stakeholder-focused platforms to create and grow intentional experiences and brand equity.
- Enabler 4: Ensure financial sustainability and optimal performance with due consideration of macro-economic conditions.

6. Annual Key Performance Indicators

ACCESS	Target 2024	Target 2025	Definition
Contact First-time entering undergraduates	11 717	11 754	Based on HEMIS data. Number of First-Time Entering Undergraduates Contact
Distance First-time entering undergraduates	1 187	1 183	Based on HEMIS data. Number of First-Time Entering Undergraduates Distance

SIZE and SHAPE	Target 2024	Target 2025	Definition
Headcount enrolments	57 701	58 057	Based on HEMIS data. Total number of active students in a reporting year
Headcount enrolments (Foundation Provisioning)	5 403	5 515	Based on HEMIS data. Number of enrolments in Formally extended programmes.
Headcount enrolments total UG	50 204	50 319	Based on HEMIS data. Total number of undergraduate active students in a reporting year
Headcount enrolments total PG (Honours, Masters, PhD + PG Diplomas)	7 364	7 605	Based on HEMIS data. Total number of postgraduate active students in a reporting year.
Science, Engineering, Technology	12 830	12 619	Based on HEMIS data and CESM categories
Business/management	12 234	12 513	Based on HEMIS data and CESM categories
Education	18 442	18 639	Based on HEMIS data and CESM categories
Other Humanities	14 196	14 286	Based on HEMIS data and CESM categories
Distance education enrolments	9 374	9 402	
International student enrolment	1 532	1 693	Based on HEMIS data. Any non-RSA students.
Student mix: NWU Contact and Distance; All Campuses	African 69% Coloured 4% Indian 1% White 26% Female 64% Male 36%	African 69% Coloured 4% Indian 1% White 26% Female 64% Male 36%	Based on HEMIS data. Division of registered students by race and gender for the total NWU for a specific academic year

SUCCESS	Target 2024	Target 2025	Definition
Graduates UG	11 466	11 874	Based on HEMIS data. The contact student success rate is the completed FTEs divided by the Enrolled FTEs on a module level.
Graduates PG	2 911	3 030	Based on HEMIS data. The contact student success rate is the completed FTEs divided by the Enrolled FTEs on a module level.
Graduates Master's degrees	741	753	
Graduates Doctoral degrees	262	280	
Success rate	87%	87%	Based on HEMIS data. The contact student success rate is the completed FTEs divided by the Enrolled FTEs on a module level.
Percentage of students completing in minimum time	66.5%	66.5%	Graduates with a duration smaller or equal to the qualification minimum duration.
Qualification duration factor	1.2	1.2	Based on HEMIS data. The Qualification Duration Factor is the time (in years) it takes a student to graduate divided by the minimum completion time of the qualification graduated in.
First-time entrant dropout rate for contact degrees	Below 13%	Below 13%	First Time Entering students, in contact degree qualifications, registering in Report Year but who do not return in next year.

Research	Target 2024	Target 2023	Definition
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Average time in years for completion of the Masters degrees	2.9	2.9	Average of qualification duration of Masters degree graduates
Average time in years for completion of the PhD degrees	4.5	4.5	Average of qualification duration of Doctoral degree graduates
Publication units per FTE staff	0.94	0.96	Target as per 2023 due to delay in research approval
Research Masters graduates	540	548	Target as per 2023 due to delay in research approval
Doctoral graduates	257	262	Target as per 2023 due to delay in research approval
Academic staff with doctoral degree qualifications (DHET target 75%)	56%	56%	
Research output: number of journal articles, books, chapters, and conference proceedings accredited by DHET	1555	1591	Target as per 2023 due to delay in research approval
Innovative research: Number of disclosures (year to date)	7	10	
Innovative research: Number of patents (year to date)	1	1	

Community Engagement	Target 2024	Target 2025	Definition
Annual Community Engagement report approved by Senate and Council	Senate and Council approved	Senate and Council approved	A report to reflect the: <ul style="list-style-type: none"> - Range of Community engagement projects - The impact of Community Engagements projects - The contribution to SDGs and sustainability

STAFF	2024	2025	Definition
% Staff with doctoral degrees	56%	57%	Based on HEMIS data. Division of staff by race and gender for the total NWU for a specific reporting year. (Permanent South African staff)
Headcount and FTE of Permanent instructional/ Research professional staff			Based on HEMIS data. Enrolled student FTE divided by the total Instruction/Research professionals FTE.
Ratio of FTE students to FTE instructional/research staff (including non-standard appointments)	28.2	28.2	Based on HEMIS data. Permanent Instruction/Research professionals with a Doctoral degree as the highest qualification
Staff mix	African 45,3% Coloured 7,9% Indian 2,2% White 42,5% Foreign Nationals 2,1%	African 45,9% Coloured 7,9% Indian 2,2% White 41,9% Foreign Nationals 2,1%	Based on HEMIS data. Division of staff by race and gender for the total NWU for a specific reporting year. (Permanent South African staff) ¹

¹ Approved by UMC on 20 September 2023 and submitted to the DoL

7. Ministerial agreements

Our enrolment targets as submitted and approved by DHET for the period 2019-2025 are captured in Section 6 above.

8. Budget and Earmarked Grants

Budget, cash flow and medium-term expenditure framework estimates explain the budget process and include a consolidated four-year budget, six-year budget capital plan and cash flow projections.

To be provided as a separate Excel document: 2022_NWU_Funding_Tables.Xlsx after approval from the Finance Committee and Council

9. Institutional Implementation Plan

Goal 1: *Promote excellent student-centric learning and teaching at the NWU for relevance to market and knowledge generation*

1.1	Good governance of teaching and learning	SMART Lead KPI	NWU priority	Accountable
1.1.1	<p>Earmarked grants - good management of UCDP earmarked grants. Ensuring the university partakes and implement transformation interventions that demonstrate change and impact, for each of the three main programmes of the UCDP.</p> <p>Compliant reporting on expenditure in adherence DHET UCDG/P SOP guidelines</p> <p>By monitoring and reporting on project activities in a systematic and accurate manner - UCDG Monitoring & Evaluation Impact reporting</p>	<p>Annual UCDP grants progress reporting on outcomes (benefits).</p> <p>Annual financial report and external audit report per UCDP grant, adhering to DHET submission dates.</p> <p>Collect, use, and analyse data on interventions for the 3-year UCDG cycle and report on impact over the life span of the initiatives.</p>	<p>Impact</p> <p>Operational Excellence</p>	AGA
1.1.2	<p>Increase international engagement on Open, Distance, Online and Flexible Learning through the Benchmarking Consortium.</p>	<p>Active contribution to the Consortium structuring</p> <p>Data entry into the international Benchmarking tool</p> <p>Consortium Annual Report</p>	Growth	UDL
1.1.3	<p>Active involvement (taking the lead) in the continuation of Project 13: The future of Distance Education at the NWU, embarked upon in 2023 with the following sub-goals:</p> <ul style="list-style-type: none"> - Strengthening access through Recognition of Prior Learning, whose criteria are first to be reviewed during 2023. - Phasing out of provisioning of textbooks from 2024, with the last provisioning in 2026. - An academic offering aligned to NWU Strategy – in collaboration with Q&APP. - Reduction of learning support centres and replacement with better provisioned regional hubs, from 2023 onwards. - Integration and holistic thinking regarding distance education to develop and propose an optimal operational service delivery model for distance education, from 2023. 	<p>An optimal operational service delivery model for distance education</p> <p>An optimal income generation model for distance learning</p>	Operational Excellence	<p>DVC: T&L</p> <p>UDL</p> <p>SALA</p>

1.1	Good governance of teaching and learning	SMART Lead KPI	NWU priority	Accountable
	- Development of an optimal income generation model for distance learning, during 2023.			
1.1.4	Develop a structured model for recognition of prior learning that adheres to the National Policy on Recognition for prior learning.	RPL Proposal	Growth Diversity	UDL: Academic Managers
1.1.5	Enhance and support teaching and learning through effective data analytics.	Collect, use, and analyse data that enhances evidence-based impact reporting. Provides actionable information for informed decision-making.	Diversity Growth	CTL-SPR
1.1.6	Contribute to and support the digital transformation of teaching and learning. Digitalisation of the SLA process for new incoming bursary contracts	Consultation with DVC T L portfolio in the development, implementation and review of the Digital Transformation of Teaching and Learning plan. Digitalised SLA process for new contracts	Impact	CTL-SPR UDL: Bursary office
1.1.7	Support Teaching and Learning through the provision of Language Services to contribute to knowledge generation.	Assist with Language services	Diversity	DVC TL LD
1.1.8	Offer support for the Implementation of aspects of the second-year phase of Language Policy in accordance with the 2023 language plans of Faculties, support services and Student Life	Provision of Language Support	Diversity	DVC TL LD

LINK to RISK Register

Risk 15

Financial losses, possible imprisonment and penalties due to lack of compliance to legislation, statutory requirements, licenses and other legal requirements.

1.2	Support qualification and programme planning, design and development	KPI	NWU priority	Accountable
1.2.1	<p>Support and guide faculties with the process of developing new or renewing existing qualifications, academic programmes and module(s) offered in multimodes that require SCAS and external approvals.</p> <p>By 2026, the envisaged NWU’s programme and qualification mix (PQM) must reflect the NWU’s mandate as a traditional university, as well as its responsiveness to the changing needs of society.</p> <p>Collaborate with Q&APP to support programme planning, design & development.</p>	<p>At least 4 SCAS reports for Senate and annual report on DHET, CHE and SAQA approvals and relevant matters.</p> <p>Submit draft Curriculum development guideline document to relative senate committees for consultation by November 2024</p> <p>Percentage of SCAS approval application forms signed and recommended for approval by CTL within 30 days of receiving all required documentation, aligned with the academic programme curriculum consultation schedule.</p> <p>Semester reporting on PQM review (and New century curriculum) projects’ progress on outcomes to relevant senate committees</p> <p>Collect, analyse and use data on qualifications, programmes and modules to be discontinued or added across the lifespan of the PQM review project</p> <p>Reviewed Academic Manager’s KPI (40%)</p> <p>New programmes custom-made for use in the distance modality.</p>	<p>Impact</p> <p>Growth</p>	<p>DVC TL</p> <p>Q&APP</p> <p>Q&APP</p> <p>DVC TL</p> <p>CTL FTLS</p> <p>AD</p> <p>Q&APP and project team</p> <p>UDL: Academic Manager</p>
1.2.2	<p>Contribute to the continuous improvement of academic programs by participating in Internal and External Programme Evaluations (IPEs/EPEs).</p>	<p>Several IPE/EPE reports and implementation plans with CTL feedback to be completed and submitted on time, aligned with the IPE/EPE schedule.</p>	<p>Operational excellence</p>	<p>DVC TL</p> <p>CTL</p> <p>FTLS/SPR</p> <p>Q&APP and UDL support from QE Office</p>
1.2.3	<p>Contribute to the implementation of the QAF to establish a highly functional internal quality assurance (IQA) system</p>	<p>Ongoing and as needed by the Quality Enhancement Office</p>	<p>Impact</p>	<p>QE Office</p>
<p>LINK to RISK Register Risk 181 Possibility that UG and PG academic offerings and services related to offering are not responsive, or price appropriate and that the quality is not of the required standard. Slow external approval process of qualifications/programmes leading to loss of opportunities and possible irrelevance of NWU programme offering.</p>				

1.3	Support and enhance excellent and innovative teaching and learning in an enabling teaching-learning environment.	KPI	NWU priority	Accountable
1.3.1	Enhance learning through the design and development of accessible, student-centred, media-rich study material	Evidence of study material developed in collaboration with academic staff and CTLF.	Diversity	CTL-CTLF-Multimedia
1.3.2	Review and enhance underperforming modules.	Pass rates in modules identified by faculties as priority modules.	Impact	CTL-CTLF-Instructional Design
1.3.3	Support academics to design and provide learning experiences that develop students' capacity to engage with disciplinary content as well as broader societal challenges.	Evidence of collaboration with academic staff to (re)design modules Effective Learning Experience design indexed against Quality Matters measures	Impact	CTL-CTLF-Instructional Design/DTL
1.3.4	Support all faculty initiatives that align with the significant diagonal of the NWU HyFlex T&L Model	Contracted support to faculties for the design and development of delivery modes including Technology enhanced F2F; Blended; Hybrid; Bisynchronous (on/offline); and fully online)	Diversity	CTL: CTLF
1.3.5	Capacity development and support for staff and students to effectively engage with available teaching and learning technologies and innovations in teaching and learning, to ensure inclusive teaching and learning.	Inclusion into First Year Orientation programme Continuous support of academics and students in the use of TL Technologies by help desk Develop staff and Capacitate students for participation in the digital platform (Achieve 3000) for reading development.	Growth	CTL: CTLF; SPR & FTLS
1.3.6	Sustained implementation and roll-out of Work Integrated and Service Learning	Consultation with DVC TL and CE to establish a mandate for formalised SL (Communicate mandate to faculties via Memo) Reported workshops on integrating SL in the curriculum for all NWU faculties (WISL Office in collaboration with Q&APP, CE, FTLS). WIL and SL decisions embedded into the curriculum framework and resource. Showcased WISL system functionalities to raise awareness and foster onboarding. Onboard SL modules on the WISL system	Impact	CTL: CTLF WISL Team

1.3	Support and enhance excellent and innovative teaching and learning in an enabling teaching-learning environment.	KPI	NWU priority	Accountable
		All outstanding WIL modules are onboarded on the WISL system.		
1.3.7	Continued T&L contributions to the design and development of the Physical learning environment	T&L functional requirements communicated to IT-ES and Facilities Planning per project.	Operational Excellence	CTL-CTLF-DTLE
1.3.8	UCDG Peer Learning for distance learning project	Project Funded, (15) Peer learners commenced	Operational Excellence	UDL: Academic Manager
1.3.9	Deduce recommendations for operational improvement based on student feedback	Bi-annual reports	Operational Excellence	UDL; Quality Office
1.3.10	Learner Management System (LMS) orientation: Training and support to distance students and lecturers in collaboration with CTL, on the effective access and use of new LMS.	Positive Participant feedback. Record of Support Request queries from distance students.	Operational Excellence	UDL: eLearning Section
1.3.11	To ensure inclusivity in the distance modality: Embedding of captioning for distance students who are hearing impaired	Positive student feedback	Diversity	UDL: eLearning Section
1.3.12	Establishment of a Learning Hub in each province.	9 Learning Hubs	Partnerships	UDL; Learner Support Centres section
1.3.13	Provide language services support required for the implementation of language plans including services relating to the hybrid model of T-L;	Provision of Language resources	Impact	LD
1.3.14.	Offer support for the language enhancement of accessible, student-centered study materials	Collaborate with faculties and CTL for the translation of study guides	Operational Excellence	LD, CTL
1.3.15	Continue implementing activities of the Language Pedagogy and Planning Unit (LPPU)	Offer support for Language pedagogy and planning in implementing multilingual pedagogies.	Operational Excellence	LD
1.3.16	Offer support for the provision of Setswana, Sesotho, and Afrikaans language acquisition courses for staff (in cooperation with the Faculty of Humanities)	Provision of Language Acquisition courses		LD, Faculty of Humanities

1.3	Support and enhance excellent and innovative teaching and learning in an enabling teaching-learning environment.	KPI	NWU priority	Accountable
1.3.17	Provision of training through multilingual pedagogies (MP) SLP workshops to academic staff (in cooperation with the Faculty of Education)	Provision of Multilingual Pedagogies Short Learning Programme		LD, Faculty of Humanities
1.3.18	Ensure that all three awareness initiatives take place and coordinate with student leaders on each campus as well as faculty management. (GAW, RAW, LAW)	Increase student and staff participation. Ensure a diverse and conducive environment using these initiatives. Ensure feedback received during the weeks and after the weeks is actioned on.	Impact	DVC T-L SCC FMC

LINK to RISK Register

Risk 28

The NWU academic project could be in jeopardy because of ineffectiveness and inefficiencies of support functions, possibly leading to loss of income and potential growth, loss of staff, and negative impact on the reputation of the NWU.

Risk 234

IT provisioning for certain admin and academic functions not optimal; indications exist that individual IT staff are overburdened due to inadequate human resources in IT; uncertainties evident about the direction in regard to digital business strategy leading to delays in new system design and implementation. Digital transformation will have a severe impact on operational models, structures, people, processes and roles.

Risk 233

The lockdown forced a change in stakeholder behaviour and habits. The approach to being a university and how people interact has fundamentally changed. The organisation has had to adapt to a significant change in stakeholder behaviour whilst ensuring adequate alignment of quality teaching and learning in relation to student access and success and fit-for-purpose workforce utilisation. Universities have had to re-invent their business models to ensure that they could compete in these shifting circumstances and, in some cases, ensure that they take advantage of unprecedented demand. Inadequacies around a focused approach on the management of the COVID-19 situation as this impact directly on the NWU's governance and management, could hamper the NWU's sustainability in the short-, medium- and long-term

1.4	Attract, develop and retain excellent teaching-learning staff	KPI	Link to NWU priority	Accountable
1.4.1	Enhancement of university teachers towards successful teaching and learning practices through the provision of career stage-appropriate teaching and learning opportunities	Number of newly appointed academics that completed the Induction programme. Qualitative feedback on the attendance of the Induction programme Number of attendees of academics that participated in CPL opportunities.	Impact	SPR/ FTLS/CTLF

		Qualitative feedback of CPL opportunities attended. Approved CPL framework for NWU academic staff.		
1.4.2	Reward and recognise academics for the excellent contribution of work that they do as university teachers	Participation in NWU Teaching Awards, Hybrid International Teaching Mobility or Scholarship of Teaching and Learning (SoTL) funded projects.	Impact Internationalization	SPR
1.4.3	Design and develop content and facilitate training sessions – Equip distance employees to effectively use ICT solutions that are required in their day-to-day tasks and responsibilities.	Feedback from participants following training sessions	Impact Operational efficiency	UDL: eLearning section
	Develop an operational model for distance/online teaching and learning that does not overburden the main subject matter expert/lecturer	Proposal	Impact Operational efficiency	UDL: Academic Manager

LINK to RISK Register

Risk 5

Difficulty to recruit and retain qualified and talented staff due to challenges in staff morale due to change and uncertainties and perceived non-implementation of retention strategies.

Risk 41

Lack of competitive salaries in the academic environment might lead to exodus of talent leading to possible loss of accreditation.

1.5	Improve and support student success	KPI	NWU priority	Accountable
1.5.1	[CTL First-Year Experience (FYE)] a.) Provide sessions during orientation to familiarise with the higher education environment and the available academic development and support services and b.) extend the academic orientation of first-year students by disseminating academic development information via the First-Year Navigator online platform.	Number of students attending sessions Number of visits and pageviews on the First-Year Navigator platform Student satisfaction with the platform's usefulness and user-friendliness	Impact	CTL – FTLS – Academic advisers
1.5.2	[SI] To enhance the student academic experience by supplementing formal time-tabled instruction of contact mode in undergraduate high-risk modules by offering Supplemental Instruction (SI) sessions.	Improved mastery of module content to enhance the student's academic experience.	Impact Diversity	CTL – FTLS – Academic advisers

1.5.3	[Mentoring] Implement a peer mentoring programme which will assist first-year students to overcome social and study-related, as well as personal and interpersonal challenges to facilitate successful transition to a higher education environment.	Number of first year students attending one-on-one or small group mentoring sessions Student satisfaction with the peer mentoring programme	Impact	CTL – FTLS – Academic advisers
1.5.4	[Tutorials] Implement a curriculum-based peer tutorial programme in modules regarded by faculties as priority modules to enhance students' learning experiences and success.	Pass rates in modules identified by faculties as priority modules where tutorials are implemented. Student satisfaction with the tutorial programme	Impact Diversity	CTL – FTLS – Academic advisers
1.5.5	[Academic Advising and workshops] Develop and support students to achieve their academic goals through academic advising and workshops.	Number of advising sessions. Several workshops offered.	Impact	CTL – FTLS – Academic advisers
1.5.6	[E-peer learning support for undergraduate distance learning students] Improve the retention and academic success of undergraduate distance learning students.	Academic performance of undergraduate distance learning students Participation in the E-peer learning support programme	Growth	CTL – FTLS – Academic advisers
1.5.7	Enlarge the footprint of the UDL through the Bursary Projects/Contracts.	UDL Bursary Contracts with the Provincial Education Departments, Public & Private Sector and NGOs	Growth	UDL: Bursary Office
1.5.8	Multilingual pedagogies training an support for Academic advisors; mentors, Supplemental instructors, and Tutors	Multilingual pedagogies training and support	Diversity	LD CTL

LINK to RISK Register

Risk 7

It is a risk to the NWU if indications exist that school leavers are not sufficiently prepared for higher-education studies, resulting in unacceptable student throughput figures, and in the instance that NWU students do not meet market-place expectations.

Risk 9

Poor quality of research products due to decline or inadequate resources for research and research chairs.

Risk 13

Decline in student throughput and -success due to external factors such as NSFAS rules, lack of focus of student-support services and other factors

1.6	Transform our curriculum to ensure that students exit programmes with adequate knowledge and strategies to contribute to 21st-century problem-solving	KPI	NWU priority	Accountable
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1.6.1	Conceptualise a coherent curriculum design and development model for NWU	An approved model (at SCTL level)	Operational excellence	DVC TL, CTL – collaborate: Q&APP, FTLS, Faculties
1.6.2	Develop and maintain a repository of up-to-date curriculum design resources that support faculty members in creating and revising curriculum content that is aligned with best practices in teaching and learning.	Updated documentation and toolkits available on CTL webpages.	Operational excellence	CTL-FTLS
1.6.3	Advised and supported academics with academic programme and/or module level design or renewal requests using learning design methodology which is flexible but fit for purpose and includes students as partners.	The number of Carpe Diem workshops and consultations with Academics. Log of TL problems addressed and solved.	Impact	CTL-FTLS-CTLF

LINK to RISK Register

Risks 181

Possibility that UG and PG academic offerings and services related to offering are not responsive, or price appropriate and that the quality is not of the required standard. Slow external approval process of qualifications/programmes leading to loss of opportunities and possible irrelevance of NWU programme offering.

1.7	Implement a range of digital initiatives to enable a higher quality of student engagement.	KPI	NWU Priority	CTL: CTLF
1.7.1	Plan the implementation of a fit for purpose Learning Management System Implementation of Digital Assessment System (CIRRUS) Develop a new Student Value Proposition (SVP) for Distance Learning (DL)	END OF YEAR report on digital initiatives New LMS recommended and approved by UMC by the end of 2024 Commenced with system integration, data migration Training of participating faculties by the end of 2024 Implementation according to the set plan Completed SVP for DL	Growth Impact Operational	UDL

LINK to RISK Register

Risk 234

IT provisioning for certain admin and academic functions is not optimal; indications exist that individual IT staff are overburdened due to inadequate human resources in IT; uncertainties evident about the direction regarding digital business strategy leading to delays in new system design and implementation. Digital transformation will have a severe impact on operational models, structures, people, processes and roles.

Risk 231

Inadequacies around disaster recovery and business continuity management could hamper the NWU's operations and lead to compliance risks and financial losses and reputational damage.

Risk 42

Cyber security is not adequately addressed at the NWU and is the number one IT issue worldwide. An attack on the NWU is likely. Digital transformation will increase the cyber security risk.

Risk 11
Apparent unpreparedness for a functioning blended-learning environment, exacerbated by the perception that technology does not support the Teaching-Learning effort in an optimal way, leading to missed opportunities for blended learning.

Goal 2 Conduct research and innovation with a strategic focus on global impact

		KPI	NWU priority	Accountable
2.1	Generate new knowledge through high-quality publications and scientific leadership.			
2.1.1	Postdoc productivity: number of accredited publications per postdoc averaged over 3 years	3	Growth Impact	DVC: R&I
2.1.2	Increase and monitor publications in Scopus/ISI journals so that research visibility is internationally enhanced	Number of publications across academic ranks, especially professors and extraordinary professors in all faculties is improved. Number of publications by all research professionals and related staff is improved	Internationalisation	DVC: R&I
2.1.3	Increase the number of journal publications where the senior author or first author is affiliated with the NWU	Number of journal publications where the senior author or first author is affiliated with the NWU is improved against the number reported in year n-1	Partnerships Impact	DVC: R&I

LINK to RISK Register

Risk 9
Poor quality of research products due to decline or inadequate resources for research and research chairs.

2.2	Inspire and nurture the next generation of researchers	KPI	NWU priority	Accountable
2.2.1	Postdoctoral Research Fellows (PDRFs) enrolled increase year on year to reach at least 400 per annum by 2028	230	Growth	DVC: R&I
2.2.2	Inculcate an environment conducive to research integrity	The number of research integrity-related infringement cases is reduced	Operational	DVC: R&I

Risk 9
Poor quality of research products due to decline or inadequate resources for research and research chairs.

Risk 13
Decline in student throughput and -success due to external factors such as NSFAS rules, lack of focus on student-support services and other factors.

Risk 3
Poor financial support to PG students resulting in loss of student income and continuity from UG to PG; PG numbers' dependency on bursaries.

2.3	Improve international stature and visibility of scholars and research outputs.	KPI	NWU priority	Accountable
2.3.1	Publications with international collaborators reported by country as a percentage of total annual publications	5%	Internationalization	DVC:R&I
2.3.2	Publications in open-access platforms as a percentage of total annual publications	15%	Impact	DVC:R&I
2.3.3	NWU authors discoverable by Incites and Schival as a percentage of total annual publications	10%	Impact	DVC:R&I
LINK to RISK Register Risk 9 Poor quality of research products due to decline or inadequate resources for research and research chairs.				

2.4	Intensify research through international partnerships and collaborations	KPI	NWU priority	Accountable
2.4.1	Publications and/or secured external research grants with international collaborators	10%	Internationalization	DVC:R&I
2.4.2	NWU academic staff/students visiting international institutions on short (up to 3 months) or long (>3 months) stays	20	Internationalization	DVC:R&I
2.4.3	International academic staff/students hosted by NWU on short (up to 3 months) or long (>3 months) stays	10	Internationalization	DVC:R&I
2.4.4	Collaborative doctoral degrees conferred with partner institutions	1	Partnerships	DVC:R&I
LINK to RISK Register Risk 8 Global engagement/internationalisation effort is not sufficient with the effect that the NWU has little international exposure in terms of attracting international staff, students, investment and sponsoring of research. Financial constraints hampering Internationalisation				

2.5	Support and sustain an ecosystem for the conducive creation of IP and Commercialisation	KPI	Link to NWU priority	Accountable
2.5.1	Activities and projects to support IP creation and entrepreneurship	10	Impact	
2.5.2	Licenses signed emanating from university-generated IP	1	Impact Growth	
2.5.3	Creative outputs (unaudited) submitted to DHET on an annual basis	5	Impact	
LINK to RISK Register Risk 32 The brand of the NWU is at risk if commercialisation opportunities are missed Risk 33 Failure of licensee or spin-out to commercialise due to conflicting bureaucratic university processes				

2.6	Capitalise on digital initiatives to help shift researcher focus away from administrative matters, supporting more productive research activities with higher overall research outputs further creating a premium online presence as a quality research institution that supports and attracts top-rated researchers and funding	KPI	NWU priority	Accountable
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2.6.1	Ensure staff readiness for the implementation of the new SIS		Operational	
2.6.2	Investigate and finalise the implementation of a PG student management system		Operational	
LINK to RISK Register				
Risk 234				
IT provisioning for certain admin and academic functions is not optimal; indications exist that individual IT staff are overburdened due to inadequate human resources in IT; uncertainties evident about the direction in regard to digital business strategy leading to delays in new system design and implementation. Digital transformation will have a severe impact on operational models, structures, people, processes and roles.				
Risk 231				
Inadequacies around disaster recovery and business continuity management could hamper the NWU's operations and lead to compliance risks and financial losses and reputational damage.				
Risk 42				
Cyber security is not adequately addressed at the NWU and is the number one IT issue worldwide. An attack on the NWU is likely. Digital transformation will increase the cyber security risk.				

Goal 3: Integrate and align community engagement with teaching-learning and research to develop a culture of active citizenship.

Objectives		KPI	Link to NWU priority	Accountable
3.1	Support and collaborate with communities for mutual benefit	Compile a list of registered CE partners	Partnerships	DVC CE
3.1.1	Meet CE partners once per annum per campus	3 Meetings p.a.	Operational excellence	DVC CE
LINK to RISK Register				
No reference currently in the NWU Strat Risk Register.				

3.2	Develop graduate attributes through community engagement interventions	KPI	Link to NWU priority	Accountable
3.2.1	Training of SCC to register and reflect on CE Activities	(n) of training sessions, (n) of reports	Partnerships	DVC: CE & Student Life
3.2.2	Investigate the capturing of co-curricular CE activities on academic transcripts	Progress report Finalise capturing on academic transcripts	Impact	DVC: CE, Student Life, SALA
LINK to RISK Register				
No reference currently in the NWU Strat Risk Register.				

3.3	Empower, educate and equip staff regarding Community Engagement activities	KPI	Link to NWU priority	Accountable
3.3.1	Roadshows at each faculty	(8) roadshows Reflection of Faculties APP, Goal 3	Impact	DVC:CE
3.3.2	Revise and update CE toolkit and training manuals	Finalised toolkit and manuals	Operational excellence	DVC: CE

3.3.3	Induction of new staff regarding CE activities	(n) 10 workshops and feedback surveys	Operational excellence	DVC: CE
LINK to RISK Register No reference currently in the NWU Strat Risk Register.				

3.4	Monitor, evaluate and report on the impact of the university's community engagement activities	KPI	Link to NWU priority	Accountable
3.4.1	Compile a mid-year and annual report	Finalisation of reports	Operational excellence	DVC: CE , Departments & Faculties
3.4.2	Sensemaker utilised to analyse existing data and database (longitudinal)	Year-end report	Operational excellence	DVC: CE
Although not currently a risk, a lack of reporting, negatively impact on the reputation management of the NWU. Increasingly institutions are expected to demonstrate progress made towards achievement of the SDGs				

3.5	Promote sustainability advocacy and awareness in community engagement projects	KPI	Link to NWU priority	Accountable
3.5.1	Collaborate with Scientific and Ethics committees to reflect SDG activities	Roadshows and co-reporting	Operational excellence	DVC: CE. Faculties
3.5.2	Run a pilot of the Sulitest to determine the knowledge of students of SDG's	Pre-test by July, Post-test Nov	Operational excellence	DVC: CE
3.5.3	Continue updating data on NWU website for rankings	Completed by June 2024	Impact	DVC: CE
LINK to RISK Register Risk 40 The lack of focus and clarity in regard to the placement, functioning and monitoring of environmental management at the NWU poses a risk to sustainability and compliance.				

3.6	Promote and implement environmental sustainability measures	KPI	Link to NWU priority	Accountable
3.6.1	Create awareness as part of CE activities: Staff and Students	Green Arbour Day activities; Green awareness campaigns	Impact	DVC: CE
3.6.2	Implementation, monitoring and reporting of environmental management eg carbon footprint, waste and electricity management	Regular reports at SHE meetings Progress report on implementation plan – two reports per annum	Impact	CFO: F&F
Risk 40 The lack of focus and clarity in regard to the placement, functioning and monitoring of environmental management at the NWU poses a risk to sustainability and compliance.				

Goal 4: Develop a clearly differentiated student value proposition with a focus on creating an inclusive environment aimed at developing students holistically through structured and unstructured co-curricular programmes which are relevant, desirable and meet students' needs.

4.1	Maintain and enhance student experiences through Student Life co-curricular programmes and efficient service delivery to students (Access to / effectiveness / reporting / feedback / measurability)	KPI	NWU priority	Accountable
4.1.1	Implement Student Life co-curricular programmes and efficient service delivery to students (Access to / effectiveness / reporting / feedback/measurability)	Student satisfaction (65%) with respect to the relevance, vibrancy, and accessibility of SL programmes	Impact	Executive Director: Student Life
4.1.2	Integration of functional multilingualism within the operations, co-curricular programmes, service delivery of SL functional areas and student leadership structures. Conduct language awareness activities.	Delivery of two relevant initiatives / projects aimed towards the realisation of the NWU Language Policy and Student Life Language Policy	Diversity	Language Directorate
4.1.3	Provide Language Facilitation Training to House Committee volunteers in Student Residences and in other student leadership structures	Training on multilingual pedagogies	Diversity	Language Directorate Student Life

LINK to RISK Register

Risk 20

Varied student experiences across campuses might lead to dissatisfaction because of the possible negative effect of 'standardising' student life across campuses and the management of student life in the new structure.

Risk 27

Inadequate measures to create a welcoming student environment at the NWU

4.2	Maintain and enhance a student culture/environment that supports and improves diversity, multiculturalism, and social cohesion	KPI	Link to NWU priority	Accountable
4.2.1	Provide effective language-related support programmes and interventions	Language support across SL functional areas	Diversity	Language Directorate Student Life
4.2.2	Implement targeted engagements and programmes for stimulating multilingualism	Language related engagements	Diversity	Language Directorate Student Life

LINK to RISK Register

Risk 6

Insufficient levels of diversity in staff and student environment have the potential to undermine the University's strategy.

Risk 20

Varied student experiences across campuses might lead to dissatisfaction because of the possible negative effect of 'standardising' Student Life functioning across campuses and the management of Student Life in the new structure.

Risk 27

Inadequate measures to create a welcoming student environment at the NWU

Risk 34

Inadequacies in student leadership skills leading to possible human rights and other values infringements presenting a student offering no longer desired by

students

Risk 38

Uncertainties regarding the language plan implementation in the unitary model could lead to disruption

4.3	Develop and maintain students' social citizenship through effective and impactful community engagement programmes and peer support initiatives and networks	KPI	NWU priority	Accountable
4.3.1	Maintenance of existing and development of new CE projects and initiatives targeting student participation	25% Residence population participation; 10% campus student participation; and 50% student leadership participation per campus	Impact	Student Life Community Engagement Directorate
4.3.2	Maintenance and growth of peer support initiatives and networks	Establishment, training and implementation of peer support initiatives and networks in Student Life and Student Residence Life environments	Impact	Student Life

LINK to RISK Register

No reference currently in the NWU Strat Risk Register.

Community engagement is part of the core business of the University owing to its key function to act as a catalyst for development. Within the co-curricular context, it contributes towards the development of students' social citizenry and holistic development. Substantive risk exists in the execution of CE initiatives as part of the co-curricular programme that is uncoordinated, sporadic, unsustainable and make little contributions towards the community recipients and student participants. Considering the large student community, peer support networks extend the reach of psycho-social and wellness support services offered by Student Life, with the inability to maintain an effective and efficient support network diminishing our ability to support students.

4.4	Increase external stakeholder (local community, business, alumni) collaboration and involvement in co-curricular programmes, services, and student experience	KPI	Link to NWU priority	Accountable
4.4.1	Creation and maintenance of an external stakeholder matrix for Student Life	Matrix that accounts for identification of 80% of existing external stakeholders contributing to SL at various levels; quantifying and describing stakeholder contributions to SL	Partnership	Student Life
4.4.2	Increase external stakeholder collaboration, contribution, and involvement in Student Life	Clear achievement in the growth of stakeholder collaboration, contribution and involvement measured at 10% for SL functional areas, 5% for SCCs and 5% for House Committees	Partnership	Student Life

LINK to RISK Register

Risk 22

A reputational risk is evident if the public and stakeholders do not believe the University is living up to its promise of social justice. The perceptions of stakeholders with regard to the NWU's standing in comparison with other HEIs.

4.5	Enhancement of students' leadership skills and competencies	KPI	NWU priority	Accountable
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4.5.1	Creation of a comparable student leadership experience through short-term student leadership development initiatives	Standardization of programme content presented to student leaders as part of leadership development across all NWU campuses, including through the Student Leadership Academy	Growth	Student Life
4.5.2	Provisioning of resources and tools of trade required by student leaders to function effectively	Increased resources and tools of the trade provided to student leadership structures (SRC: 20-30% increase; SCCs: 15-25% increase; House Committees and Student Academic Chapters: 5-15% increase)	Impact	Student Life
4.5.3	Responsive to the evolving demographic profile of the NWU and each campus, co-develop and implement initiatives that progressively enable the sustainable diversification of the demographic profile of student leadership structures	Development of a responsive and agile strategy that enables the SRC and subordinate student leadership structures to give effect to paragraph 14.3 of the Institutional Rules on Student Governance	Impact	Student Life
4.5.4	Improvement of House Parents' skills and capacity to contribute towards student leadership development	75% alignment of skills training and capacity building initiatives offered to House Parents, enabling them to contribute, on a continuous basis, to students' leadership development within the Student Residence Life environment	Impact	Student Life

LINK to RISK Register

Risk 34

Inadequacies in student leadership and House Parents' skills and competencies leading to diminished outputs and inability to perform functions and duties, which in turn results in the presentation of a student experience that is no longer valuable or desired by students.

4.6	Create individualised, quality, holistic student experiences through innovative digital platforms encompassing all aspects of student life regardless of presentation method (Link to DBS strategy)	KPI	Link to NWU priority	Accountable
4.6.1	Linked to DBS – Implement digital solutions in the student life environment as agreed upon as part of the implementation of the DBS strategy.	Progress made towards the NWU DBS strategy	Impact Diversity Operational excellence	Executive Director Student Life

LINK to RISK Register

Risk 234

IT provisioning for certain admin and academic functions is not optimal; indications exist that individual IT staff are overburdened due to inadequate human resources in IT; uncertainties evident about the direction regarding digital business strategy leading to delays in new system design and implementation. Digital transformation will have a severe impact on operational models, structures, people, processes and roles.

Risk 231

Inadequacies around disaster recovery and business continuity management could hamper the NWU's operations and lead to compliance risks and financial losses and reputational damage.

Risk 42

Cyber security is not adequately addressed at the NWU and is the number one IT issue worldwide. An attack on the NWU is likely. Digital transformation will increase the cyber security risk.

Goal 5: Retain excellent staff by creating an environment that is diverse, equitable and inclusive.

5.1	Promote and enhance Employment Equity	KPI	NWU priority	Accountable																												
5.1.1	An employment equity plan that grows the proportions of black staff generally, black women specifically and staff living with disabilities:	<p>2024 Targets</p> <table border="1"> <thead> <tr> <th>Race</th> <th>Male</th> <th>Female</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>African</td> <td>23.5%</td> <td>21.9%</td> <td>45.3%</td> </tr> <tr> <td>Coloured</td> <td>3.6%</td> <td>4.3%</td> <td>7.9%</td> </tr> <tr> <td>Indian</td> <td>1%</td> <td>1.2%</td> <td>2.2%</td> </tr> <tr> <td>White</td> <td>16.4%</td> <td>26.1%</td> <td>42.5%</td> </tr> <tr> <td>FN</td> <td>1.7%</td> <td>0.5%</td> <td>2.1%</td> </tr> <tr> <td>Total</td> <td>46%</td> <td>54%</td> <td>100%</td> </tr> </tbody> </table> <p>Persons living with disabilities: 2% An increased percentage of Black women in leadership positions</p>	Race	Male	Female	Total	African	23.5%	21.9%	45.3%	Coloured	3.6%	4.3%	7.9%	Indian	1%	1.2%	2.2%	White	16.4%	26.1%	42.5%	FN	1.7%	0.5%	2.1%	Total	46%	54%	100%	Diversity	ED: P&C
Race	Male	Female	Total																													
African	23.5%	21.9%	45.3%																													
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FN	1.7%	0.5%	2.1%																													
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LINK to RISK Register

Risk 6

Insufficient levels of diversity in staff and student environment undermining the university strategy

Risk 15

Financial losses, possible imprisonment and penalties due to lack of compliance to legislation, statutory requirements, licenses and other legal requirements.

5.2	Manage Personnel cost efficiency to increase institutional operational effectiveness	KPI	Link to NWU priority	Accountable
5.2.1	Defining and implementing a future-fit structure aligned with the Institutional Strategy	Review and implement the approved optimised future fit structure	Operational excellence	ED: P&C
5.2.2	Develop and implement a strategy to optimise the ratio between: - Academic to Support staff (Productivity and Human Resource Allocation Model) and - Academic staff to Student	Define strategies for PHRAM ratios for consideration when making appointments	Operational excellence	ED: P&C
5.2.3	Manage total employment costs as % of total income by implementing strategies to optimise staff costs	Recommendations regarding the optimising of functions with a focus on reducing remuneration costs for approval by UMC and successfully implemented vacancy Management	Operational excellence	ED: P&C

LINK to RISK Register

Risk 233

The lockdown forced a change in stakeholder behaviour and habits. The approach to being a university and how people interact has fundamentally changed. The organisation has had to adapt to a significant change in stakeholder behaviour whilst ensuring adequate alignment of quality teaching and learning in relation to student access and success and fit-for-purpose workforce utilisation. Universities have had to re-invent their business models to ensure that they could compete in these shifting circumstances and, in some cases, ensure that they take advantage of unprecedented demand. Inadequacies around a focused approach to the management of the COVID-19 situation as this impact directly on the NWU's governance and management, could hamper the NWU's sustainability in the short-, medium- and long-term

5.3	Attract and retain excellent staff	KPI	NWU priority	Accountable
5.3.1	Competitive compensation benefits benchmarked, developed and implemented within the financial sustainability framework.	<p><i>Market-related remuneration benchmarked and implemented during COLA negotiations in April 2024.</i></p> <p>Strategy for low-cost medical insurance for lower-level employees approved and implemented</p> <p>Refine and implement Leave Rules as per the approved Conditions of Service</p> <p>Continuous Implementation of the Differentiated remuneration for academic staff.</p> <p>Enhance Remuneration and Benefits for staff</p>	Operational excellence	ED: P&C
5.3.2	Develop and implement a strategy for the attraction, advancement and retention of black academics and top talent:	Phase 2 Scarce Skills Strategy Implementation for the attraction and retention of mission-critical staff by June 2024.	Diversity	ED: P&C
5.3.3	Develop and implement a Strategic Human Resourcing Plan aligned with the outcomes of the Staff Cost Optimisation Project	Develop a Strategic Human Resource Plan (SHRP) aligned with the Risk Mitigation Plan and the reviewed organisational structure. Implement the SHRP (support)	Operational excellence	ED: P&C

LINK to RISK Register

Risk 41

Lack of competitive salaries in the academic environment might lead to an exodus of talent leading to possible loss of accreditation.

Risk 5

Difficulty to recruit and retain qualified and talented staff due to challenges in staff morale due to change and uncertainties and perceived non-implementation of retention strategies.

5.4	Cultivate and enhance an ethical, inclusive, welcoming and values-driven culture	KPI	Link to NWU priority	Accountable
5.4.1	Implement Culture interventions at decentralised levels.	Implement culture interventions through diversity and inclusivity training	Diversity	ED: P&C

5.4.2	Continuous communication on NWU values	Implement strategies to entrench a values-driven culture	Diversity	ED: P&C
5.4.3	Embed ethical culture through training interventions	Ethics training implemented for management	Diversity	ED: P&C

LINK to RISK Register

Risk 22

A reputational risk is evident if the public and stakeholders do not believe the university is living up to its promise of social justice. The perceptions of stakeholders regarding the NWU's standing in comparison with other HEI's.

Risk 35

Presence and escalation in sexual and gender-based violence on the campuses

5.5	Create an enabling and values-driven, transparent, and engaged leadership culture	KPI	Link to NWU priority	Accountable
5.5.1	Identify and implement culture interventions for leadership Culture survey to be conducted in 2024	Develop and implement a cultural sensitivity questionnaire	Diversity	ED: P&C
5.5.2	Create an Enabling Leadership Culture that fosters a shared direction, shared values, alignment and commitment to transform the Organisational Culture.	Senior, middle and junior managers will be trained on how to create a working environment that promotes employee engagement, well-being and organisational effectiveness. Implement interventions for cohesive leadership, leading through inclusivity	Diversity	ED: P&C
5.5.3	Establish and implement women in leadership programs to eliminate barriers for women who lead. Leadership interventions that prepare NWU women leaders for the workplace of the future	Women who lead champions trained Implement interventions for Women in leadership	Diversity	ED: P&C
5.5.4	Implement the Council-approved Digital Transformation Strategy	Middle managers and Specialists to be trained in Digital Transformation to enhance digital competencies and remain competitive in a rapidly changing digital landscape	Operational excellence.	ED: P&C

LINK to RISK Register

Risk 22

A reputational risk is evident if the public and stakeholders do not believe the university is living up to its promise of social justice. The perceptions of stakeholders with regard to the NWU's standing in comparison with other HEI's.

5.6	Implement the P&C Digital Transformation Strategy through effective automation and digitisation	KPI	Link to NWU priority	Accountable
5.6.1	Implement new digital platforms	Delivering an exceptional employee experience through digital platforms, boosting agility and productivity through data-driven decision-making.	Operational Excellence	ED: P&C

		and equipping employees with the skills required for optimal functioning in a digitally enabled workplace.		
5.6.2	Provide current and potential employees with the ability to manage their work lives through online services, thereby enhancing their levels of satisfaction and productivity levels. Digital initiatives will be focussed on automating workflows, digital records and digital tools throughout the P&C value chain processes that result in a focus shift away from admin, allowing for an enhanced value contribution.	By leveraging digital HR tools and technologies, improve communication between employees and managers and reduce the administrative burden on P&C professionals and line-managers leading to more efficient and effective P&C operations (Link to DBS Strategy).	Impact Operational Excellence	

LINK to RISK Register

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Risk 231
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5.7	Enhance Stakeholder Relationships	KPI	Link to NWU priority	Accountable
5.7.1	Ensure a sound and harmonious relationship between organised labour, employees in general and management	A minimum of 2 P&C Roadshows per Campus is to be conducted annually. Continuous engagement with unions organised within the NWU to foster a mutually beneficial relationship.	Partnerships	ED: P&C

LINK to RISK Register

Risk 22
A reputational risk is evident if the public and stakeholders do not believe the university is living up to its promise of social justice. The perceptions of stakeholders regarding the NWU's standing in comparison with other HEI's.

Risk 233
The lockdown forced a change in stakeholder behaviour and habits. The approach to being a university and how people interact has fundamentally changed. The organisation has had to adapt to a significant change in stakeholder behaviour whilst ensuring adequate alignment of quality teaching and learning in relation to student access and success and fit-for-purpose workforce utilisation. Universities have had to re-invent their business models to ensure that they could compete in these shifting circumstances and, in some cases, ensure that they take advantage of unprecedented demand. Inadequacies around a focused approach to the management of the COVID-19 situation as this impact directly on the NWU's governance and management, could hamper the NWU's sustainability in the short-, medium- and long-term

Goal 6: To advance and implement the digital business strategy to create a competitive advantage for the university and ultimately unlock alternative revenue streams.

6.1	Revise the Digital Business Strategy in line with changing NWU strategic goals	KPI	NWU priority	Accountable
6.1.1	Conduct a review of the Digital Business Strategy to align with the new NWU Institutional Strategy factoring in technological advances and related 4IR developments such as AI and Automation	Revised Digital Business Strategy	Impact	DBS

LINK to RISK Register

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6.2	Develop Data and Analytics capability (DASOM) to support AI and decision-making	KPI	NWU priority	Accountable
6.2.1	Implementation and Stewardship of the DASOM Project to deliver the Data and Analytics strategy and the supporting Operating Model.	Delivery of Data & Analytics Strategy and Operating Model	Impact	DBS
6.2.2	Review the current NWU Data Warehouse design and propose a new architecture to support data-driven decision-making (in support of the Strategic Intelligence department)	New Data Warehouse design	Impact	DBS

LINK to RISK Register

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Cyber security is not adequately addressed at the NWU and is the number one IT issue worldwide. An attack on the NWU is likely. Digital transformation will increase the cyber security risk.

Risk 234

IT provisioning for certain admin and academic functions is not optimal; indications exist that individual IT staff are overburdened due to inadequate human resources in IT; uncertainties are evident about the direction in regard to digital business strategy leading to delays in new system design and implementation. Digital transformation will have a severe impact on operational models, structures, people, processes and roles.

6.3	Build technical capability (Agility Hub) for AI and Automation implementation	KPI	Link to NWU priority	Accountable
6.3.1	Deploy a strategic partnership model to capacitate the DBS Agility Hub	Onboarded strategic partners with relevant capacity and expertise	Partnerships	DBS

6.3.2	Support NWU Business and IT with the capacity and capability to execute on their Digital Transformation mandate	Avail technical expertise	Partnerships	DBS
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LINK to RISK Register

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6.4	Deliver on the DBS transformational objectives as entailed in the DBS Goals	KPI	NWU priority	Accountable
6.4.1	Pilot Artificial Intelligence (AI) and Automation use cases, support NWU efforts for ethical adoption and governance	AI use case implementation	Operational Excellence	DBS

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6.5	Support the successful implementation of enterprise digital transformation (Dx) solutions (SIS, HR, LMS)	KPI	NWU priority	Accountable
6.5.1	Stewardship and Risk mitigation of Dx projects in collaboration with Business Owners Ensure the successful implementation of the student information system that aims at implementing self-service possibilities, automation, lean business processes and standardised and aligned operations across the NWU, pursuing student-centricity and operational excellence.	1. Risk mitigation, Successful project implementation 2. Drive the overall implementation of SIS in accordance with the agreed-upon business plan aimed at realising the go-live date of the CRM Nexus module in February 2024 and executing all the relevant preparations ready for the go-live of the SIS module in January 2025. 3. Ensure that all gaps identified during the development process are addressed in a focused manner to enhance the effectiveness and efficiency of the drive towards self-service and automation. 3.1 those within the scope of the current products, by means of embarking on relevant projects within the overall business plan; and 3.2 those outside the scope of SIS, by means of strategic projects driven by the relevant business-process owners. 4. Implement a cross-functional and integrated staff optimisation and staff allocation process catering to the functional requirements for each of the	Impact Digital strategy projects	DBS (in support) SIS implementation: Registrar

		relevant business processes to ensure effective and efficient service delivery. 5. Implement a defined change management process amongst all involved internal stakeholders to ensure optimal uptake and understanding of the scope and extent of the impact of SIS on relevant business processes.		
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LINK to RISK Register

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6.6	Implement a stable and secure IT and Integration platform (NGDE) to provide a solid foundation for NWU digital transformation	KPI	NWU priority	Accountable
6.6.1	Implement NWU Cloud and Integration strategy	Successful implementation of Cloud and Kafka integration platform strategies	Operational Efficiency Growth	IT Chief Director
6.6.2	Implement NWU IT Service Excellence programme	IT service levels	Operational Efficiency	
6.6.3	Secure IT operating environment	Cybersecurity incidents	Operational Efficiency	

LINK to RISK Register

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6.7	Implement institution-wide Digital Transformation (DBS,Dx) awareness and Change Management programmes across campuses	KPI	Link to NWU priority	Accountable
6.7.1	Engage the NWU community on the new Digital Business Strategy. Address Automation and AI concerns in collaboration with P&C and Departments/Faculty	Dx engagement programme ,Dx engagements Events, Comms articles	Diversity Choose an item.	DBS

Facilitate community-level ownership of Digital Transformation		
LINK to RISK Register Risk 42 Cyber security is not adequately addressed at the NWU and is the number one IT issue worldwide. An attack on the NWU is likely. Digital transformation will increase the cyber security risk. Risk 234 IT provisioning for certain admin and academic functions not optimal; indications exist that individual IT staff are overburdened due to inadequate human resources in IT; uncertainties evident about the direction in regard to digital business strategy leading to delays in new system design and implementation. Digital transformation will have a severe impact on operational models, structures, people, processes and roles.		

Enabler 1: Govern, lead and manage in an agile, collaborative and integrated way towards an optimally digitised university environment.

	Ensure and safeguard an integrated governance-management-leadership acumen at the NWU for purposes of market differentiation, sustainability and competitiveness	NWU priority	Accountable
1.1	Ensure the effective and efficient functioning of all governance and statutory structures of the NWU in the following manner: 1. Implementing the NWU Council Quality Manual by means of the following enabling mechanisms: - regular reporting on the imperatives of the QM to relevant structures; - self-evaluation of committees on the perceived adherence to imperatives of the QM - drafting and implementing improvement plans 2. Regular reviews of the terms of references of committees 3. Annual tailormade capacity building opportunities 4. Annual self-evaluation of the role-fulfilment of structures	Operational excellence	Registrar
1.2	Drive the focused implementation of the <i>NWU 2024 and beyond</i> strategy by ensuring the planned execution of, monitoring and reporting on the strategic projects that underpin the priorities of the strategic cycle and as indicated in the council-approved strategy, prioritised in the short term to advance and defend the NWU's core business in the following manner: 1. strategic projects advancing impact 2. strategic projects advancing growth 3. strategic projects advancing internationalisation 4. strategic projects advancing diversity 5. strategic projects advancing operational excellence	Operational excellence	Chief Strategy Officer
1.3	Implement the improvement plan that emanated from the 2022 CHE Institutional Audit and report accordingly to relevant structures.	Operational excellence	DVC Planning
1.4	Ensure the ongoing implementation of an appropriate framework for policies and institutional rules to enable a standardised and aligned directive governance environment strengthening the effectiveness of the NWU's unitary operating model: 1. Investigate the appropriateness of current NWU policies and rules against national imperatives and the priorities in the <i>NWU 2024 and beyond</i> strategy and report at the relevant governance and management structures.		Registrar

	<ol style="list-style-type: none"> 2. Ensure the implementability of policies and institutional rules by means of a drafting template that includes, amongst others clarity on roles and responsibilities, training to support the implementation of the relevant policy/institutional set of rules, as well as subsequent rules/standard operating procedures. 3. Ensure consistency in the application of the regular review cycle by means of a work-flow process and clear communication plan. 		
1.5	<p>Strengthen the NWU's risk and compliance, and business-continuity management model in accordance with best practice principles and management approaches in the following way:</p> <ol style="list-style-type: none"> 1. Implement measures to ensure the maturity of the NWU's risk management approach. 2. Inculcate risk appetite and risk tolerance in an integrated manner in the way in which the <i>NWU 2024 and beyond</i> strategy is implemented. 3. Measure the current NWU Strategic Risk Register against the risks and opportunities evident from the <i>NWU 2024 and Beyond</i> strategy with a view of adjusting the strategic risk register towards the appropriate applicability of the <i>NWU 2024 and Beyond</i> strategy. 4. Draft a clear framework for internal controls to enhance the implementation of the NWU's combined assurance framework. 5. Implement an appropriate system to enhance self-service by risk owners and ease of reporting. <p>Implement the compliance-management three-year rolling plan to ensure continuous improvement of general compliance by the NWU to relevant instances of legislation.</p> <ol style="list-style-type: none"> 1. Ongoing screening of the legislative updates, publication thereof on the web page and informing act owners. 2. Implementing a three-year compliance work plan 3. Conducting regular audits 4. Reporting at relevant structures <p>Establish a governance and management model to secure the continuation of business in a proactive and effective manner, while ensuring agility in response time</p> <ol style="list-style-type: none"> 1. Concluding the process towards the drafting of a well-informed and integrated business continuity plan to protect employees, students and NWU assets by enabling the continued functioning of the university's operations amidst disruptive circumstances. The focus for 2024 is as follows: 2. Developing and implementing business-continuity management responses for relevant mission-critical activities at the NWU 3. Identifying the relevant systems employed in the identified mission-critical activities with a view to developing disaster-recovery plans to ensure the continuity of business at a system level 4. Identifying and rating of the possible impact of activities regarded as non-mission critical. <ol style="list-style-type: none"> 5. Institutionalising a business-continuity management culture at the NWU by means of focus on the implementation process in departments and sections. 	Operational excellence	

LINK to RISK Register

Risk 230

Inadequacies around a focused approach to information governance implementation could hamper the NWU's operations and expose the NWU to

compliance risks.

Risk 231

Inadequacies around disaster recovery and business continuity management could hamper the NWU's operations and lead to compliance risks and financial losses and reputational damage.

Risk 233

The lockdown forced a change in stakeholder behaviour and habits. The approach to being a university and how people interact has fundamentally changed. The organisation has had to adapt to a significant change in stakeholder behaviour whilst ensuring adequate alignment of quality teaching and learning in relation to student access and success and fit-for-purpose workforce utilisation. Universities have had to reinvent their business models to ensure that they can compete in these shifting circumstances and, in some cases, ensure that they take advantage of unprecedented demand. Inadequacies around a focused approach to the management of the COVID-19 situation as this impact directly on the NWU's governance and management, could hamper the NWU's sustainability in the short-, medium- and long-term.

Enabler 2: Establish a holistic and integrated university technology platform to provide a solid foundation for a digital future.

Implementation Plan for Enabler 2 - Overarching GOAL:	KPI	NWU priority	Accountable
<p>Establish a holistic and integrated university technology platform to provide a solid foundation for a digital future:</p> <ol style="list-style-type: none"> 1. Strengthen the foundation for the digital future by ensuring stable, scalable, hybrid, manageable and responsive infrastructure. Composable infrastructure makes data centre resources as readily available as cloud services and foundations for private and hybrid cloud solutions. 2. Establish a long-term integration platform to ensure business agility through rapid deployment of standardised shared services. 3. Ensure a secure digital environment. 4. Start building the technology ecosystem that integrates students, partners, employees and 'things' to deliver an exceptional customer experience. 5. Establish a responsive operating model in IT, known for agility, competent people, best practices, innovative culture and well-looked-after staff. 		Operational excellence	IT
<p>Infrastructure</p> <ul style="list-style-type: none"> • Implementation of VMWare Cloud Foundation: Continue deploying cloud-bursting capabilities • Composable infrastructure: Cumulus upgrades complete. • Continuous expansion of the high-performance cluster • NGDE Container platform: Finalise high availability and namespaces A key strategy towards agility is moving from a few big things (virtual servers) to hundreds of little things (containers). These containers are building blocks in: <ul style="list-style-type: none"> - Composable infrastructure - Microservices service mesh - Automated testing - Democratization & Citizenship. • WiFi & campus backbone upgrades and adding capacity – ongoing up to 2025 	Infrastructure provisioning	Operational excellence	IT IP and IT-ELD

	<ul style="list-style-type: none"> Upgrades and replacement of classroom technology as set out in the replacement plan. Upgrades and replacement of PC lab technology as set out in replacement plan. 			
	Integration platform <ol style="list-style-type: none"> NGDE Phase1: Kafka platform in production and completed in 2023 NGDE Phase 2: CI/CD in production and completed in 2023 NGDE Phase 3: (Q2 2024): Containerised service mesh for microservices; Dependant on composable infrastructure for containers; Kubernetes, Tanzu. NGDE Phase 4: Observability, Automated testing and Documentation of microservices in production and completed in 2023. Infrastructure to be provisioned for the NGDE. 	Integration services	Operational excellence	IT Architecture
	Secure digital environment <ol style="list-style-type: none"> Develop an NWU enterprise security architecture and address gaps by registering projects through the EPPM process. The change management regarding patching (OS, applications Frameworks like Java, LAMP, struts) is already in progress and will be in full production in 2024. IT is considering automating patching with the new CI/CD functionality that the NGDE project will deliver. a Cyber Security Program: Establish a physical/virtual security team, lead by the newly appointed Cyber Security Manager. Virtual teams are being extended to incorporate relevant Cybersecurity KPIs into more IT roles. Revisit all CS and DR strategies and plans ... protection capabilities Play a leading role in national collaboration efforts (Security Scorecard, Security operation centres, Special interest groups, ...) 	Cyber security	Operational excellence	IT
	Technology Ecosystem <ol style="list-style-type: none"> Develop a data architecture that will underpin data-driven decisions advised by the DASOM. Project portfolio is available and reported on at the IT committee. Only major projects are listed in the APP. Business system renewals <ol style="list-style-type: none"> Replace SIS (Student Information System). CRM in production in 2024 and SIS in the beginning of 2025. Attend to eight gaps in the Anthology SIS by executing on 11 subprojects stretching across functional areas (Student life, International office, Facilities, Finance, T/L and Research) HR and Payroll: Complete P&C internal project preparation and mobilising as well as initiation and design phase. Learning management system: Work completed as indicated in project roadmap communicated to IT committee. Operationalise the Digital Workplace (DWP) environment. Telephony on Teams and storage solutions. Develop and implement a Hyper automation architecture to enable the DBS with the assistance of DBS third parties. Assist DBS in digitization projects. 	Applications provisioning	Operational excellence	IT BSS and IT AOS
	Responsive IT Operating model	Operating model	Operational excellence	IT-Dir

	<ol style="list-style-type: none"> 1. Agility: Move quickly and easy by implementing the talent pool strategy. Streamline project processes with project and portfolio management. 2. Competent people: Complete the implementation of the Skills Framework for the Information age for all positions and align with skills/skills matrix from SFIA with PDP's 3. Best practices: Implement and improve current practices, namely EPPM, ITIL, NIST and others 4. Innovative culture: Allow people to experiment (low code) and fail, examples include hyper automation, RPA and AI. Formalise two speed IT. 5. Promote IT Futures roadmap through Digital Strategist 6. Well looked after staff. Happy people, recognition, clear, awareness, positiveness, focus on good news, enough people to relieve pressure, yes culture, 7. Plan and host IT Fair 			
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LINK to RISK Register

Risk 42
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Risk 231
 Inadequacies around disaster recovery and business continuity management could hamper the NWU's operations and lead to compliance risks and financial losses and reputational damage.

Risk 233
 The lockdown forced a change in stakeholder behaviour and habits. The approach to being a university and how people interact has fundamentally changed. The organisation has had to adapt to a significant change in stakeholder behaviour whilst ensuring adequate alignment of quality teaching and learning in relation to student access and success and fit-for-purpose workforce utilisation. Universities have had to reinvent their business models to ensure that they can compete in these shifting circumstances and, in some cases, ensure that they take advantage of unprecedented demand. Inadequacies around a focused approach to the management of the COVID-19 situation as this impact directly on the NWU's governance and management, could hamper the NWU's sustainability in the short-, medium- and long term.

Risk 234
 IT provisioning for certain admin and academic functions not optimal; indications exist that individual IT staff are overburdened due to inadequate human resources in IT; uncertainties are evident about the direction in regard to digital business strategy leading to delays in new system design and implementation. Digital transformation will have a severe impact on operational models, structures, people, processes and roles.

Enabler 3: Cultivate and deliver stakeholder-focused platforms to create and grow intentional experiences and brand equity.

	Implementation Plan for Enabler 3	KPI	NWU priority	Accountable
3.1	Strengthen and implement career advisory interventions to prepare students for the work environment.	Plan and implement 24 workshops focusing on CV writing and interview skills training. Organise one work readiness and entrepreneurship seminar. Organise one (1) career fair exhibition per campus to expose students to work opportunities. 60% satisfaction rate with the services rendered.	Operational excellence	ED: CRM
3.2	Attract companies and expose NWU students to potential employers.	Arrange one (1) career day per campus to attract 100 companies to expose students to potential employers. Aim to achieve 60% satisfaction rate from the students who will attend the two career days.	Growth Partnerships	ED: CRM
3.3	To plan and implement targeted marketing and recruitment initiatives to attract students to the NWU and meet the enrolment target.	Number of qualifying applicants who apply to study at NWU 95% of qualifying applications received. Conversion rate of prospects to applicants	Operational excellence	ED: CRM
3.4	To enhance the NWU brand by conducting twelve (12) multimedia marketing communications campaigns among stakeholders and the public.	Twelve (12) multimedia campaigns implemented by November 2024. Reach of campaigns with identified stakeholders for increased brand awareness. Effectiveness of campaigns in line with specific campaign objectives.	Operational excellence	ED: CRM
3.5	Strengthen relations, and partnerships and increase participation of alumni in NWU activities	Execute 20 alumni events to strengthen relations with alumni Execute 15 alumni and convocation events to mobilise alumni to contribute to the NWU.	Partnerships	ED: CRM
3.6	Plan and implement engagements to increase affinity and mobilise stakeholders to support the strategic objectives of the NWU	Execute 30 events to mobilise stakeholders to support initiatives of the NWU. 60% stakeholder satisfaction	Partnerships	ED: CRM
3.7	To establish and facilitate stakeholder engagement initiatives to promote the NWU and attract R50 million awards and maintain donors and supporters.	% of new donors % of retained donors	Partnerships	ED: CRM
3.8	To establish and strengthen relationships with the media to increase coverage of the NWU nationally and internationally.	Two (2) percent increase in media coverage.	Operational Excellence Partnerships	ED: CRM

LINK to RISK Register**Risk 233**

The lockdown forced a change in stakeholder behaviour and habits. The approach to being a university and how people interact has fundamentally changed. The organisation has had to adapt to a significant change in stakeholder behaviour whilst ensuring adequate alignment of quality teaching and learning in relation to student access and success and fit-for-purpose workforce utilisation. Universities have had to reinvent their business models to ensure that they can compete in these shifting circumstances and, in some cases, ensure that they take advantage of unprecedented demand. Inadequacies around a focused approach to the management of the COVID-19 situation as this impact directly on the NWU's governance and management, could hamper the NWU's sustainability in the short-, medium- and long-term.

Enabler 4: Ensure financial sustainability and optimal performance with due consideration of macro-economic conditions.

	Implementation Plan for Enabler 4:	KPI	NWU priority	Accountable
4.1	<p>Financial sustainability and optimal performance</p> <ul style="list-style-type: none"> Review the budget model with a view to empower and enable line managers to manage financial sustainability and viability, as well as equity of provision. Continue with the establishment of a sustainable NWU Bursary strategy to accommodate students coming from missing middle-income households, not qualifying for NSFAS funding but academically deserving. Focusing on bursary funding for post-graduate students where the university can benefit from earning more subsidy for outputs, and to establish/support a pipeline to progress from undergrad studies to honours studies, and to post-graduate studies. Review viability and sustainability in terms of return on investment of assets generating income stream 3 <ul style="list-style-type: none"> - Establish and review all Standard Operating Procedures and Quality Manuals in the Business & Enterprise Development department - Finalise financial models for all non-academic Income Steam 3 activities Participation and contribution to the resource optimisation model, in conjunction with P&C's staff cost optimisation and T-L's review of the PQM 	Approval by relevant structures	Growth Operational excellence	Ex Dir FF
4.2	<p>Facilities and optimal performance</p> <ul style="list-style-type: none"> Implement Space Optimization project based on recommendations from Council approved Spatial Development Framework. Review preferential procurement strategy and implementation plan, including the creation of a supplier database and community engagement structure to assist with local participation in infrastructure projects. Five (5) Pillar approach implementation plan for energy sustainability. Implement an environmental management system to improve compliance and enhance environmental conditions at the NWU in line with the NWU Environmental Sustainability Policy. Implement Phase 2 of Disability Access Audit: Gaps to be included in 3-Year Infrastructure Plan 2025 – 2027). All new infrastructure projects are to be designed and constructed to comply with national building regulations (SANS 10400 part S: Facilities for persons with disabilities) Finalise a residence provision strategy for medium to long-term including a financing strategy in line with the NWU Spatial Development Plan. 	Implementation and approval from relevant structures	Growth Operational excellence	Ex Dir FF

4.3	<p>Digital Transformation</p> <p>Finance is embarking on multiple projects in its endeavour to support the NWU business and digital business strategies. Most of these projects depend on the deployment of technology. Ensuring that the significant investment in technology renders the best return, a well-thought-through technology roadmap to accelerate Finance transformation is imperative.</p> <p>Build and approve a Finance technology roadmap considering:</p> <ul style="list-style-type: none"> • Business Outcome(s): What do we want to achieve? • Technology(s): Which technologies can get us there? • Sequence: How to prioritize and sequence initiatives? <p>Participate in the DBS core team to support digital transformation in the NWU</p>	Approval by relevant structures and based on Gartner's best practice	Choose an item.	Ex Dir FF
<p>LINK to RISK Register</p> <p>Risk 232</p> <p>Government funding model is not sustainable, the HE sector is not sufficiently informed by the DHET, also the impact is not known, exacerbated by an over-dependence on a single source of income (government subsidies and sustainability of NSFAS) which is further exacerbated by the uncertainty of overall sustainability due to unofficial regulation of fee increases since 2016 and the uncertainties brought about by the process already commenced to regulate fees by DHET.</p> <p>Risk 233</p> <p>The lockdown forced a change in stakeholder behaviour and habits. The approach to being a university and how people interact has fundamentally changed. The organisation has had to adapt to a significant change in stakeholder behaviour whilst ensuring adequate alignment of quality teaching and learning in relation to student access and success and fit-for-purpose workforce utilisation. Universities have had to reinvent their business models to ensure that they can compete in these shifting circumstances and, in some cases, ensure that they take advantage of unprecedented demand. Inadequacies around a focused approach to the management of the COVID-19 situation as this impact directly on the NWU's governance and management, could hamper the NWU's sustainability in the short-, medium- and long-term.</p> <p>Risk 2</p> <p>Increase in student debt as a result of non-paying culture, exacerbated by uncertainties on the sustainability of the NSFAS model.</p>				

10. Overview Of Budgets, Cash Flow, And MTEF Estimates Mid-Year

Please see separate Excel Document

11. Risk Register



Strategic Risk Register



Risk No	Risk Owner	Risk Name	Risk Description	Inherent				Residual				Residual Exposure	Risk Cause Description	Current Controls
				Impact	Likelihood	Exposure	IR	Impact	Likelihood	CE	RR			
42	DVC IT	Cyber Security	Cyber security is not adequately addressed at the NWU and is the number one IT issue worldwide. An attack on the NWU is likely. Digital transformation will increase the cyber security risk.	5	5	R0	25	0	0	0,20	20	R0	<p>Cybercrime is increasing. There are inadequate measures in place to adequately protect against this crime. Measures include cyber security positions, security strategy, security software etc; lack of awareness under staff</p>	<p>The University has successfully deployed a SIEM. The SIEM works by collecting log and event data generated by host systems, Firewall and bringing it together into a single centralized platform, with dashboarding and artificial intelligence to identify abnormalities in the NWU's IT environment. (Also abnormalities into Cybersecurity). This dashboard is currently monitored by IT-OI-Systems and escalates any major cybersecurity abnormalities to Cyber incident response team. The Cybersecurity Strategy has been approved by TI Governance Committee. Targets in terms of NIST NWU profile improvements have been achieved. The targets were improving Detection capabilities and Identifying capabilities; Palo Alto Firewall solution, rated by Gardner in leader quadrant, subscription AI feed (wildfire) identifies threats proactively worldwide, updated hourly doing continuous checks. All threats identified are monitored by IT-OI- infrastructure. Only report on exceptions to Cyber Incident Response (CIR) Team.</p> <p>Institution-wide use of network access control system, all clients registered and authenticated when logging in to prevent unauthorized access and identify vulnerabilities on the device of the user. When vulnerabilities are detected, the user will automatically/ manually be forced into isolation. Incident identified in service manager, user put in isolation and IT service desk ensures safe computer environment before allowed on network again. The use of external vulnerability scanning facilities such as SecurityScorecard, Shodan and Shadowserver are monitored to complement Internal vulnerability scanning. SecurityScorecard is a subscription service that provides monthly reports and interactive dashboard (it scans the environment on daily basis).</p> <p>CCCSecurityScorecard is a major dashboard and used in reporting NWU's security posture to relevant internal stakeholders.</p> <p>Auditing the network environment through network access control.; Asset management process in place to determine the age of critical equipment. Contractual end-of- life agreements are also being monitored.; 3 Monthly Nessus scans on the operating systems and some software.</p>

Risk No	Risk Owner	Risk Name	Risk Description	Inherent			IR	Residual			RR	Risk Cause Description	Current Controls
				Impact	Likelihood	Exposure		Impact	Likelihood	CE			
234	DVC IT	The implications and demand for digital transformation on the NWU's business	IT provisioning for certain admin and academic functions not optimal; indications exist that individual IT staff are overburdened due to inadequate human resources in IT; uncertainties are evident about the direction in regard to digital business strategy leading to delays in new system design and implementation. Digital transformation will have a severe impact on operational models, structures, people, processes and roles.	4	5	R0	20	0	0	0,20	16	The current use of technology is not strategic and innovative.; 1) There is a structural disincentive for researchers to advance their inventions after publication and patenting. It typically requires more work and dedication to get it market-ready for sale or licensing. 2) Our inventions are seldom caused by "industry pull" forces, often leaving them irrelevant or of little interest to industry	
40	UMC	Environmental Management	The lack of focus and clarity regarding the placement, functioning and monitoring of environmental management at the NWU poses a risk to sustainability and compliance.	4	5	R10 000 000	20	0	0	0,20	16	Placement of environmental management in Community Engagement where there is no sufficient expertise.	Awareness campaigns are driven by the Sustainability and Community Impact unit; SHE Charter with NWU Sustainability policy and guidelines. SHE Policy approved by Council; Hazardous Waste Management - All waste collected by approved specialist service provider and in accordance with applicable Environmental Legislation. General Waste - Service providers appointed to collect and dispose of waste for each campus at a local municipal licensed dumping site. Facilities Dept: 2017 to current: Install water meters to measure water use and monitor excessive use and possible wastage. Maintenance 2016 to current: Upgrading of water networks (bulk supply and one-line supply to buildings)

Risk No	Risk Owner	Risk Name	Risk Description	Inherent			IR	Residual		CE	RR	Risk Cause Description	Current Controls
				Impact	Likelihood	Exposure		Impact	Likelihood				
233	UMC members	Business model adequacy after COVID-19	The lockdown forced a change in stakeholder behavior and habits. The approach to being a university and how people interact has fundamentally changed. The organisation has had to adapt to a significant change in stakeholder behavior whilst ensuring adequate alignment of quality teaching and learning in relation to student access and success and fit-for-purpose workforce utilisation. Universities have had to re-invent their business models to ensure that they could compete in these shifting circumstances and, in some cases, ensure that they take advantage of unprecedented demand. Inadequacies around a focused approach on the management of the COVID-19 situation as this impact directly on the NWU's governance and management, could hamper the NWU's sustainability on the short-, medium- and long-term	4	5	R0	20	0	0	0,20	16	Covid-19 pandemic; It is not clear any more what the competitive advantage of the NWU would be in a post-COVID era.; The impact of the global pandemic has an effect on the realisation of the NWU's 2015-2025 strategy: The five-year strategic plan, the realisation of the 2020 APP and the 2021 APP are all impacted by the COVID situation. Every established internal business process/business operation is impacted by the COVID situation	

Risk No	Risk Owner	Risk Name	Risk Description	Inherent			IR	Residual		CE	RR	Risk Cause Description	Current Controls
				Impact	Likelihood	Exposure		Impact	Likelihood				
232	Executive Director Finance and Facilities	Funding and fee regulation	Government funding model is not sustainable, the HE sector is not sufficiently informed by the DHET, also the impact is not known, exacerbated by an over-dependence on a single source of income (government subsidies and sustainability of NSFAS) which is further exacerbated by uncertainty of overall sustainability due to unofficial regulation of fee increases since 2016 and the uncertainties brought about by the process already commenced to regulate fees by DHET.	4	4	R0	16	0	0	0,20	13	Inadequate funding to sustain growth and sustainability; Sustainability of NSFAS; NWU is overdependent on government and NSFAS grants with limited income from other sources; DHET wants to control the cost of education as they must fund it. Free education in an ever-declining State Income environment main cause. 0% fee increase announcement in Oct 2020 and the expectation created by the previous President that fee-free education is possible in future	NWU is part of the Fee Regulation Task Team (USAf). NWU representative part of fee-regulation task and technical task team in DHET for the HE sector. Financial strategy task team input in the development of Financial Model for the sector. Keeping HE fee inflation above CPI. Initiatives in regard to fundraising and endowment to ensure a new sustainable source of income; * Preserving available and growing reserves by ExDir FF and financial team to cover at least one year's operational expenses for sustainability purposes. Capitalising on reserves by creating a sustainable source of investment income - Money Market.; Building optimal relationships with funders; facilitating start-up capital by TTIS; NWU Fundraising advisory group with members that are well known in the business world sitting twice a year to oversee projects that require funding in SA and Internationally. Dir. Stakeholder Relations are responsible for Fundraising since 2019. Fundraisers are appointed and responsible for driving these initiatives. Targets set in the Directors' performance agreement. Targeted initiatives focusing on alumni and potential international sources; Comprehensive, regularly updating and reporting on 3-year rolling Financial Plan to various committees (UBC, UMC, Fin Asset Committee, Council, etc.) linked to specific goals/targets as performance measurement. Eg. Initiatives - Staff Cost Mitigation - Finance and P&C involved.; Focus on increasing throughput in the academic environment to effectively utilise subsidy. Targets and approaches followed to support and follow up on student's academic progress?; UCE - Strategic project to ensure a sustainable source of income through continued education - UCE and executive studies/training at the PBS - focus on building 3rd stream income; Growing of research income from international/national/government research funders/institutions. Income generation (2nd Stream); Informal discussions to release NSFAS funding. Part of decision-making regarding receiving and making NSFAS money available to students.

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231	Registrar and DVC IT	BCP and DRP	Inadequacies around disaster recovery and business continuity management could hamper the NWU's operations and lead to compliance risks and financial losses and reputational damage.	4	4	R0	16	0	0	0,20	13	Inadequate BC planning; Lack of institution-wide approach to DR/BCP contributes to duplication of effort and inefficiencies; NWU's business-continuity governance and management environment are not sufficiently established to have ensured an appropriate response	BCP Policy approved by Council.; Development of new Student Information System underway.; Refining of business processes in order to remove redundancies.; UMC approved a 2-year plan to implement a BCP governance and management process. A process is underway. Council approval of BCP policy; Rules for Business Continuity approved by UMCCHAR(13) + CHAR(10); The University has successfully deployed a SIEM. The SIEM works by collecting log and event data generated by host systems, Firewall and bringing it together into a single centralized platform, with dashboarding and artificial intelligence to identify abnormalities in the NWU's IT environment. (Also abnormalities ito. Cybersecurity). This dashboard is currently monitored by IT-OI-Systems and escalates any major cybersecurity abnormalities to Cyber incident response team. The Cybersecurity Strategy has been approved by TI Governance Committee. Targets in terms of NIST targeted NWU profile improvements (ito. Cybersecurity capabilities) have been achieved. The targets were improving Detection capabilities and Identifying capabilities; Palo Alto Firewall solution, rated by Gardner in leader quadrant, subscription n AI feed (wildfire) identifies threats proactively worldwide, updated hourly doing continuous checks. All threats identified are monitored by IT-OI- infrastructure. Only report on exceptions to Cyber Incident Response(CIR) Team.; * Institution-wide use of network access control system, all clients registered and authenticated when logging in to prevent unauthorized access and identify vulnerabilities on the device of the user. When vulnerabilities are detected the user will automatically/ manually be forced into isolation. Incident identified in-service manager, user put in isolation and IT service desk ensures safe computer environment before allowed on a network again. Auditing the network environment through network access control.; The use of external vulnerability scanning facilities such as Security Scorecard, Shodan and Shadowserver are monitored to complement Internal vulnerability scanning.

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230	Registrar	Information Governance	Inadequacies around a focused approach to information governance implementation could hamper the NWU's operations and expose the NWU to compliance risks	4	4	R0	16	033	0	0,20	13	Current use of technology is not strategic and innovative. Cyber crime is increasing. There are inadequate measures in place to adequately protect against this crime. Measures include cyber security positions, security strategy, security software etc.; Inadequate measures to ensure integrity of information due to poor input control.; Ineffective and inefficient administrative processes and systems.; Unauthorized access might be possible to NWU information due to improper access control and information stored on computers and not according to records management procedures.; Reports might be based on incorrect information or data that is possibly not trustworthy; Destruction of records procedure not followed. ; Lack of data security measures; The integrity of student records might be compromised and not be trustworthy because of a multitude of users of VSS who might not have been properly trained; Non-compliance to important pieces of legislation regulating information management regulating information management (POPIA, GDPR, PAIA)	TIGOV Committee provides oversight on information governance matters. POPIA task team appointed in the sphere of the Registrar and implemented a project to ensure compliance with POPIA by 1 July 2021. Privacy Impact Assessments on projects are done by the POPIA task team when requested.; Employees have access to the NWU IGF and know what the framework entails; Structures and projects have been established from the IGF to ensure implementation of IGF; A POPIA project is documented and implemented in accordance with project deadlines to ensure compliance to key aspects as identified by Information Regulator by 1 July 2021. A structured programme for training and awareness is implemented and overseen by IMCom. POPIA training is compulsory for all NWU staff and is to be repeated every 4 years. Training in records management compulsory in accordance with new RAM policy and RAM rules - this includes training on POPIACHAR(13) + CHAR(10); Records management rules approved by UMC in August 2022 as part of RAM policy approved by Council in June 2022CHAR(13) + CHAR(10); Electronic storage areas to be managed by a set of rules (provided for in the reviewed RM policy) - Rules to be provided by RAM after approval of the policy.; Systematic annual review process implemented involving all owners of legislation with the aim to complete compliance checklists, and draft improvement plans that are, in turn, monitored by management and governance structures; Information Management Committee as a sub-committee of the UMC implemented to advise the UMC on the implementation of policies relevant to information management and the monitoring of information management matters at the university.; Information Governance Coordinator appointed to oversee all information management matters.

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3	DVC R&I, ExDir FF	PG Students	Poor financial support to PG students resulting in loss of student income and continuity from UG to PG. Furthermore postgraduate numbers' dependency on bursaries.	3	5	R0	15	0	0	0,20	12	Inadequate funding to sustain growth and sustainability; Declining bursaries for PG students; NRF reduced, bursaries for PG studies (Masters and PhD - 20% cut). Strict NRF rules limit bursary allocations.	Post-graduate funding model where merit bursaries are availed for qualifying students who received NSFAS funding during UG studies. Strategic funds are made available for PG bursaries for only a small number of potential candidates. A special fund of R10M to fund as per the A-Rule. Linked to the maximum duration of studies.
9	DVC RI	Research Quality	Poor quality of research products due to decline or inadequate resources for research and research chairs.	3	5	R200 000 000	15	0	0	0,20	12	NRF reduced, bursaries for PG studies (Masters and PhD - 20% cut). Strict NRF rules limit bursary allocations.; Incentive NRF funding is not available anymore (only R30 000 one-off payment to NRF-rated staff members); no further payments are made to NRF-rated researchers. Inadequate incentives to staff for publishing. Improvement of IREA funds had been put on hold; Research integrity challenges	NWU budgetary process to focus on sustaining and enhancing the research function; Processes to detect and manage instances of academic misconduct in place.; Internal audit executing ongoing compliance audits on Policy on Academic Integrity; SCIMAGO tool in place to independently determine the quality of research products before the research paper is sent to journals. ; RISC webinars and awareness on academic integrity in place. ; System in place (control sheets) to monitor spending of research funds in the office of the DVC R&I, to avoid money being returned to the funders. TurnItIn system to submit research work for plagiarism check, the responsibility of DVC RI, and monitored by the library.
41	ExDir P&C	Staff	Lack of competitive salaries in the academic environment might lead to an exodus of talent leading to possible loss of accreditation.	3	4	R0	12	0	0	0,20	10	Moratorium on re-evaluation of positions; Limited funds and resources available for staff costs.; External influence of HE institutions: unrealistic salary increases in the higher education sector; Allowances are paid in some instances, but it does not increase the take-home pay-out.	IRR guidelines are strictly applied for the purpose of addressing disparities, the guidelines provide the details within parameters.; Clear position profiles for senior management indicating roles and responsibilities; Private Work Policy; Scarce skills allowance for academic and IT, differentiated COLA, Differentiated IRR, Succession Planning Guidelines have been finalised starting with mission-critical positions and UMC positions.

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36	DVC Campus Operations, ExDir FF	Campus and Safety	Student safety on and off-campus at risk due to escalation in criminal activities on and around campus.	3	4	R0	12	0	0	0,20	10	Protection services have limited jurisdiction when incidents happened off campus. Inadequate residence on campus (MC and VTC); Poor access management to campus grounds; Private accredited accommodation not complying with campus accommodation safety standards	Well-described process to deal with any instances of crime as establishment of Joint Operating Teams including SAPS, liaison with Public Order Policing and Intelligence Services; Protection services at all campuses operating in accordance with pre-determined SOPs; All campuses are access controlled; Cachet Park City Improvement District Non-Profit Company (Cachet Park CID NPC) and rolling out of an initiative to other campuses; To gain from the outcomes of the USAf-SAPS Task Team on Campus Safety, GBV and the Protection of Vulnerable People dealing with safety and security on and off campuses of PSET institutions, instances of GBV, interrelationships between private security, SAPS and institutions of higher learning, as well as matters related to student transport and student accommodation as these pertain to safety. GBV Policy approved by Council in June 2021. Higher Health telephone number to report any criminal activities.
26	DVC Integrated Planning; Registrar, DVC IT, DVC TL, Deans DVC R&I, ExDir FF	Business Processes	Loss of students and student income due to the processes and systems that drive the core business being inadequate.	3	4	R1000000	12	0	0	0,20	10	Current use of technology is not strategic and innovative.; Challenges are experienced in the conversion to an electronic learning environment; Inability to deliver WIL; VSS architecture is outdated; securities not watertight; reporting not sufficient; Space management is not optimal; Business processes not sufficiently lean, flat, effective, and efficient; many redundancies. VSS is not adequately positioned to cater to HD students.	BCP and Contingency planning in place at execution of key processes eg. registration etc. BCP Policy approved by Council.

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6	ExDir P&C; All line managers; ExDir CRM; ExDeans	Diversity	Insufficient levels of diversity in staff and student environment undermining the university strategy	3	4	R0	12	0	0	0,20	10	Market-related salaries are not paid and the employee value proposition is not understood. Lack of a proper recruitment strategy; Lack of talent pool in the academic environment.	EE targets are built into the performance agreements of SMC members and are measured as part of the performance evaluation process.; Clear position profiles for senior management indicating roles and responsibilities; Staff cost mitigation plan; The purposes of this policy are to ensure that the university creates equal opportunities for all its employees and prospective employees and to remove all barriers. Headhunting process for senior management staff, the responsibility of Client Services. Succession Planning Guidelines have been finalised starting with mission-critical positions and UMC positions.
28	Registrar; Ex.Dir.P&C; DVC R&I	Business processes	The NWU academic project could be in jeopardy because of ineffectiveness and inefficiencies of support functions, possibly leading to loss of income and potential growth, loss of staff, and negative impact on the reputation of the NWU.	4	4	R0	16	0	0	0,50	8	Ineffective and inefficient administrative processes and systems.; Moratorium on re-evaluation of positions; Different cultures across campuses.; Inadequate understanding of roles and responsibilities. Silo functioning hampering optimisation of service delivery. Predominant manual processes in the admin environment result in duplication of effort and lack of effective and efficient service delivery.	Productivity and Human Resource Allocation Model (P&C); A controlled environment is established in SALA in which each of the sections understands the university policies relevant to their environments, the structure, and brown/yellow lines of operation. The job descriptions of support staff in the Registrar's portfolio are up to date and the annual performance appraisal process contains personal development plans to assist with knowledge enhancement. The assignment of authority within the SALA environment is clearly defined. Clarity on roles and responsibilities guides the implementation of the responsibility matrix.; A quality manual has been developed, approved, and implemented. Scheduled meetings between the Deputy Registrar and Executive Deans.
30	ExDir FF	Infrastructure	Loss of opportunity income, subsidy and loss of return, loss of students and staff and compromise in teaching quality due to limited and inadequate infrastructure planning for teaching. Availability of facilities and infrastructure	3	5	R0	15	0	0	0,50	8	Inadequate information pertaining to facilities and capacity utilisation.; Absence of tracking physical infrastructure, a new system is required to track the utilisation of infrastructure. Inadequate integration between academic planning and infrastructure planning, long lead times of project delivery.	Enrolment plan (2020-2025) developed and approved; Institutional Budget Committee makes provision for infrastructure planning in budgeting planning. Space management project established to optimise governance and management of space across NWU (teaching spaces and non-teaching spaces) IWMS.

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39	Vice-Chancellor	Staff	Key person dependencies leading to loss of institutional knowledge and create vacuums in key functional areas	3	3	R0	9	0	0	0,20	7	Market-related salaries are not paid and the employee value proposition is not understood. The NWU does not have shadow posting opportunities.	Leadership coaching and mentoring programme implemented to ensure capacity building and meeting position profile requirements. Differentiated COLA for academic staff
5	Ex. Dir. P&C	Staff	Difficulty to recruit and retain qualified and talented staff due to challenges in staff morale due to change and uncertainties and perceived non-implementation of retention strategies.	2	4	R0	8	0	0	0,20	6	Market-related salaries are not paid and the employee value proposition is not understood. Loss of staff to competitors in the public sector, private sector and better-resourced universities. Loss of high-calibre staff and an inability to design specific career paths for existing staff. Employee value proposition not clearly understood and communicated across the institution.; The lack of quality teachers and researchers impacts the throughput rates and thus impacts the DHET subsidy. Inadequate implementation of the Scarce Skills Guidelines resulted in challenges with the attraction and retention of scarce skills.; Dependencies on key staff lead to loss of key skills when such staff members resign. The lack of a proper recruitment strategy for international students and internal processes for welcoming international students are not optimal.	Provision for a scarce-skill allowance; Succession Planning Framework in place. Communication of a clear employee value proposition; Well-defined recruitment and admission process in place; Scarce Skills Policy and Strategy developed, consulted, and approved.; Differentiated COLA for academic staff
33	CD: TTIS, Dir. of Companies, Shareholder Representatives	Commercialisation	Failure of licensee or spin-out to commercialise due to conflicting bureaucratic university processes.	2	4	R0	8	0	0	0,20	6	Follow-through of processes is not optimal, and governance is not sufficiently in place. The final Levuvi report is unclear on some core aspects.; Too much bureaucracy in processes.	Building optimal relationships with funders; facilitating start-up capital by TTIS; Establishing and maintaining proper governance and management environment to ensure accountability and optimal functioning.

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16	Registrar; ExDir FF	Fraud	The risk that fraudulent activities could be prevalent in some business process environments and could impact negatively on the reputation of the NWU.	4	3	R0	12	0	0	0,50	6	NWU members standing in a conflict-of-interest relationship with the NWU that is not disclosed and regarded as non-compliant to stipulations of HEA, NWU Policy on Interest; also possibly contributing that leads to possible misappropriation of funds/processes; Leaking of exam papers; Forging of degree certificates and transcripts; Possible lack of sufficient internal controls giving rise to internal misappropriation of university funds; NWU employees failing to report unethical behaviour.	KFS process established and implemented by Finances to detect and prevent transactions between NWU and staff.; Reporting to UMC and to ARCC which covers the risk.; Awareness campaigns are driven by Internal Audit by means of the regular annual programme across NWU; NWU Policy and Rules on Conflict of Interest and on the declaration of interest and of gifts approved and implemented. Internal Audit reporting to UMC and to ARCC the details of incidents.; * Antifraud Policy, including antifraud strategy in place to guide the correct understanding of the subject matter and the prevention thereof. Training programme rolled out across NWU to create awareness around fraudulent activities. Zero tolerance approach in dealing with disciplinary cases where academic dishonesty is displayed.; SCC Rules, Student Disciplinary Rules, and Residence Rules; Secure process implemented for the drafting, printing and transport of examination papers. Policy and Manual on Student Discipline approved, implemented and monitored
35	ExDir: Student Life, DVC: Campus Operations	Sexual and Gender-based violence	Presence and escalation in sexual and gender-based violence on the campuses	3	4	R0	12	0	0	0,50	6	Incidents of sexual assault and gender-based violence against students on campus	Protection services at all campuses operating in accordance with pre-determined SOPs; All campuses are access controlled; Well-described process to deal with any instances of crime as the establishment of Joint Operating Teams including SAPS, liaison with Public Order Policing and Intelligence Services; Protection services together with SAPS visits residences during R&O to conduct crime awareness by distributing pamphlets and discuss the abuse of alcohol and drugs.