

2.9 Performance Review

MUT has set 11 goals for itself in its Strategic Plan 2015 - 2019. Below is a high-level assessment of the university's performance from January to December 2017.

STRATEGIC GOAL	SUMMARY OF ACHIEVEMENTS
Goal 1: Enhance the quality of teaching and learning, and educational outputs	MUT has succeeded in reaching its target of 11 500 headcount enrolments for 2017 and has in fact exceeded the target by 86 headcounts. However, the target of 50 postgraduate headcount enrolments has not been achieved, with MUT enrolling a total of 23 postgraduate students. The main reason for the under-achievement of this KPI, is the absence of funding for students enrolled in postgraduate diplomas.
Goal 2: Promote a responsible and high performing student population	MUT has exceeded its targets of 86% alcohol-free student events and 90% incident-free student events, with all events meeting the objective.
Goal 3: To be the preferred higher education employer for academic and support staff	MUT has exceeded its target of a 70% appointment rate of new Instructional & Research staff with at least Masters or equivalent qualification. MUT has managed to achieve 75% in that regard. Furthermore, MUT has achieved its target of 65% of all Institutional & Research staff with at least a Masters qualification.
Goal 4: Implement undergraduate and postgraduate academic curricula aligned to the HEQSF, industry and entrepreneurial requirements	MUT has achieved its target of 100% of its programmes requiring professional accreditation having been accredited by relevant professional bodies. Furthermore MUT has also achieved all its targets related to Objective 4.2 (Increase the number of advanced diploma/ postgraduate programmes).
Goal 5: Increase MUT's applied research in niche areas	MUT has met its research output target of 23 units for 2017 and its average research output target per I/R staff member of 0.09. MUT's total provisional research output for 2017 was 24.4 units and its average output per I/R staff member was 0.11.
Goal 6: Contribute to the socio-economic advancement of historically disadvantaged communities	MUT has managed to exceed its target for registered Community Engagement projects. The target was 14 and MUT has achieved a total of 16. In terms of Objective 6.2 (Number of Community Engagement Flagships) MUT has achieved its target of 4. The only target which was not achieved, was that of the number of projects receiving CE Excellence awards, as the Excellence Awards were not yet introduced in 2017 as planned.
Goal 7: Promote good governance and management principles at MUT	MUT has managed to achieve most of its targets for both of the objectives of this goal (Objective 7.1: Enhance good corporate governance and Objective 7.2: Ensure effective strategic planning, implementation and reporting at MUT).
Goal 8 : Promote academic excellence and compliance to CHE quality requirements	MUT has succeeded in ensuring that 100% of all of its currently offered formal programmes were aligned to the HEQSF and that all of its programmes were accredited by the CHE/ HEQC. Furthermore, MUT has also assured that 100% of all new Advanced Diploma and Postgraduate programmes which it has submitted to DHET for PQM clearance, have been internally quality assured.
Goal 9: Enhance the physical environment to promote the academic enterprise of the university	MUT has exceeded the targeted amount of R11.6m for improvements and maintenance of infrastructure projects. The total amount spent for 2017 was R13.6m. However, MUT's expenditure on new infrastructure projects for 2017 was far below the targeted amount of R90-million. MUT spent a total amount of R33 045 447.
Goal 10: Establish sustainable resource bases for the university	MUT did not succeed in meeting its target of a total income from third stream sources of R3-million. MUT generated a total amount of R1.35m. MUT has succeeded in keeping within its annual budget versus expenditure variance of 3%, with a 2.3% variance. MUT has furthermore ensured that it did not receive any adverse audit findings for 2017.
Goal 11: Become a centre of innovation and a preferred provider of technology solutions to Commerce, Industry, SMMEs and the Community	MUT has not reached its target of 12 industry-based innovation projects for 2017, managing a total of 3 projects. Furthermore, MUT has not met its targets for the number of students involved in technology transfer projects. The target number of students involved was 75 but MUT achieved 5. However, regarding the number of external trainees who have benefitted from MUT technology transfer projects, MUT has exceeded its target. The target was 25 and MUT achieved 30. The university's targets for the offering of short courses were not realised in 2017.

3. COUNCIL'S STATEMENT ON GOVERNANCE

3.1 Introduction

Council has ensured that Mangosuthu University of Technology has complied with the Code of governance principles in all of its governance decisions and actions in the course of 2017. MUT is committed to the principles of discipline, transparency, independence, accountability, responsibility, fairness and social responsibility as advocated in the King III Report. Accordingly, the Council endorses, and during the period under review, has applied the Code of Practice, Conduct and the Code of Ethical Behaviour and Practice as set out in the King III Report. In supporting this code, Council recognises the need to conduct the business of Mangosuthu University of Technology with integrity and in accordance with generally accepted practices. For that reason Council has regularly monitored MUT's compliance with the code of good governance.

3.2 MUT as a Going Concern

Council has done an assessment of Mangosuthu University of Technology's ability to continue as a going concern at the end of 2017 and has no reason to believe that the business will not be a going concern in the year ahead.

3.3 Council and Council Committees

3.3.1 Council Overview

The composition of MUT Council in 2017 consisted of 27 members. All members were appointed in terms of Section 9 of the Institutional Statute 2015 as based on the Higher Education Act, 1997 (Act 101 of 1997), as amended. The term of office of a number of Council members, including those of the Chairperson and Deputy Chairperson, ended in 2017 and they have been replaced by new members. New Council members were elected and appointed in terms of the Institutional Statute.

Council fulfilled its responsibilities for the ongoing strategic direction of MUT governance, approval of major developments, approval of operational policies and processes, and the receipt of regular reports from the Executive Management on the day-to-day operation of the University's business during the year 2017. It functioned in accordance with Section 8 of the Statute and hence responsibly delegated some of its powers to Standing Committees of Council and the Senate.

3.3.1.1 Council Composition

The Council of MUT comprises academic and non-academic persons appointed in terms of Section 9 of the Institutional Statute. The majority (60%) of members are neither employees nor students of MUT. The role of the Chairperson of Council is separate from the role of the Vice-Chancellor. Matters reserved to the Council for decision-making are set out in the Institutional Statute.

The Council meets at least four times a year and has several committees, including the Finance and Remuneration Committee (which has been renamed as the Finance and Investment Committee), the Audit and Risk Committee (which has also been renamed as the Audit, Risk and Compliance Committee), the Human Resources Committee, the Planning and Resources Committee, the Student Affairs Committee, and EXCO. Senate and the Institutional Forum are statutory committees of Council.

In order to fully discharge its duties, Council ensured that it was fully constituted as stipulated in the Higher Education Act, 1997 (Act 101 of 1997).

3.3.1.2 Number of meetings

Council held a total of 10 meetings during 2017 on the following dates:

- 17 January 2017
- 14 - 15 February 2017
- 30 - 31 March 2017
- 28 - 29 June 2017
- 28 July 2017
- 18 August 2017
- 15 September 2017
- 27 September 2017
- 27 October 2017
- 13 December 2017