

- The Research directorate was strengthened with the creation the post of DVC: Research, Innovation and Engagements resulting to the appointment of Prof. Z. Dlamini in this position. This appointment will ensure the improvement of research capacity and output in the institution.
- Tender Management: The University is working tirelessly to improve systems and accountability pertaining to University tenders as this impacts on the governance of the University. The Tender Committee is directly involved in the tender process and makes recommendations to Council. In 2015 the Tender Committee held eight (8) meetings on various University tenders.
- MUT's Supply Chain Management Policy is under review. A number of activities regarding the review of the policy have been followed including relevant consultation with Auditors to make sure that the University follows relevant regulations as well as legislation.
- The Bid Evaluation Committee established by the University continues to review recommendations provided by the Tender Committee for all tender processes and where required, amend, reject or endorse any recommendation(s) as well as provide recommendations for all responses to tenders to the Council.
- Governance of Risk: Enhancing knowledge and innovation and implementing strategic development and goals will always have risks. Effective risk management minimises the exposure to risks, whilst protecting the reputation and sustainability of the University. At Mangosuthu University of Technology (MUT) Council is responsible for overseeing the total process of risk management.

The 2015 Risk Register was presented to Council for approval as recommended by the Audit & Risk Committee. The risks identified in the Risk Register as well as the format used were noted and discussed.

### C. The achievements of the administrative structures and resources

It can confidently be said that there were a number of successes achieved by MUT's administrative structures in the course of 2015. Below are a few of the most noteworthy successes:

- First of all, it is to the credit of all stakeholders of MUT, and more especially the internal stakeholders, that the University in 2015 did not lose even one day of teaching and learning to any form of dispute. This is especially remarkable given the backdrop of widespread protests at universities across the country especially towards the end of 2015. Accordingly, we are pleased that the performance of the university in

terms of its core business broadly reflects how the stability on our campus has ultimately benefitted the students in particular.

- Secondly, the Cooperative Education unit has been particularly active in galvanizing industry support and sponsorships to shore up the student and graduate placement and skills training portfolio. Notably, the unit has been able to mobilise funding from a number of SETAs, e.g. ETDP SETA gave separate sponsorships for stipends for 20 Engineering and IT students (R600 000), WIL funding for 100 IT students (R1 500 000), INSETA funded internship placement for 50 Marketing students (R2 100 000), CHIETA and AGRISSETA gave varying amounts for WIL, R760 000 and R511 000 respectively, in their fields, etc. The Cooperative Education unit organised employability training workshops for students in partnership with Japan International Co-operation Agency (JICA), and also with Productivity South Africa, all with the aim of enhancing WIL prospects and experience, as well as improving chances of employment for our students.
- Thirdly, in terms of internal organisation, 2015 saw some other interesting breakthroughs at MUT. For example, the Directorate for Institutional Planning and Research (DIPR) successfully piloted a workload model on six (6) academic departments, and later in the same year it rolled this out to all other departments. This model has enabled the university to understand better how staff members are engaged and to plan optimally in this regard. On another front, the Office of the Registrar successfully managed a smooth and highly efficient registration programme for both the first and second semesters. In fact, such was the success of this program that in the first two weeks of registration we had netted over 80% of the enrolment target.

### D. The adequacy of staffing levels, particularly in critical areas

Due to financial constraints, MUT currently has a very high FTE permanent I/R staff/student ratio. The FTE ratio of permanent I/R staff to students, amounted to 1:40 which is very high for a university. The staffing ratio will receive urgent attention in 2016.

### E. The extent to which equity targets in the workplace have been realised

MUT has improved its equity profile in the course of 2015. Regarding its overall staff gender composition (including permanent and temporary staff), MUT has 53% male staff members and 47% female. Regarding overall racial distribution, MUT has managed to achieve an overall composition of 80% African, 0.8% Coloured, 6.9% Indian, 5.6% White and 6.6% foreign staff members. On the