

# 2015

## Annual Report



Mangosuthu  
University of Technology

### Our Values



We will act with **integrity** in all our interactions with others.



We will seek to create a climate of **innovation** in the university as a whole.



We will strive to be at the **forefront** of technology development and transfer.

We will be prepared to take **accountability** for our conduct.

We will seek to promote **self-respect** in our actions and show respect for others.

We will strive for **excellence**.



**Mangosuthu**  
**University of Technology**

## VISION

The vision of Mangosuthu University of Technology (MUT) is to be a pre-eminent higher education institution of technology that fosters socio-economic advancement through the scholarships of teaching and learning, applied research, technology development and transfer and community engagement.

## MISSION

Our mission is to provide advanced, technology-based programmes and services that are career- and business-oriented in the broad fields of engineering, natural and management sciences for the uplift of talented but mainly disadvantaged individuals. By so doing, the University shows its commitment to social redress. It contributes to creating an equitable and prosperous Southern Africa in which individuals have the opportunity to achieve their full potential.



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# 1. 2015 ANNUAL PERFORMANCE ASSESSMENT REPORT

## 1.1 INTRODUCTION

This report forms the consolidation of the four quarterly reports of all Programmes at MUT. This report is presented in the following two sections:

- Section A: Summary of the annual report in accordance with DHET Template
- Section B: Summary of MUT's performance against its strategic objectives and KPIs

### SECTION A: SUMMARY OF THE ANNUAL PERFORMANCE ASSESSMENT REPORT IN ACCORDANCE WITH THE DHET TEMPLATE

A summary of MUT's performance has been prepared in accordance with the new template issued by the Department of Higher Education and Training (DHET) for Annual reports. The summary report covers the following four aspects:

- Chairperson's foreword;
- Enrolment performance (year n) against ministerial approved targets;
- Earmarked grants;
- Consolidated Budget: 2015-2018 vs Revenue and Expenditure as at 31 December 2015.

### SECTION B: SUMMARY OF MUT'S PERFORMANCE AGAINST ITS STRATEGIC OBJECTIVES AND KPIs

Some notable highlights for the period included the commencement of the Post-graduate diploma in Nature Conservation (Faculty of Natural Sciences); the Circle of Excellence Awards (Marketing and Communications) in recognition of the 2014 matric performance of some of the university's feeder schools, the remarkable success of the registration process, with over 80% of students

having been registered within the first two weeks of commencement of the 2015 academic year; and the UNESCO Africa Engineering Week held at the MUT main campus in September 2015 and which attracted more than 1 500 engineering professionals, most of whom were setting foot on MUT and Umlazi for the very first time.

## 1.2 CHAIRPERSON OF COUNCIL'S FOREWORD

In compliance with the new Regulations for Reporting by public higher education institutions, which were promulgated in June 2014, I hereby confirm that Mangosuthu University of Technology's (MUT's) Annual Performance Report for 2015 provides a complete record of the enrolment (size and shape) and of the financial performance of the institution against its 2015 Annual Performance Plan.


MUT has managed to achieve most of the targets it set for itself despite a number of constraints such as infrastructure, staff capacity and outstanding student debt. Despite all the student protests and disruptions which plagued various universities across the country in 2015, MUT was able to sustain a stable and uninterrupted academic year and was spared from any similar disruptions.

With regard to one of the main indicators of institutional performance, MUT has managed to exceed its Success Rate target by 3% (from 80% to 83%) in 2015. With this positive performance context in mind, it is my pleasure to submit this Annual Report to DHET in compliance with the 2014 Reporting Regulations.

Yours sincerely,

  
 Judge J Ngwenya  
 Chairperson of MUT Council

2016-06-29  
 Date

  
 Prof M Ramogale  
 Acting Vice-Chancellor and Principal

29 June 2016  
 Date

## 1.3 SECTION A: SUMMARY OF ANNUAL PERFORMANCE ASSESSMENT REPORT IN ACCORDANCE WITH DHET TEMPLATE

### 1.3.1 ENROLMENT PERFORMANCE IN 2015 AGAINST MINISTERIAL APPROVED TARGETS

Table 1.1: Student Enrolment Targets Key performance indicator	2015 Year-end Targets	2015 Mid-year Targets	2015 Mid-year Actuals	Year-End Actuals
<b>A. Access</b>				
Headcount totals	10 500	10 000	9 712	(Incl WIL)11 512 (Excl WIL) 10 395
First-time entering undergraduates	3 441	2 800	2 580	2 848
Headcount enrolments				
Headcount enrolments (Foundation Provisioning)	1 400	1 300	1 366	(Incl WIL)1 612 (Excl WIL) 1 375
Headcount enrolments total UG	10 460	9 960	9 681	(Incl WIL)11 481 (Excl WIL) 10 364
Headcount enrolments total PG	40	40	31	31
Enrolments by Major field of study				
Science, engineering, technology	6 140	5 600	5 564	(Incl WIL) 7 201 (Excl WIL) 6 096
Business/management	3 675	3 675	3 525	(Incl WIL) 3 613 (Excl WIL) 3 612
Education	NA	NA	NA	NA
Other humanities	685	685	623	(Incl WIL) 698 (Excl WIL) 687
Distance education enrolments	NA	NA	NA	NA
<b>B. Success</b>				
Graduates UG	2 104	NA	NA	2 483
Graduates PG	22	NA	NA	8
Undergraduate output by scarce skills				
Engineering	738	NA	NA	762
Life and physical sciences	48	NA	NA	80
Animal and human health	199	NA	NA	187
Teacher education	NA	NA	NA	NA
Success rate	80%	NA	NA	83%

Table 1.1: Student Enrolment Targets Key performance indicator	2015 Year-end Targets	2015 Mid-year Targets	2015 Mid-year Actuals	Year-End Actuals
<b>C. Efficiency</b>				
Instructional/Research Professional Staff				
Headcount of permanent instructional/research professional staff	199	190	190	194
% Staff with doctoral degrees	13%	10%	9.4%	13%
Number of nGap staff	4	4	0	4
Ratio of FTE students to (permanent) FTE instructional/research staff	37.9	37.9	40	40
<b>D. Research output</b>				
Total Research Output	30	20	6.2	14.73
Publication units per I/R staff	0.12	0.12	0.03	0.08
Research masters graduates (Weighted)	NA	NA	NA	NA
Doctoral graduates (Weighted)	NA	NA	NA	NA

NB: All headcount totals exclude WIL registrations.

NB: Please note, the above figures have not as yet been audited and are still subject to change.

### 1.3.2 EARMARKED GRANTS

Table 1.2: Earmarked grants for 2015	Earmarked Allocation	Mid-Year -Expenditure	Mid-Year indicator as per the APP	Progress (Explanation on variations and steps to be taken to improve performance if target is not met)	Year-End Expenditure
Teaching Development Grant	R1 434 000.00	R197 852.88	No indicator on TDG	Progress in spending allocated funds is satisfactory. All funds will be spent by end of cycle.	R466 778.70
Research Development Grant	R4 746 000.00	R953 317.47	n/a	Due to the limited time given to provide data, we are not in a position to provide information at the moment. There is a significant amount of funding committed in the form of seed funds and payment for post-doctoral students which is not included in the expenditure.	R3 456 820.39
Foundation Provision Grant	R6, 658,000.00	R3 329 000.00	N/A	The grant has been used largely for the remuneration of Extended Curriculum Programme staff members (academic). MUT will contribute to make up for the shortfall in funding foundation provision.	R6 658 000.00
Clinical Training Grant	R455 000	R102 609.00	R250 000	NA	R205 218.17

Table 1.2: Earmarked grants for 2015	Earmarked Allocation	Mid-Year -Expenditure	Mid-Year indicator as per the APP	Progress (Explanation on variations and steps to be taken to improve performance if target is not met)	Year-End Expenditure
Infrastructure and Efficiency Grants	R 76 330 000 (2014/15 allocation)	33 458 364.16	NA	The target was not met as the other infrastructure projects that were budgeted for have not yet started due to the drawing plans not being approved by the Municipality. The Municipality has a lack of sewer capacity that the University is negotiating with them about.	82 874 155.54
Veterinary Sciences Grant	NA	NA	NA	NA	NA

## 1.4 SECTION B: SUMMARY OF MUT'S PERFORMANCE AGAINST ITS STRATEGIC OBJECTIVES AND KPIS

### 1.4.1 MUT STRATEGIC GOALS FOR 2015 - 2019

MUT has identified for itself the following strategic goals for the period 2015 – 2019:

- Goal 1: Enhance the quality of teaching and learning, and educational outputs
- Goal 2: Promote a responsible and high performing student population
- Goal 3: To be the preferred higher education employer for academic and support staff
- Goal 4: Implement undergraduate and postgraduate academic curricula aligned to the HEQSF, industry and entrepreneurial requirements
- Goal 5: Increase MUT's applied research in niche areas
- Goal 6: Contribute to the socio-economic advancement of historically disadvantaged communities
- Goal 7: Promote good governance and management principles at MUT
- Goal 8: Promote academic excellence and compliance to CHE quality requirements
- Goal 9: Enhance the physical environment to promote the academic enterprise of the university
- Goal 10: Establish sustainable resource bases for the university
- Goal 11: Become a centre of innovation and a preferred provider of technology solutions to Commerce, Industry, SMMEs and the Community

Below is a record of MUT's performance with respect to these strategic goals and associated key performance indicators (KPIs) during 2015.

## 1.4.2 PROGRESS TOWARDS ACHIEVEMENT OF GOALS

### Goal 1: Enhance the quality of teaching and learning, and educational outputs

- The KPIs for this goal and MUT's performance in terms of those KPIs are fully covered under the ministerial approved enrolment targets in page 4.

**Table 1.5. Goal 2: Promote a responsible and high performing student population**

Key Performance Indicator	Actuals for 2015				2015 Targets	
	Q1	MID-Year	Q3	Year	Mid-Year	Year End
Objective 2.1: Promote solid ethical conduct and a progressive value system amongst the student body						
2.1.1 % of alcohol-free student events	82%	82%	82%	82%	82%	82%
2.1.2 % of incident-free student events	90%	90%	90%	90%	82%	82%
Objective 2.2: Promote a diversified, tolerant and cohesive student body						
2.2.1 Number of events to promote social cohesion amongst students	3	3	3	3	2	3
2.2.2 No of activities to assist students with disabilities	1	1	2	5	2	5
Objective 2.3: Facilitate Student Leadership Development						
Number of student leadership development activities organised	2	2	2	8	2	5

**Table 1.6. Goal 3: To be the preferred higher education employer for academic and support staff**

Key Performance Indicator	Actuals for 2015				2015 Targets	
	Q1	MID-Year	Q3	Year	Mid-Year	Year End
Objective 3.1: Increase proportion of academic staff with required professional skills and Industry experience in relevant programmes supported with Masters' degree as a minimum qualification						
% of new I/R staff with at least Masters' or equivalent qualification	25%	100%	50%	100%	85%	90%
% of total I/R staff with at least Masters' or equivalent qualification	42%	53%	69.5%	72.5%	85%	88%
Objective 3.2: Increase the proportion of support staff with broad requisite skills						
% of new support staff with required qualifications & experience	100%	100%	100%	100%	90%	90%
Objective 3.3: Offer competitive salaries in line with educational industry norms						
MUT percentile location within HE Sector salary scale (Median)	50th	50th	50th	50th	50th	50th
Objective 3.4: Offer a variety of incentives to high performing staff						
Number of I/R staff members receiving teaching excellence awards	na	na	na	4	na	9
Number of staff members receiving research awards	na	na	na	14	na	6

**Table 1.7 Goal 4: Implement undergraduate and postgraduate academic curricula aligned to the HEQSF, industry and entrepreneurial requirements**

Key Performance Indicator	Actuals for 2015				2015 Targets	
	Q1	MID-Year	Q3	Year	Mid-Year	Year End
Objective 4.1: Ensure accredited programmes that are relevant to industry and entrepreneurial needs						
% of programmes requiring professional accreditation that have been accredited by relevant professional bodies	100%	100%	100%	100%	100%	100%
Objective 4.2 : Increase the number of advanced diploma/ postgraduate programmes						
Number of new advanced diplomas successfully submitted to DHET for approval	1	0	0	1	0	9
Number of new postgraduate programmes (including Masters' degree programmes) successfully submitted to DHET for PQM approval	2	0	0	2	0	0

**Goal 5: Increase MUT's applied research in niche areas**

- This goal has been addressed under the ministerial approved enrolment targets in page 4.

**Table 1.8. Goal 6: Contribute to the socio-economic advancement of historically disadvantaged communities**

Objective 6.1: Implement and coordinate Community Engagement (CE) activities according to the CE framework at MUT						
6.1.1 Number of reported Community Outreach projects	6	6	6	18	6	12
6.1.2 Number of reported Student Volunteerism projects	3	4	3	10	2	6

**Table 1.9. Goal 7: Promote good governance and management principles at MUT**

Key Performance Indicator	Actuals for 2015				2015 Targets	
	Q1	MID-Year	Q3	Year	Mid-Year	Year End
Objective 7.1: Enhance good corporate governance						
Number of evaluation reports on efficacy of statutory structures	na	na	na	0	na	1
7.1.2 Attendance of relevant (board) meetings	95%	89%	79%	88%	95%	95%
Objective 7.2: Ensure effective strategic planning, implementation and reporting at MUT						
Approved Strategic plan	100%	100%	100%	100%	100%	100%
Approved Annual Performance Plan (MUT)	100%	100%	100%	100%	100%	100%

**Table 1.10. Goal 8: Promote academic excellence and compliance to CHE quality requirements**

Key Performance Indicator	Actuals for 2015				2015 Targets	
	Q1	MID-Year	Q3	Year	Mid-Year	Year End
<b>Objective 8.1: Facilitate academic excellence and quality improvement in the University</b>						
% of currently offered formal programmes leading to HEQF/HEQSF aligned and HEQC accredited qualifications	100%	100%	100%	100%	100%	100%
<b>Objective 8.2: Render quality assurance to departments regarding the increase the number of advanced diploma/postgraduate programmes</b>						
% of new advanced diplomas quality assured prior to submission to DHET for Programmes Qualifications Mix clearance	100%	100%	100%	100%	100%	100%
% of new postgraduate programmes (including Masters' degree programmes) diplomas quality assured prior to submission to DHET for Programmes Qualifications Mix clearance	100%	100%	100%	100%	100%	100%

**Table 1.11. Goal 9: Enhance the physical environment to promote the academic enterprise of the university**

Key Performance Indicator	Actuals for 2015				2015 Targets	
	Q1	MID-Year	Q3	Year	Mid-Year	Year End
<b>Objective 9.1: Improve aesthetic qualities and maintain University infrastructure</b>						
9.1.1 Amount of money spent on improvements and maintenance	942 450.50	2 488 867.57	2 882 226.41	4 023 682	2 550 000	5 100 000
<b>Objective 9.2: Ensure efficient infrastructure and asset utilisation</b>						
9.2.1 IEF expenditure on new infrastructure projects	21 460 575	33 458 364	68 435 499	82 874 155	30m	70m

**Table 1.12. Goal 10: Establish sustainable resource bases for the university**

<b>Objective 10.1 Develop and implement a strategy for third stream income generation</b>						
10.1.1 Number of third stream income projects and sources	7	8	7	8	2	3
10.1.2 Total amount generated from third stream income	R0.32m	R0.81m	R1.3 m	R1 432 772.46	R1m	R2m
<b>Objective 10.2: Ensure effective financial management at MUT</b>						
10.2.1 % annual budget versus expenditure variance	na	na	na	2.27% Saving of R12.539 million was achieved.	< 3%	< 3%
10.2.2 Number of audit opinion adverse findings	na	0	0	0	0	0

**Table 1.13. Goal 11: Become a centre of innovation and a preferred provider of technology solutions to Commerce, Industry, SMMEs and the Community**

Key Performance Indicator	Actuals for 2015				2015 Targets	
	Q1	MID-Year	Q3	Year	Mid-Year	Year End
Objective 11.1: Create opportunities for innovation at MUT						
11.1.1 Number of industry-based projects	6	6	6	6	6	6
Objective 11.2: Ensure that MUT becomes a preferred provider of technology support and development for commerce, industry, SMMEs and the community						
11.2.1 Number of students involved in technology transfer projects	20	22	25	25	22	22
11.2.2 Number of external trainees who have benefitted/will benefit from MUT technology transfer projects	16	41	47	108	7	90

### 1.4.3 STATEMENT ON UNDER-ACHIEVEMENT OF CERTAIN GOALS, OBJECTIVES AND TARGETS

#### 1.4.3.1 Enrolment performance in 2015 against ministerial approved targets

##### ACCESS

In terms of access, MUT scored slightly below its set target of 10 500 headcount enrolments for 2015. However, the slight under-enrolment falls well within DHET's variance target of 2 percent under or over-enrolment. The reasons for the slight under-enrolment was due mainly to potential students not meeting minimum entry requirements, especially in Mathematics. The under-enrolment with regard to FTEN targets was also mainly as a result of low numbers of 2014 school leavers that met the entry requirements for Mathematics. This was a national problem and affected most universities.

##### SUCCESS

With regard to both its Success and Graduation rates, MUT has managed to exceed the targets it set for itself for 2015. The Success rate target was exceeded by 3% (the target was 80% and MUT achieved 83%) while the Graduation Rate target of 21% was exceeded by 0.6%.

##### EFFICIENCY

MUT has managed to achieve its 2015 target of 13% of I/R staff with Doctoral degrees. However, MUT did not succeed in appointing the targeted number of permanent I/R staff which had a negative effect on the permanent I/R Staff/Student FTE ratio. MUT has experienced some challenges in attracting I/R staff with the required qualifications and

experience. MUT is planning in 2016 to make a concerted effort to fill all vacant I/R positions.

##### RESEARCH OUTPUT

MUT has not succeeded in achieving its research output targets for 2015. Some of the main reasons for that under-achievement are, among others, high teaching workloads for I/R staff and the absence of Masters and Doctoral students at MUT. MUT's plans to introduce Masters and Doctoral programmes in its PQM in the near future, will help to improve the situation. Furthermore, the strengthening of the Research portfolio at MUT with the appointment of a DVC for Research, Innovation and Engagements, will further help to improve MUT's research output.

#### 1.4.3.2 Non-Achievement of Strategic Goals

In addition to the above cases of non-achievement of targets, the only other main area of under-achievement with regard to strategic goals, was in the area of third stream income which relates to Goal 10 of MUT's strategic goals (Establish sustainable resource bases for the university). Although MUT has succeeded in keeping within its targeted annual budget versus expenditure variance of 3% and has ensured that it did not receive any adverse audit findings for 2015, MUT has not met its target of R 2 million for the generation of third stream income in 2015. Due to escalating salary and operational expenditure, MUT is compelled to increase its annual income by means of third stream sources. Possible reasons for the under-achievement was the absence of a clear strategy for the generation of third stream income. MUT has in the meantime developed a strategy for the generation of third stream income in the course of 2015 and plans to launch the strategy in 2016.

## 2. REPORT OF THE CHAIRPERSON OF COUNCIL

### 2.1 INTRODUCTION/EXECUTIVE SUMMARY

In the year 2015 Mangosuthu University of Technology (MUT) continued to strengthen governance and improve infrastructure, particularly student housing.

#### Infrastructural Development:

- a) To meet the ever-growing need for more infrastructure, Council considered proposals to improve the sewerage system in order to enable the university to continue with plans for the construction of the Student Centre and the Engineering laboratories and offices;
- b) Construction of the 640-bed Student Residence - Phase 1 continued in spite of work stoppages;
- c) The university was in the process of acquiring the Ithala property for use as offices.

Containing Costs: In spite of some staff resistance, the University continued its plan to contain costs by eliminating the Post-Retirement Medical Liability and on reducing the institution's contributions to medical aid services.

Improvement of Governance continued as more policies and processes were approved, control frameworks were

implemented and the revised Strategic Plan, the Annual Performance Plan and the Institutional Improvement Plan were implemented.

The Research directorate was strengthened with the creation the post of DVC: Research, Innovation and Engagements as well as the appointment of Prof. Z. Dlamini in this position. This appointment will ensure the improvement of research capacity and output in the institution.

Student life and experience continued to improve.

### 2.2 ASSESSMENT OF INSTITUTIONAL PERFORMANCE

#### 2.2.1. Strategic Workshop for Senior Management

Council noted that a Strategic Workshop for Senior Management was held where management leadership issues in Higher education, institutional transformation, the MUT Strategic Plan 2015-2019 and the Annual Performance Plan and other operational issues were discussed.

#### 2.2.2. Assessment of Strategic Goals

Table 2.1. Summary of Achievements

Strategic Goal	Summary of achievements
Goal 1: Enhance the quality of teaching and learning, and educational outputs	Enrolment targets: MUT has almost reached its headcount enrolment targets of 10 500 (10 395). Success rate targets: MUT has exceeded its success rate target of 80% by 3% (83%). Graduation rate targets: MUT has exceeded its graduation target of 21% by 0.6% (21.6%).
Goal 2: Promote a responsible and high performing student population	MUT has reached its target for alcohol-free student events (the target was 82%) MUT has exceeded its target for incident-free student events (the target was 82% and MUT achieved 90%).

Strategic Goal	Summary of achievements
Goal 3: To be the preferred higher education employer for academic and support staff	MUT has exceeded its target of a 90% appointment rate of new I/R staff with at least Masters' or equivalent qualification and achieved 100% in that regard. MUT has also exceeded its target of a 90% appointment rate of new support staff with required qualifications & experience and achieved 100% in that regard. MUT has awarded 4 teaching excellence awards and 14 research performance rewards to its best performing I/R staff.
Goal 4: Implement undergraduate and postgraduate academic curricula aligned to the HEQSF, industry and entrepreneurial requirements	MUT has succeeded in ensuring that 100% of its programmes requiring professional accreditation have been accredited by relevant professional bodies.
Goal 5: Increase MUT's applied research in niche areas	MUT have been unable to achieve its Research Output target of 30 and its target per I/R staff member of 0.12. MUT's poor performance in this regard is as a result of a high teaching load per I/R staff member and the absence of Masters and Doctoral students.
Goal 6: Contribute to the socio-economic advancement of historically disadvantaged communities	MUT has managed to exceed both its targets of the number of reported Community Outreach projects and the number of reported Student Volunteerism projects.
Goal 7: Promote good governance and management principles at MUT	MUT has not succeeded in reaching an average of 95% attendance of relevant (board) meetings and only achieved an average of 88%. However, in terms of its strategic planning, MUT has managed to ensure Council and DHET approval of its Strategic and Annual Performance Plan for 2015.
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 are aligned to the HEQSF and that all of its programmes are accredited by the CHE/ HEQC. Furthermore, MUT has also assured that 100% of all new programmes which it has submitted for PQM clearance at DHET, have been internally quality assured.
Goal 9: Enhance the physical environment to promote the academic enterprise of the university	MUT IEF expenditure on infrastructure projects was a total amount of R82 874 155. The students' social space projects was successfully completed while other projects are at various stages of completion.
Goal 10: Establish sustainable resource bases for the university	MUT has managed to exceed its targeted number of third stream income projects and sources, but did not succeed in meeting its target of a total income from third stream sources of R 2 million. MUT only generate a total amount of R1 432 772. MUT has succeeded in keeping within its % annual budget versus expenditure variance of 3% and scored a 2.27% variance. MUT has furthermore ensured that it did not receive any adverse audit findings for 2015.
Goal 11: Become a centre of innovation and a preferred provider of technology solutions to Commerce, Industry, SMMEs and the Community	MUT has managed to establish and maintain its target of 6 industry-based innovation projects. Furthermore, MUT has exceeded both its targets for the number of students involved in technology transfer projects (22/25) and the number of external trainees who have benefitted/ will benefit from MUT technology transfer projects (90/108)

This report is signed by:



**Judge J Ngwenya**  
**Chairperson of MUT Council**

2016-06-29.

Date

## 3. COUNCIL'S STATEMENT ON GOVERNANCE

### 3.1 Introduction

Mangosuthu University of Technology 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, the Council recognises the need to conduct the business of Mangosuthu University of Technology with integrity and in accordance with generally accepted practices.

### 3.2 Statutory Governance Information

#### EFFECTIVE ETHICAL LEADERSHIP AND CORPORATE CITIZENSHIP

The composition of MUT Council membership in 2015 consisted of 30 members. All members were appointed in terms of Section 9 of the Standard Institutional Statute (SIS), 2002 of the Higher Education Act, 1997 (Act No: 101 of 1997), as amended. They were appointed in accordance with Section 8 of the SIS to govern MUT. With the end of the term of office of some members, new Council members had to be nominated and elected and were appointed in terms of Section 9 of the Standard Institutional Statute (SIS), 2002 of the Higher Education Act, 1997 (Act No: 101 of 1997), as amended.

The 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 2015. It functioned in accordance with Section 8 of the SIS and hence responsibly delegated some of its powers to Standing Committees of Council and the Senate.

#### RECONSTITUTION OF COUNCIL

The Council of Mangosuthu University of Technology comprises academic and non-academic persons appointed

in terms of Section 9 of the Standard Institutional Statute (SIS), 2002 of the Higher Education Act, 1997 (Act No: 101 of 1997), as amended. They were appointed in accordance with Section 8 of the SIS to govern MUT. The majority (60%) of members are neither employees nor students.

The role of the Chairperson of Council is separate from the role of the Chief Executive Officer, the Vice-Chancellor. Matters reserved to the Council for decision-making are set out in the SIS. The Council is responsible for the ongoing strategic direction of Mangosuthu University of Technology, approval of major developments and the receipt of regular reports from Management on the day-to-day operation of MUT.

The Council meets at least four times a year and has several committees including the Finance and Remuneration Committee, the Audit and Risk Committee, the Human Resources Committee, the Resources and Planning, the Tender Committee, Senate, EXCO and the Institutional Forum.

In order to fully discharge its duty, Council ensured that Council was fully constituted as stipulated in the Higher Education Act, 1997 (Act 101 of 1997). The Council considered an extract from the Standard Institutional Statute relating to the election of the Chairperson and Deputy Chairperson of Council. Election of Chairperson and the Deputy Chairperson was conducted by the Registrar. Both Mr S.J. Ngwenya and Mrs D. Hoorzuk were re-elected as Chairperson and Deputy Chairperson of Council, respectively. The following new members of Council were introduced: Prof N.J. Ndlazi (Senate appointee) Prof L.D. Naidoo (Academic Staff), Mr A.K. Nzuzza (Non-Academic Staff), and Mr P. Khomo (Non Academic Staff).

Full list of Members of Council in 2015 showing their constituencies and portfolios is attached as an appendix to this report.

The Council, each of the Standing Committees of Council; the Senate, and each of Standing Committees of Senate engaged in scheduled and unscheduled meetings for the year 2015.

## COUNCIL COMMITTEES

In its function to govern MUT, Council accordingly delegated some of its powers to MUT committees with strategic and/or financial significance which discharged their duties responsibly. All the committees were chaired

by individuals with appropriate skills, knowledge, and experience relevant to the objects and governance, and the committee members' attendance was in the best interest of MUT. The following schematic representation illustrates a summary of attendance of MUT meetings in the year 2015:

**Table 3.2 Summary of Attendance of Meetings in 2015**

Name of committee Meeting	Scheduled	Held	Special	% Attendance	Workshops
<b>COUNCIL</b>	4	4	2	83%	2
Executive(EXCO)	4	4	7	85%	-
Executive Management Com.(EMC)	15	15	2	83%	-
Finance & Remuneration Committee	4	4	2	79%	-
Audit & Risk Committee	4	4	-	80%	-
Human Resource (HR) Committee	4	4	-	83%	-
Institutional Forum	4	4	-	73%	-
Planning and Resource Committee	4	4	-	89%	-
Tender Committee	4	8	4	62%	-
<b>SENATE</b>	4	4	-	73%	-
Executive Committee(SENEX)	4	4	-	73%	-
Calendar and Timetable Committee	4	3	-	64%	-
Computer Committee	4	3	-	75%	-
Co-Operative Education Committee	4	3	-	70%	-
Financial Aid Committee	4	4	-	88%	-
Research and Publication Committee	4	4	1	81%	-
Library Committee	4	4	-	100%	-
Student Support & Development Committee	4	4	1	77%	-
Academic Planning Committee	4	3	3	75%	-
<b>FACULTY BOARDS</b>					
Faculty Board of Engineering	4	4	-	65%	-
Faculty Board of Management Sciences	4	4	-	86%	-
Faculty Board of Natural Sciences	4	4	-	89%	-
Quality Assurance Faculty Board of Eng.	4	4		86%	
Quality Assurance F/B of Management Sciences	4	3	-	75%	
Quality Assurance F/B of Natural Sciences	4	4	-	55%	
Support Service Forum	4	2	-	54%	
Research Ethics	4	4	-	72%	
Research Management Sciences	4	3	-	71%	
Research Natural Sciences	4	4	1	65%	
Research Engineering	4	4	-	65%	
Research Administration	4	4	1	58%	

### 3.3 Council Statement

#### DECLARATION OF INTEREST BY COUNCIL MEMBERS

To prevent conflict of interest among Council members, all Council members were required to sign an annual Declaration of Interest form for members of Council and at each meeting to declare any conflict of interest in items on the agenda. All Council members completed and submitted the forms on declaration of interests.

#### MUT STATUTE

Council considered the revised MUT Statute with recommendations by the DHET, the Task Team, the Executive Management as well as the EXCO. Council approved the revised draft Statute for re-submission to the DHET subject to incorporation of the recommended changes and any additional comments forwarded, before the end of June 2015. The MUT Statute was finally approved by the Minister of Higher Education & Training for publication in the Government Gazette, subject to amendments on pages 26 and 27, Section 51(2) (d). The estimated cost for placing a notice in the Government Gazette would be R40 000.

Council members were urged to familiarize themselves with the MUT Statute as gazetted in October 2015, in particular, the requirements on what constitutes the Council. Some senior management staff members attend Council meetings by invitation; namely the CFO, the Senior Director: Human Resources, and the Executive Director in the office of the Vice Chancellor.

#### MUT'S STRATEGIC PLAN 2015- 2019 MUT'S 2015 ANNUAL PERFORMANCE PLAN

Council considered the MUT's Strategic Plan 2015–2017 and the MUT's 2015 Annual Performance Plan which had been approved by EXCO at a special meeting held on 14 January 2015. The documents were then submitted to the DHET on 15 January 2015. Council acknowledged the amount of work done to be able to submit the documents to DHET on time and ratified approval of the MUT's Strategic Plan and Annual Performance Plan.

After deliberations the meeting recommended that Section 4: Ministerial Approved Student Enrolment Targets should include the baseline and performance targets for 2016. The report should be aligned to the baseline numbers in all the sections of the document. There should be coherence on the figures for each quarter. Subsequently Council adopted the Strategic Plan and the Annual Performance Plan for 2016 with amendments.

#### CONSIDERATION OF PROTOCOLS IN NAMING NEW BUILDINGS

As the University is constructing new buildings, Council was requested to develop a draft document for the University structures to consider what protocol to follow in naming the new buildings.

#### COMBINED ASSURANCE FRAMEWORK

Council considered and approved the Combined Assurance Framework. The framework was prepared in terms of the King III Report on Corporate Governance Principle 3.5. The Framework aims to optimize the assurance coverage obtained from Management as well as internal and external assurance providers on the strategic risk areas affecting the University.

### 3.4 Governance Structures

Improvement of Governance continued as more policies and processes were approved and control frameworks were implemented.

#### INSTITUTIONAL FORUM (IF)

The Chairperson of the Institutional Forum attended a meeting of Chairpersons of Institutional Forum where the role of the forum was clarified. Other stakeholders would be apprised of role of the IF.

#### GOVERNANCE OF RISK

Enhancing knowledge and innovation as well as implementing strategic development and goals will always have risks. Effective risk management increases the probability of successful outcomes, 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. A new a template would be provided.

#### GOVERNING STAKEHOLDER RELATIONSHIPS

MUT fully supports the ideas of widening access, redress and success as articulated in the National Plan for Higher Education. Therefore, it promotes 'equity of access and outcomes'. Being located in a disadvantaged area, MUT attracts a majority of students who come from disadvantaged communities and schools. As a result, many of the students are poor and often cannot afford

to pay the prescribed fees and depend mostly on NSFAS funding. In addition they need various forms of academic and social support.

The University has put in place various academic, social and health programmes to support students. These include the Pre-Tech programme for Engineering students, the four-year Extended Curriculum Programme, the Study Skills programme, the Students-at-Risk Programme, a one-on-one Counselling Service, the Peer support Programme, the Sisterhood Programme for women students, the Pregnancy Resource Programme, the HIV Support Programme and the Disability Programme.

As a University of Technology, MUT has established firm relationships with a number of industries in the Durban area and beyond. These relationships assist in providing opportunities for students to go through Work integrated Learning (WIL) and to find employment. In spite of the disadvantages experienced by the University and its students, many of the students achieve success in the fields of Engineering, Natural Sciences and Management Sciences.

#### **TENDER MANAGEMENT**

The University Council 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. The Committee's responsibilities are to:

- Review tenders and expressions of interest on all procurement activity in excess of the University's procurement thresholds
- Advise Council on Query discrepancies
- Request for supporting documentation, more information or clarification if necessary

The committee technically scrutinizes bids in accordance with the tendered specifications and the Tender Policy.

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)
- Provide recommendations for all responses to tenders to the Council.

### **3.5 Policies**

#### **SUPPLY CHAIN MANAGEMENT (SCM) POLICY**

A workshop was held on 31 March 2015 to discuss the SCM policy as per EXCO recommendation. The revised SCM policy was considered by Council which suggested that a comparison between the MUT Statute, the Higher Education Act and the SCM Policy and its delegation of Authority should be considered. After deliberations the meeting agreed that a special Council workshop be convened to consider the following documents: Delegation of Authority, SCM Policy, MUT Statute and the Higher Education Act. Council members were requested to read them and make comments thereon before the special Council workshop that will be scheduled in July 2015.

#### **POLICY ON FRAUD AND OTHER IRREGULARITIES**

Council considered the Policy on Fraud and other Irregularities and resolved that the revised policy should be considered by the Audit & Risk Committee before it is re-submitted to Council.

#### **QUALITY ASSURANCE POLICY**

Council approved the revised Quality Assurance Policy.

#### **LEARNING ASSESSMENT AND MODERATION POLICY**

Council approved the revised Learning Assessment and Moderation Policy.

#### **RESEARCH POLICY**

Council approved the revised Research Policy.

#### **LANGUAGE POLICY**

Council approved the revised the Language Policy.

#### **COMMUNITY ENGAGEMENT POLICY**

Council approved the revised Community Engagement Policy.

#### **RESEARCH ETHICS POLICY**

Council approved the revised Research Ethics Policy.

#### **FINANCIAL AID POLICY**

Council approved the revised Financial Aid Policy.

#### **CHARTER OF THE EXECUTIVE COMMITTEE OF COUNCIL (EXCO)**

The meeting approved the Charter of EXCO.

#### **CHARTER FOR THE PLANNING AND RESOURCE COMMITTEE**

The meeting approved the Charter for the Planning and Resource Committee.

### TENDER APPEALS TRIBUNAL RULES:

The Tender Appeals rules are part of the SCM policy. Council had delegated the responsibility to EXCO to finalize the Tender Appeals Tribunal rules. EXCO had approved the rules and they were being received by Council for ratification. The meeting considered and ratified the Tender Appeals Tribunal rules.

### REPORT ON POLICIES STATUS

Council received a report on the status of policy development with the view to strengthening compliance at MUT. The report also sought to hold each executive accountable in ensuring that policies are presented to Council timeously. Council resolved that all policies approved by Council should be signed by the Chairperson of Council.

## 3.6 Academic Matters

### ACADEMIC CHALLENGES AT MUT

Council considered the current academic challenges at MUT.

MUT's historical disadvantages within the SA Higher Education Landscape (HEMIS Data):

- a) Unequal and/or unfavourable staff: student ratios –MUT has the most unfavourable ratio among the contact teaching universities in South Africa.
- b) Qualification and expertise of existing staff – MUT has the lowest number of staff with doctoral degrees.
- c) The Postgraduate enrolment in 2015 was 31.
- d) Total number of research outputs in 2015 was 14.73 units.

The following achievements show that in spite of the above challenges, the University has been doing well.

### MUT'S RECENT ACADEMIC SUCCESSES IN 2015

The Council considered and applauded MUT for the following academic achievements:

- a) Four new qualifications were registered. MUT is the first UoT to offer the following programmes in the country: the Post Graduate Diploma in Nature Conservation, the Advanced Diploma in Marketing, the Advanced Diploma in Human Resource Management and the BSc in Environmental Health.
- b) A letter of confirmation to offer the Master of Nature Conservation was received. This would be the first Master's degree to be offered by MUT.
- c) ECP Programmes: The DHET has approved the offering of the ECP programme in Biomedical

Sciences, Public Financial and Accounting, Building and Surveying.

- d) The Teaching and Learning Colloquium was held on 07 May 2015.
- e) The Vice-Chancellor's Teaching Excellence Awards held on 08 May 2015 to recognize academic staff that have done well in their teaching activities.
- f) MUT has the lowest dropout rate in the entire higher education sector.
- g) MUT had an average success rate of 83% which is the highest among UoT's.
- h) Mr Njabulo Gumede from the Faculty of Natural Sciences was awarded a National Excellence in Teaching and Learning Award by CHE. He is the second staff member to receive the national award.

### nGAP POSITIONS FOR COUNCIL APPROVAL

Council considered the nGAP project of the DHET designed to assist in the development of the next generation of academics by attracting young people into academia. Council noted that the DHET had made funding available for MUT for four posts to be created. Council expressed appreciation for the nGAP programme, but felt that the University needed to look at the pros and cons of its impact financially and otherwise. After deliberations Council approved in principle the creation of the positions, subject to certain conditions, one of which was that full details of the financial and other implications (structural), that will arise as a result of the creation of the new positions is provided. Subsequently, Council received and considered how the funding of the four lecturing positions would be provided when the DHET gradually reduces its funding of the positions from the fourth year onwards.

## 3.7 Operational Information

### VICE-CHANCELLOR'S REPORT

Council considered the Vice-Chancellor's Report and recommended that rather than using input indicators, the report should use output indicators. Improvement is needed in the way the report is crafted, e.g. key performance indicators need to be shown in the office of the VC and Executive Director: OVC. Council suggested that since some targets are quarterly; all targets should be measured on a quarterly basis.

Council members were requested to interrogate the report further and thereafter forward their comments for improvement.

### ANNUAL PERFORMANCE PLAN (APP)

Council noted the report on the APP and recommended that Management re-formulates the APP in line with best

practice. However, the APP document was approved by Council and was aligned with the requirements of the DHET. After the review of the Strategic Plan and the Annual Performance Plan, MUT is currently operating under the new report regulations. Council needs to determine the KPIs that the Council believes need to be achieved by Management. There is a need to go back to the Strategy as it determines the APP.

## SECURITY TENDER

Council Considered the Security Tender from the time it was advertised, the constitution of the Appeals Tribunal and the process thereof. The rules of the Tender Appeals Tribunal were also considered by Council. Out of five service providers, two of them had submitted their notice of motion to the MUT attorney for the Appeals Tribunal. Two security firms were providing security services for the University on a month to month basis until the objections were resolved.

The question of the Security Tender was deliberated on at EXCO and EXCO had resolved to revoke the award of the security tender which was the subject of the appeal. This automatically nullified the need for the appeal to proceed. The security tender would be advertised as soon as possible. After deliberations Council ratified cancellation of the security tender that was awarded to a security company during 2013 as well as the Tender Appeals rules.

## INFRASTRUCTURAL DEVELOPMENT AND MANAGEMENT

- a) Report on the Lack of Sewerage Capacity between MUT and eThekweni Municipality

Council considered the report on the lack of sewerage capacity between MUT and the eThekweni Municipality. Project drawings submitted in 2013 and 2014 had not been approved by eThekweni Municipality due to lack of sewerage capacity. These were: Engineering Laboratories and Offices; Student Centre; and the Student Housing Phase 2. Council considered the proposal that the University provides "bridging finance" for the construction of the upgrading of the truck sewerage line for 3.5 km from Seme Hall to Isipingo Waste-Water Treatment.

A series of meetings were held between MUT and the Municipality in order to resolve this challenge. After deliberations, both parties agreed that the University funds the upgrading of the sewerage system on behalf of eThekweni Municipality and the Municipality would in turn pay back the money that the University will have used for the upgrade, with interest or alternatively an off-set on the services rates for a limited number of years. The University in turn negotiated with the National Department of Human Settlements to sponsor the sewerage upgrade for eThekweni Municipality. Eventually on 20 November

2015 the Human Settlements department agreed to find resources within their grant system to support MUT with R45 million required to upgrade the sewer system.

- b) Report on the Engineering Offices & Laboratories and Student Centre

Council considered the progress report on the construction of the Engineering Laboratories and the Student Centre in relation to the appeal lodged. Council expressed a concern about the delay caused because the Appeals Tribunal and the fact that the affected parties could not agree on the proposed rules of the Appeal Tribunal. The meeting resolved that a legal opinion be sought to find out if MUT could have recourse for the escalated cost. Council then agreed that the University must have controls in place for such matters in order to avoid consequential delays and escalated costs. At the end of 2015 plans for the construction of the Student Centre and the Engineering Laboratories and Offices were eventually approved by eThekweni Municipality.

- c) Construction of a 640-bed Student Residence - Phase 1

This project was approved in 2010 with a total cost estimate of R1 06 049 of which R56 million was to be provided by the University and the rest by the DHET. The tender was awarded to a Construction Company which commenced construction on 17 February 2014 with a completion date of December 2015. Occupation was planned for 1st January 2016. Due to delays, the cost of construction escalated from R105 million to R156 million. During 2015, work stoppages delayed the construction.

- d) The Construction Company's Request for Recovery of Cost of Labour

The Council considered the claim by the Construction Company for the costs incurred due to substantial work stoppages. Focus Project Management assessed the claim received from the Construction Company and concluded that the contractual standing of the Construction Company in relation to their current claim was weak and offered limited contractual backing, hence the claim was rejected. Focus Project Management recommended an extension of time to be granted for the full duration claimed until 17 December 2015. The time-related costs amounted to at least R4 million. Council considered the conclusion reached by Focus Project Management and supported it.

## COMMUNICATION WITH THE DHET & OTHER EXTERNAL STAKEHOLDERS

Council noted the following interactions with the DHET and other government institutions:

a) Development Grant for Historically Disadvantaged Institutions

Council considered the Development Grant for Historically Disadvantaged Institutions offered by the Department of Higher Education and Training to put in place systems to develop and sustain the financial health of HDIs and to strengthen the academic enterprise. Council agreed that a business plan on how to utilize these funds should be developed by PSP Icon and submitted to the DHET by 15 April 2015.

b) Differentiation in Higher Education

Council was informed that a document on differentiation in higher education had been received from the DHET. This document would be made available to Council members.

c) Correspondence with the DHET

A letter was received from the DHET requesting the University to, by the end of April 2015, provide the DHET with a list of top five priority projects over the next three years.

The University had responded to the letter indicating its concern that the DHET had changed the infrastructure process. MUT requested the DHET to consider current MUT funding for five projects whose cost had escalated from R530 million in July 2014 to R812 million in April 2015.

A Progress and Audit Report 2014/15 that provides the DHET with progress on all infrastructure projects funded by the DHET had been submitted to the DHET.

Council received a report on the Meetings of the Minister of Higher Education and University Chairs of Council Forum – South Africa (UCCF-SA).

### 3.8 Internal and External Collaborations

Council noted and appreciated the following collaborations by the University:

- a) The Circle of Excellence Awards ceremony was held on Friday, 20 February 2015. The Circle of Excellence Awards ceremony recognizes academic excellence at high performing Umlazi high schools.
- b) An exploratory study tour to Tanzania and Kenya was undertaken by the Vice-Chancellor together with the DVC: Academic and the Executive Director: OVC. This visit was to explore possible partnership opportunities for collaboration with respect to student development and exchanges with institutions on the African continent. The study tour for students to Tanzania and Kenya would take place around June 2015.

c) Emanating from this visit, MUT was visited by the Vice-Chancellor of the Nelson Mandela African Institute of Science and Technology as well as students from Arusha who talked to MUT students.

d) Partnerships and stakeholder engagements resulted in different partnerships e.g. with Sanlam and Transnet.

e) The outcome of alumni activities to establish relationships has resulted in increasing the alumni database and it continues to grow.

f) Technology Station in Chemicals (TSC) – The TSC contributed to the placement of MUT students for WIL.

g) MUT-Transnet MoU.

h) SANLAM Stakeholders' Dinner

i) The Chancellor handed over of a house built by MUT using green technology building techniques.

j) The UNESCO Africa Engineering Week started on 28th August and ended on 30th September 2015. The purpose of the event was to promote the engineering profession.

k) The National Science Week was held from the 3rd to 7th August 2015 at St Lucia where students were exposed to science in action.

l) MUT, in partnership with eThekweni Municipality, celebrated the International Literacy Day on the 8th of September 2015.

### 3.9 Financial Matters

#### 2016 INTERIM BUDGET

Council considered the interim budget for 2016. Since the University was waiting for confirmation of the subsidy from the DHET, this was not the final budget. The shortfall, as a result of the zero percent fee increase, amounted to R39.540 million. On Monday 30 November 2015 a letter was received from the Minister of Higher Education and Training confirming that the shortfall amounting to R39.540 million would be paid to the University in January 2016. The Finance & Remuneration Committee met on Monday, 30 November 2015 to review the budget and it recommended that the budget should be revised to include the shortfall. The Council meeting approved the 2016 interim budget.

## WRITING-OFF OF ASSETS

Council considered and approved the proposal to write-off assets with a cost of R7 326 089.99, an accumulated depreciation of R7 173 344.07 and a net book value of R162 742.92. The assets were no longer in use as reflected in the presented schedule. They would be disposed of by inviting three companies to view the items and make offers on them. The disposal of assets written off would be by sealed bids. The highest offer would be accepted.

## WRITING-OFF OF MR MABASO'S DEBT

Council considered and approved the writing-off of the debt of Mr Mabaso from the financial records as it was unlikely that it would be recovered. After it is written-off, the debt would be handed over to a debt collector to try and recover it at an agreed commission percentage of the funds recovered.

## STUDENT DEBT

Council noted that the student debt was increasing every year as a result of non-payment of fees. As at 31 December 2014, the student debt amounted to R125 million. About 60% of MUT students are funded by NSFAS. Inadequate NSFAS funding contributes to the increase in the student debt.

Council deliberated on the means to reduce the escalating student debt and noted that in addition to handing over the student debt for collection there are mechanisms put in place by the University to compel students to settle outstanding amounts, for example, holding back certificates after students have completed their qualifications. Council noted with concern that the collection rate by Debt Tracker was low. Council requested that a strategy on the student debt should be submitted at the Council meeting in September 2015. Other options besides Debt Tracker should be explored.

## 2015 SRC BUDGET

Council considered the recommendation for approval of the 2015 SRC budget. In previous years the SRC budget had not been submitted to Council for approval, but was approved by the Finance Department. Council agreed that a quarterly SRC budget should be presented to Council. Council approved the 2015 SRC Budget amounting to R3 441 482.10.

## 2014 ANNUAL FINANCIAL STATEMENTS

Council considered and approved the unqualified audit opinion on the 2014 Annual Financial Statements as recommended at the joint meeting of the Finance & Remuneration Committee and the Audit & Risk Committee.

Council noted the Management Letter for the year ended 31 December 2014 as well as the Action Plan to address issues raised in the 2014 External Auditors' Management Letter. The Action Plan indicated actions taken to resolve issues raised.

## APPOINTMENT OF PUBLIC OFFICER

Council considered and approved the appointment of the CFO as the University official to correspond with SARS regarding obtaining a tax clearance.

## #FEES MUST FALL

Council received information regarding the fees must fall Campaign: that the DHET had committed to pay R39.540 million to MUT to cover the shortfall arising out of the by government's 'No Fee Increase in 2016' announcement, that Universities South Africa was working on plans to manage some of the potential fallout from the #FeesMustFall campaign at the beginning of 2016. As part of this plan, Universities South Africa, together with University Chairs of Council Forum, met with officials from the DHET to discuss matters of common interest.

## EXTENSION OF THE TERM OF THE INTERNAL AUDITORS

Council considered and approved the extension of the existing internal auditors' contract upon expiry, for a period of not more than three months, pending the finalisation of the appointment of new internal auditors in terms of the procurement process.

## Edu-Loan Bank Account

Council was informed of how the Edu-Loan bank account operates in providing loans to parents of students for study purposes. The account would be opened with the University's bankers, ABSA. This is one of the strategies to minimize the student debt. Council approved the opening of a separate bank account for Edu-Loan transactions.

## EXECUTIVE COMMITTEE OF COUNCIL

The Chairperson highlighted the following crucial issues that members needed to think of strategies to deal with. He proposed that these items be discussed at a special Council meeting:

- Annual Financial Statements;
- Management Letter and issues raised by External Auditors;
- The Student debt – A detailed report on the student debt to date and to provide an indication of the extent to which the debt could be recovered;
- The DBSA loan – Management should prepare a business plan for the loan;
- Financial stability and viability of the Institution;

- The status of student residence leases and student finances. More information was required on the changes in leases of student residences; and
- Amendments to the SRC Constitution.

### **ITHALA PROPERTY ACQUISITION**

Council considered reports on the planned acquisition of the Ithala Property. A letter of interest was issued by the Vice-Chancellor to Ithala with respect to the acquisition of the Ithala property. The Ithala property was to be acquired to address the infrastructure challenges in terms of office space. The fixed price of the property was R35 million. The financial implication relating to rental for a period of three years (from 2016 to 2018) was indicated. The date of occupancy was moved from 1st October 2015 to 1st November 2015.

An application was made to the DHET requesting for the HDI grant in order to obtain financial recovery on the acquisition of the property, once negotiations with Ithala are concluded.

### **2016 FEE AGREEMENT BETWEEN THE SRC AND MUT**

Council considered the Memorandum of Agreement between MUT Management and MUT Student Representative Council regarding the student fee payment. The agreement was subject to approval by Council in terms of Section 8 (4) of MUT Statute as gazetted on 23 August 2015. Council approved the student fee agreement between the SRC and MUT Management.

## **3.10 Human Resources**

### **MEDICAL AID CAPPING**

Council considered a report on the implementation of medical aid capping as per Council's resolution. There was a concern that there had been consultation with NEHAWU but no consultation with individual employees. This had led to disputes being declared. Three cases have been lodged at the CCMA: NEHAWU, TENUSA and three employees in their individual capacity. Negotiations have continued in an attempt to resolve the matter amicably.

Council have requested for a comprehensive written report specifying what caused the matter to be lodged with the CCMA; whether staff members have a case or not, if they have a case, what was the oversight on the University's part and what the prospects of a resolution are.

### **PERFORMANCE BONUS FOR SENIOR MANAGEMENT**

The In-Committee meeting of Council noted the existing economic climate in the country as well as the recent student protest pertaining to fee increases. It expressed

the need to be transparent in dealing with the issue of performance bonuses for senior management. Therefore, it concluded that it is unable in these circumstances to accede to the request to pay performance bonus to members of Management.

The meeting further noted that should there be dissatisfaction, the Vice-Chancellor could make a submission to Council stating reasons and motivating for the need, in light of the existing circumstances, to nevertheless, consider and accede to the request. Furthermore, in such an event he would set out, in his motivation, the threshold that has been achieved in terms of performance as well as the subsequent developments that had taken place since the last time the bonuses were paid. In addition, Council requested for the historical detail of the payment of the bonus over the last five years. Moreover, Council had resolved, as far as the Remuneration Committee (REMCO) is concerned, that a committee of Council would be established to look at the remunerations of Executive Management and that this committee should consist of only external members of Council.

### **CHARTER OF THE HUMAN RESOURCE COMMITTEE**

Council approved the Charter of the Human Resource Committee.

### **APPOINTMENT OF ACADEMIC STAFF**

Council considered and approved a request for ratification by Council of academic appointments made between 1 January 2015 and 1 June 2015. As required by the Auditor General (AG), the appointment of academic employees should be authorized by Council. The matter had been discussed at Senate and it was agreed that consultation with Senate would be through the Selection Committee on which a Senate representative sits. Senate would subsequently be informed of the Selection Committee's decision. Council recommended that within the next two weeks, the Human Resources Department should prepare a draft procedure to be followed for the appointment of academic employees. The procedure should comply with all the requirements and it should be circulated to all Council members for comment. Council emphasized that candidates should not assume duty before Council approval.

### **MOTIVATION TO UPGRADE THE POSITION OF RESEARCH PROFESSORS**

Council considered and approved a request to approve the appointment of two Faculty Research Professors at P4 level for a five-year renewable contract based on performance, and a Research Chair for Human Settlements at the P4 level for a three-year renewable contract based on performance.

### CRITICAL POSITIONS IN THE OFFICE OF DVC: RESEARCH, INNOVATION & ENGAGEMENTS

Council considered a request for the appointment of critical positions in the Research, Innovation & Engagement portfolio. Council noted that all positions that had not been advertised had been frozen unless special circumstances exist to fill them. Council had decided on a procedure that would be followed in the event there was a need to fill a frozen position.

Council further noted that with regard to the Research, Innovation & Engagements portfolio that the organogram had not been approved although there are permanent positions in this portfolio. In the circumstances, Council delegated EXCO to the extent necessary, to consider the motivation by that department for the filling in of critical positions that would assist that department to function efficiently. If EXCO was satisfied with this submission, the normal process that has to be followed with regards to positions that are frozen would have to be followed.

### LIMITED ORGANISATIONAL RIGHTS TO TENUSA

Council considered and approved the granting of limited organizational rights to the Tertiary Education National Union of South Africa (TENUSA) as follows:

- Section 12 – the right to access and
- Section 13 – the right to collect union dues (subscriptions).

### Report on the Position of the DVC: Research, Innovation and Engagements (RIE)

Council considered and approved the appointment of Prof Z.L. Dlamini as the DVC: Research, Innovation and Engagements.

### ACADEMIC PROMOTIONS

Council considered and approved the recommendations for the promotion of two academic staff members.

### STAFF MATTERS

Council noted with sadness the passing away of MUT's former Vice-Chancellor, Prof. A.M. Ndlovu. Prof Ndlazi had been requested to represent Council at the memorial service that took place at Bhekuzulu Hall, University of Zululand in Empangeni on 28 November 2015. A moment of silence was observed in honour of the late Prof. A.M. Ndlovu.

The MUT Vice-Chancellor had been re-elected as Chairperson of the South African Technology Network (SATN) for the next two years.

### VICE-CHANCELLOR'S CONTRACT

Council considered that the term of office of the Vice Chancellor would end in August 2015. A meeting of EXCO had recommended that the Vice-Chancellor be re-appointed for another five year term, based on his performance and his exceptional leadership skills. The matter was further discussed in 'In-Committee' Council meetings. The Council In-committee meeting resolved that the Vice Chancellor's contract must be finalized by the end of December 2015.

### STAFF ACHIEVEMENTS

A staff member, Mr Pons, received a number of awards for his innovative research work "Ceiling in a can".

A report on academic staff members who had obtained Masters and PhD through funding provided by the University was noted.

## 3.11 Student Matters

One student participated in the Abe Bailey Travel Trust Bursary in the UK.

### MUT STUDENTS INVOLVED IN INFRASTRUCTURE DEVELOPMENT PROJECTS

Council noted the report that eighteen MUT students were involved in infrastructure development projects in the form of work integrated learning and vacation work. One of them, Miss Nomonde Zondi was employed by the Construction Company that was appointed by MUT. She is responsible for construction of Block 2C of the student residence. She was offered employment by the Construction Company to be a site manager in Pietermaritzburg, however she declined the offer as she wanted to complete her project to manage the student block.

### PROPOSED AMENDMENTS TO THE SRC CONSTITUTION

Council considered the proposed amendments to the SRC Constitution which resulted from a concern that statistics showed that once SRC members were in office, their academic performance declined. Management believes that once students are in office they should continue to be active and succeeding students. After deliberation, the matter of amendment of the SRC Constitution was referred back to Management for further discussion and development of a proper management report on the proposed amended SRC constitution. If there are any differences between Management and the SRC, these must be highlighted in the report and Council needs to make a decision.

A Social Cohesion workshop was held from 29th to 30th August 2015 in preparation for the SRC elections.

A farewell function was held on the 17th August 2015 at Coastlands to acknowledge the contribution and support of the current SRC in the governance and administration of the university.

### IMPROVING SUCCESS RATES

The Vice-Chancellor informed Council that the University has a number of initiatives to assist students improve academic performance, even in the Student Residences. These included the 'Masifunde' campaign where the SRC plays a major role in encouraging a learning culture on campus.

Student Leadership and Cultural Immersion visit to Tanzania – A delegation, led by the Dean of Students visited Tanzania from 26th September 2015 to 6th October 2015.

## 3.12 Statement on IT Governance

The MUT Information Technology and Networks (ITN) directorate reviewed IT governance structures and processes and prepared the following recommendations and submissions for consideration and implementation:

### GOVERNANCE FRAMEWORK

The ITN directorate identified COBIT5 and ITIL V3 frameworks as suitable governance frameworks for adoption and phased implementation at MUT. The implementation of Control Objectives for Information and Related Technology (COBIT) framework for information technology (IT) management and IT governance will enable council and management to bridge the gap between control requirements, technical issues and business risks. The ITIL (Information Technology Infrastructure Library) framework will provide best practices and align IT actions and expenses to business needs and change them as the business grows or shifts direction.

### DIRECTORATE STRUCTURE

The ITN directorate proposed a new structure to address deficiencies of old structure and to create new capabilities

as recommended by COBIT and ITIL governance frameworks. The proposed structure was submitted for consideration by the relevant HR Committee.

### REPRESENTATION AT HIGHER LEVEL

The DVC resource and planning tasked the ITN directorate to consult and benchmark with other universities on possible and appropriate IT governance and representation within council or suitable sub-committee. The process was started late in 2016 and initial input has been obtained. A recommendation is planned for completion and council consideration mid-2016.

### MONITORING OF IT ASSETS

The ITN directorate implemented a new platforms and processes for the purpose of monitoring IT assets. The platform has been successfully commissioned to monitor and manage IT contracts, services and assets.

### SIGNIFICANT IT INVESTMENT

The ITN directorate proposed that in order to address financial resources constraints and effective IT asset lifecycle management, MUT must start leasing of appropriate IT equipment (such as PCs and laptops) instead of outright purchase thereof. This recommendation obtained approval from relevant council committee.

### IT RELATED POLICIES

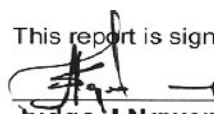
The ITN directorate reviewed current policies and submitted to the relevant structure a recommended list of IT policies for council approval and thereafter implementation in 2016 onwards.

### COMPUTER COMMITTEE

The computer committee met 4 out of 4 times to deliberate on ITN matters and submit reports to the Senate.

This report is signed by:

This report is signed by:

  
 Judge J Ngwenya  
 Chairperson of MUT Council

2016 - 06 - 29.  
 Date

## 4. COUNCIL'S STATEMENT ON SUSTAINABILITY

### Students Number and Throughput

The need for production of graduates with technical skills especially from historically disadvantaged backgrounds led to the establishment of Mangosuthu of Technology in 1979. This need still remains as relevant today as 36 years ago. Each year, MUT receives overwhelmingly more applications from prospective students than available spaces.

**Table 4.1: Student Enrolments and Throughput**

	STUDENT HEADCOUNT	FTE ENROLLED	FTE PASSED	FTE % PASS	GRADUATES
2014	11,377	7,669.8	6,334.0	82.58%	2,445
Baccalaureus technologiae degree	424	253.8	215.7	84.99%	242
National diploma	10,953	7,416.0	6,118.3	82.50%	2,203
2015	11,512	7,728.1	6,385.7	82.63%	2,491
Baccalaureus technologiae degree	430	278.1	240.7	86.54%	221
National diploma	11,051	7,429.1	6,128.2	82.49%	2,262
Postgraduate Diploma	31	20.9	16.8	80.70%	8

**NB: The figures in the table above and the paragraph below include WIL registrations.**

In 2015, MUT recorded headcount enrolment of 11,512 students (including WIL), a marginal increase from 11,377 students in 2014. FTE enrolled total in 2015 was 7,728.1 and FTE success rate was 82.63% as shown in Table 4.1. In 2015, MUT produced a total of 2,491 graduates, again a marginal increase from 2,445 in 2014. MUT exceeded targets in terms for FTE enrolled success rate and graduation rate for 2015.

MUT introduced the post graduate diploma programme in Nature conservation, the first of such in sector in 2015. The programme will provide the pipeline for planned enrolment into the first M.Tech programme at MUT in 2017.

MUT's enrolment trend suggests that the University is well positioned to achieve planned headcount enrolment growth to 12,500 students in 2019 in accordance with the current cycle of enrolment planning in the sector. Therefore, there is a realistic expectation of planned funding subsidy from Teaching Inputs and Outputs units accruable from our pipeline of students.

### Inclusivity of Stakeholders

MUT follows standard democratic processes for decision making through active participation of individuals and internal stakeholders on various statutory structures of decision making at the University. Programmes and events have been put in place at MUT to promote inclusivity and awareness of stakeholders on issues pertaining various operational aspects of the University. Annually, the Vice Chancellor commences the academic year with the VC's State of the University address to MUT community. This gesture has been extended to the VC's annual engagement with parents, guardians and neighbouring communities. In this event, MUT management inform the audience about MUT successes and challenges. Remarks from participants indicate that this initiative is well-received.

MUT greatly values that importance of maintaining a disciplined, well-informed and cohesive body of students irrespective of social status and political affiliation. The management of MUT constantly engages MUT students particularly the leadership of various student formations.

The student affairs directorate at MUT organises various events to promote student inclusivity and unity. These include students' social cohesion workshops aimed at promoting active but peaceful student political citizenship.

### Collaborations

MUT actively engages with peers in the sector, particularly among the UoTs. The University is a member of the Southern African Technology Network (SATN) of which the Vice Chancellor of MUT is the current chairperson. MUT hosted a well-attended SATN conference in 2014, the networking and collaboration potentials in this platform are quite enormous.

Various other areas of collaboration and partnerships exist at MUT, at the faculties, there is ongoing collaboration with professional bodies for review and accreditation of respective programmes in order to conform with professional standards and produce graduates that meet industry requirements in terms of skills for work-readiness. MUT has had rewarding relationships with Engineering Council of South Africa.

Our marketing and communications directorate as well as other directorates such as the corporate education directorate constantly engage with our external stakeholders maintaining positive relations.

### Generation of Alternative Funding Streams

Generation of third stream remains a challenge to MUT as well as other UoTs, of course the historical antecedents to this is quite explainable. During the previous era of Technikons, the main mandate and focus was mainly teaching. In this present era as Universities of Technology, activities are now required to be diverse to reflect the new status. At MUT, the University is looking at ways of improving generation of alternative income, one of which is the development of third stream income strategy in 2015. In 2015, the newly created division of Research, Innovation and Engagement became operational with the appointment of Prof Z Dlamini as the DVC for this new division. It is hoped that these initiatives will improve the generation of alternative income in the near future.

It is however pleasing to note MUT exceeded its realistic target of number of alternative income projects in 2015 even though MUT did not succeed in meeting its target of total income from third stream sources of R 2 million. MUT only generated a total amount of R1 432 772.

In conclusion, MUT council is providing required oversight for prudent management of resources in light of the wider financial constraints in the sector brought about by the contracting economy and the #fees must fall campaign. Even with these constraints, MUT could be adjudged as relatively sustainable.

This report is signed by:



**Judge J Ngwenya**  
**Chairperson of MUT Council**

2016 - 06 - 29.

Date

## 5. 2015 SENATE'S REPORT TO COUNCIL

### 5.1 Composition of Senate

Senate consists of the Vice-Chancellor and Principal who is the Chairperson, the Vice-Principal: Academic, the Vice-Principal: Administration, the Executive Director in the Office of the Vice-Chancellor, two Council members, the Registrar who is the Secretary, the Deputy Registrar: Academic Administration, three Faculty Deans, all Heads of Departments, Senior Directors and Directors, Dean of Students, Student Counselling representative, two members of the Student Representative Council, Union representative, Institutional Forum representative, non-academic faculty representatives and academic staff representatives.

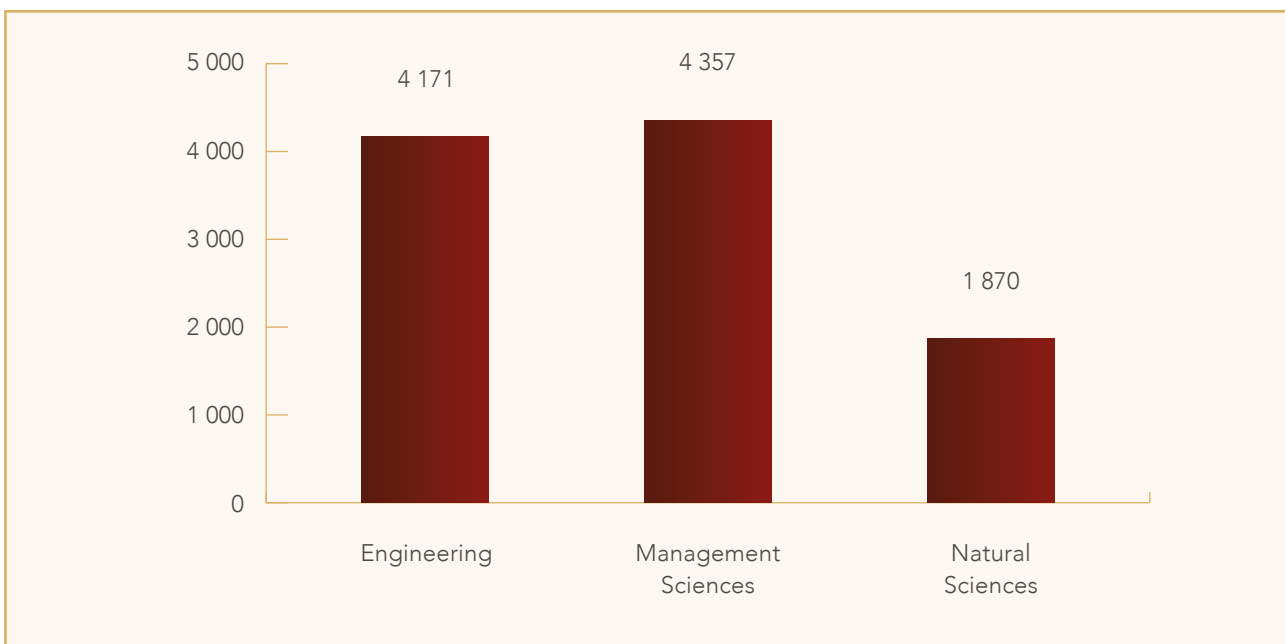
### 5.2 Composition and Size of Student Body

NB: All student headcount information below excludes WIL registrations.

#### 5.2.1. 2015 Student Enrolment Headcount

The total student enrolment headcount for MUT in 2015 was 10 398 (target: 10 500). Figure 5.1 gives the breakdown by faculty. The Faculty of Management Sciences had 42% of the share of students. This was followed by the Faculty of Engineering with 40%. The share of the Faculty of Natural Sciences was 18%.

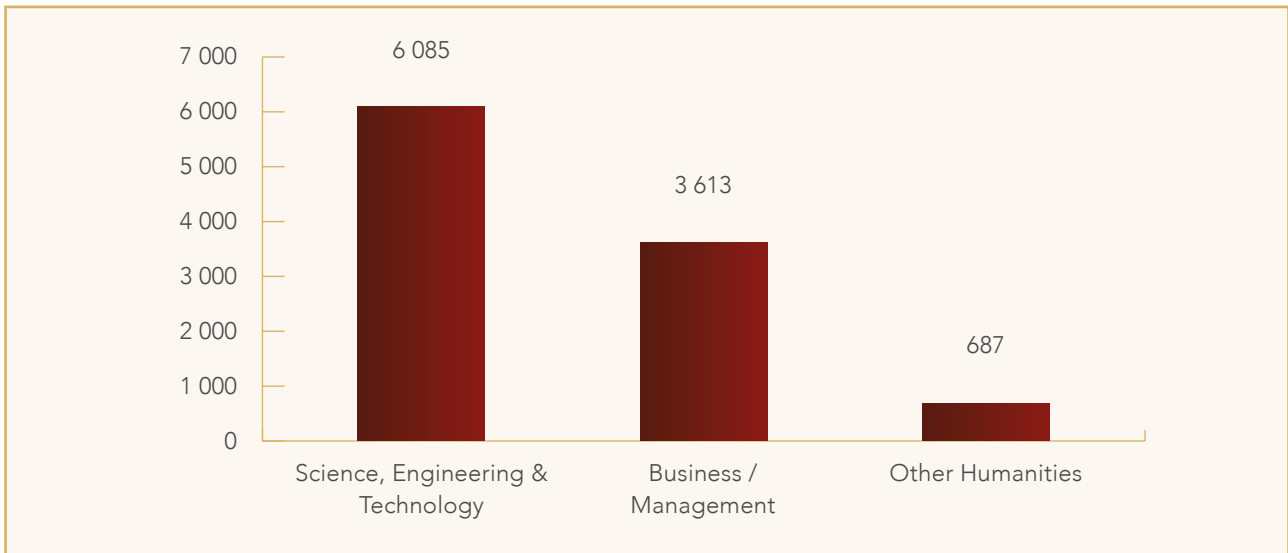
Figure 5.1: Student Enrolment Headcount by Faculty in 2015.



### 5.2.2. Student Enrolment by Major Field of Study

The Science, Engineering, Technology (SET) field of study holds the majority share of 58% (target: 58%) of student headcount enrolment in the institution. The field of Business/Management holds a 35% share (target: 35%), with lowest share of 7% (target: 7%) going to Other Humanities (Figure 5.2).

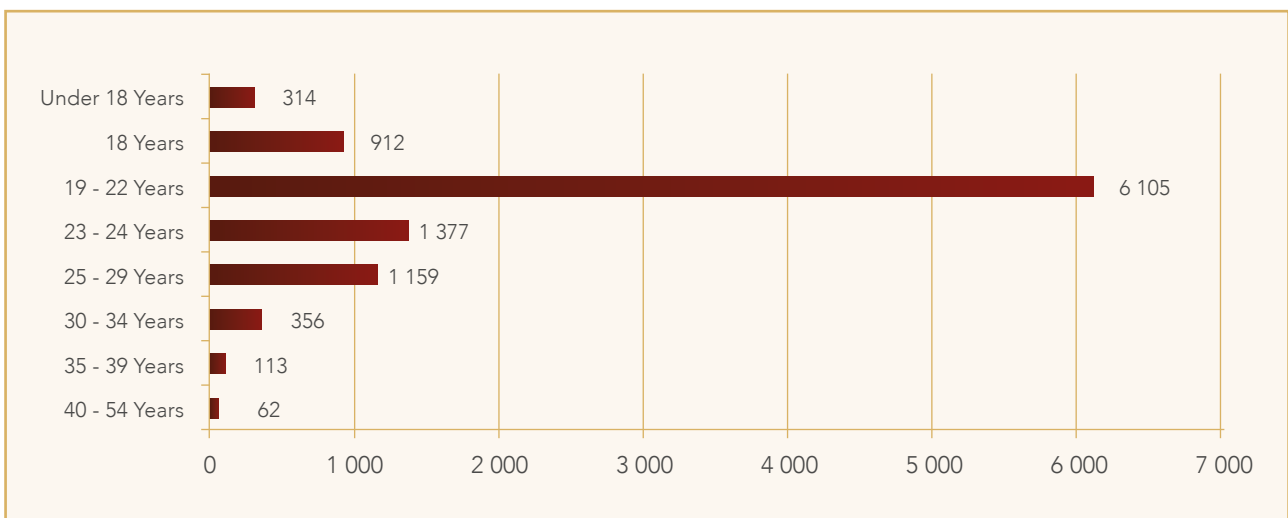
**Figure 5.2: SET share of student enrolment headcount.**



### 5.2.3. Student Age Profile

Figure 5.3 gives the age distribution of the student population at MUT.

**Figure 5.3: Student age distribution.**

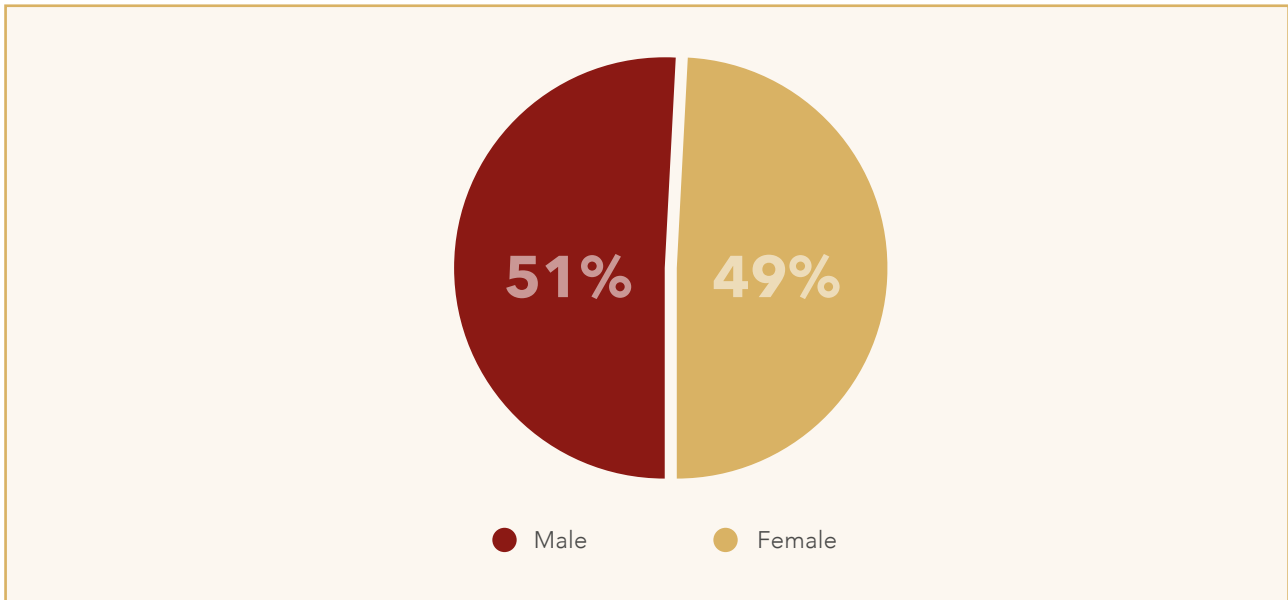


The majority of students (59%) are between the ages of 19 and 22 years, 13% are between 23 and 24 years, 11% are aged between 25 and 29 years, and 9% are aged 18 years. The other age groups make up a small remainder of 8%.

#### 5.2.4. Enrolment by Gender

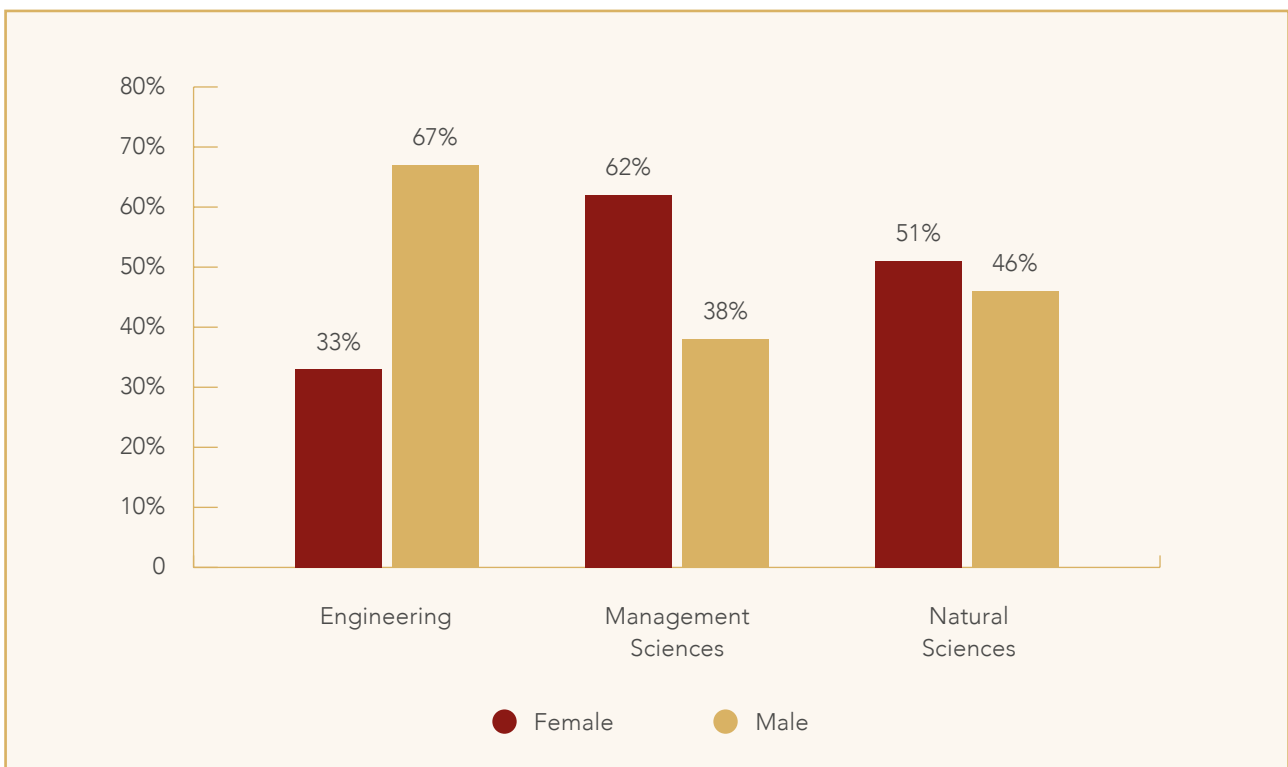
The University student population had a 49% female (target: 53%) and 51% male representation.

Figure 5.4a: MUT student gender profile



The Faculty of Management Sciences had a high female complement at 62%. The Faculty of Engineering had a high male complement of 67% (Figure 5.4b).

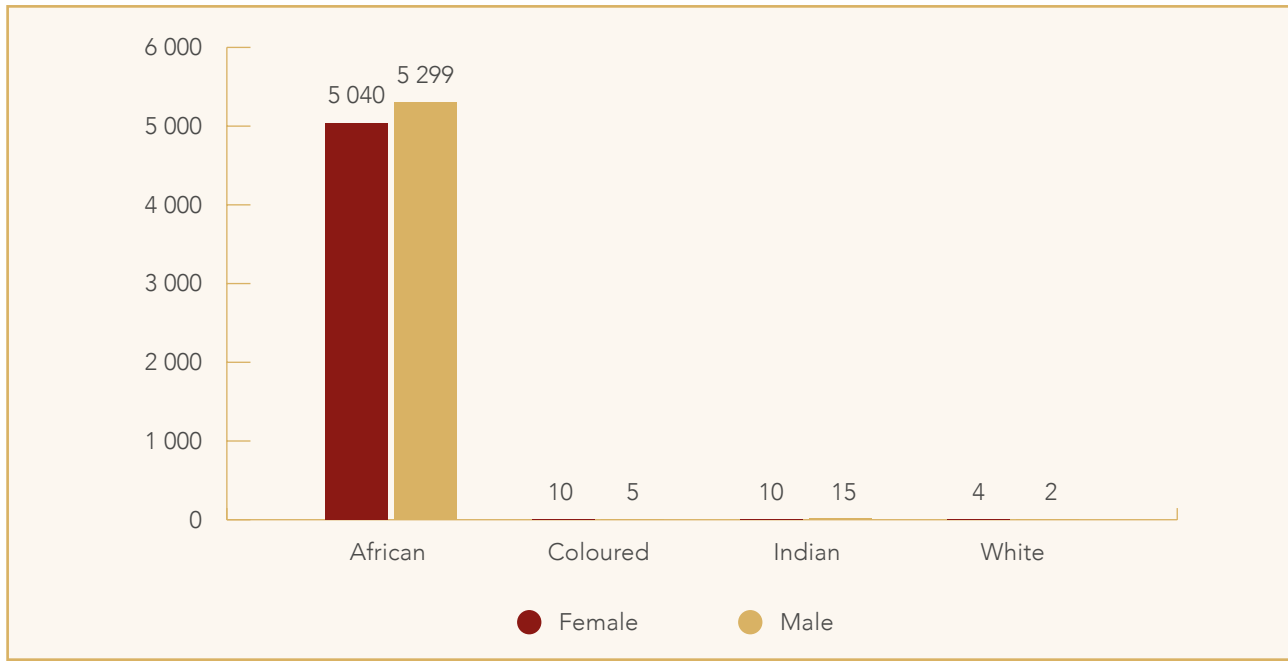
Figure 5.5b: MUT student gender profile.



### 5.2.5.Race Profile

The University student population maintained a 100% (target: 99%) African representation as presented in Figure 5.6.

Figure 5.6: The MUT Student race profile.



## 5.3 Significant Academic Developments in Faculties

### 5.3.1. Faculty of Engineering

The Faculty of Engineering continued to address the skills shortage in the country by developing new programmes that directly address the skills needs identified by the government through programmes like the Strategic Integrated Projects (SIPs). In this regard, the Department of Electrical Engineering rolled out a suite of specialisation areas in the Electrical Engineering programme that are hoped to contribute positively in capacity building in the country. These specialisation areas were communicated extensively to all stakeholders, which include industry through its membership in the Industry Advisory Committee, and to students through an information-sharing roadshow. The areas of specialisation that are now open to our students are Process Automation and Control, Electronics and Telecommunication, Power Systems Engineering, Clinical Engineering, Computer Engineering, Marine Electronics Communication, Renewable Energy Engineering, and Mechatronic Engineering.

The proposed Higher Certificate in Electrical Engineering and Advanced Diploma in Electrical Engineering await endorsement by the Engineering Council of South Africa before they can be considered for PQM clearance by

the Department of Higher Education. The Advanced Diploma in Electrical Engineering will have specialisations in Process Automation and Control, Electronics and Telecommunication, and Power Systems Engineering.

#### Instruction

The mode of delivery for most of the subjects in the Faculty is through a careful combination of contact learning and e-learning platforms. Certain lecture venues have been converted to be compatible with the e-learning mode and to facilitate the incorporation of Learning Management Systems, like the Blackboard System. To further enhance this advancement, all simulation and modelling laboratories were equipped with computer-based audio-visual equipment. Industrial site visits added the necessary real-life experience for students in engineering to link what they learn in class and simulate in the laboratories to real life industry applications.

#### Limitations on Access to Certain Courses

Overfull classes posed a serious problem to the quality of teaching and learning where, in other instances, students were forced to attend lectures sitting on the floor. This has been brought to the attention of the Directorate for Institutional Planning and Research, and will be hopefully be addressed in due course. Serious limitations were

reported to exist on computer workstations in the existing computer labs in the Department of Civil Engineering and Surveying. The poor performance in Mathematics and Science at School level, recently shown by the majority of first-time entering students performing at NQF 2 in the evaluations for academic readiness conducted by the Teaching and Learning Development Centre (TLDC), severely affected student performance and progression in this Faculty, requiring extensive remediation in the form of the PreTech and the extended curriculum programmes (ECPs).

### Student Awards and Achievements

Mr SN Zindela was awarded the Meritorious Student Award by the South African Institution of Mechanical Engineering for being the best Mechanical Engineering student at MUT in 2015. The Conference of Southern African Surveyors' (CONSAS) Award of Excellence to the best student in Surveying / Geomatics was given to Ms TN Masuku. Every university offering a Surveying / Geomatics programme recognised by PLATO is eligible to enter the competition for the CONSAS Award of Excellence. Programmes in (Land) Surveying, Mine Surveying and Geo-informatics Sciences are included. The award is for the best student at a university who has completed his/her undergraduate programme and obtained at least an average of 70% for all subjects in the relevant programme. Ms Masuku obtained an average 79% for her academic subjects and earned 18 distinctions out of 24 subjects - an excellent performance which was acknowledged at national level by CONSAS.

### Staff Appointments and Qualifications

#### STAFF APPOINTMENTS

One (1) nGAP post was created in the Department of Chemical Engineering and Mr Mtsweni was appointed as a Junior Lecturer in Chemical Engineering against this post. Mr Fred Rapai was appointed as a Lecturer in Mechanical Engineering on the 1st August 2015 and Mrs K. Behara was appointed as a Senior Lecturer in Electrical Engineering on the 1st October 2015.

The Department of Mechanical Engineering lost some valuable staff members in 2015 who are not easy to replace. The loss was to other institutions and included staff members who had recently acquired their doctoral degrees.

#### QUALIFICATIONS

Mr M D Lushiku completed a second MSc in Civil Engineering specializing in Concrete, whilst Mr A Jaiyeola completed his MSc in Civil Engineering. Chemical Engineering contributed to the enhancement of the

staff qualifications profile in the Faculty through Mrs T Makhathini obtaining a Master's Degree in Chemical Engineering from the Durban University of Technology, and Messrs K Tumba and F Mhlanga obtaining their PhDs in Chemical Engineering from the University of KwaZulu-Natal.

### 5.3.2. Faculty of Management Sciences

#### Instruction

Some departments introduced e-learning to supplement their traditional teaching delivery methods by utilising smart-boards in certain venues. Blackboard, group email facilities and whatsapp messaging was also used by staff to provide access to learning material and enhance other technological functionalities. Students were also able to view assessment marks via the student portal.

#### Limitations on Access to Certain Courses

During 2015, the Department of Accounting introduced annual programmes and phased out certain current semester programmes. The rationale for this change was to provide additional teaching time to students considering the multidisciplinary nature of accounting programmes.

The BTech degree in Human Resource Management had the last intake into the programme in 2015. However, it will remain active in the University's Programme and Qualification Mix (PQM) until December 2018, when it will be replaced by the Advanced Diploma in Human Resource Management.

Lack of adequate computer laboratory space in some instances resulted in classes having to be split. As a consequence, greater work load burdens fell on the shoulders of information technology teaching staff. In isolated cases, there were no available lecturers to conduct classes. This had a negative impact on level of ICT related tuition received by some students.

#### Student Awards and Achievements

One student, Ms Z Khumalo from the Department of Accounting was selected for the ABE Bailey trust award. Three students from the Department of Public Administration were selected to attend an educational tour in Tanzania. The tour assisted in leadership development, improving entrepreneurial skills and promoting an understanding of the political and cultural dynamics in the continent.

The Dean's Commendation Award for academic excellence in the Faculty of Management Sciences was allocated to students in the various departments as shown below:

DEAN'S COMMENDATION AWARDS	
Cost and Management Accounting	2
Finance Accounting (Public)	1
Accounting	25
Accounting ECP	6
Human Resource Management	48
Marketing	16
Office Management & Technology	20
Public Administration	0
<b>Total</b>	<b>118</b>

### Staff Appointments and Qualifications

Mr P Taylor, Senior Lecturer in the Department of Accounting, retired in the first semester 2015 and Mr FC Kenga was appointed as a Senior Lecturer in the Department of Accounting. In January 2015, Dr Logan Naidoo, Senior Lecturer in the Department of Human Resource Management, was promoted to the rank of Assistant Professor.

Two nGAP lecturers were appointed in December 2015 in the Departments of Human Resource Management and Law and they commenced their academic duties from January 2016. This was part of the Department of Higher Education and Training's (DHET) initiative to increase the cohort of the next generation of academics.

### New Staff Appointments

DEPARTMENT	NAME OF STAFF	QUALIFICATION
ACCOUNTING	92802 Ms E L Bentswana (contract) 92174 Ms Z N Nsele (contract)	B:TECH: CMA (MUT) B:TECH: CMA (MUT) PG DIP: ACC.SC Level 1
COMMUNICATION	93637 Ms DC Bloem (contract) 93548 Ms NE Ndaba (contract)	MA (UKZN) MA (UniZulu)
HUMAN RESOURCE MANAGEMENT	91191 Ms MH Mbokazi (nGAP Lecturer)	B:TECH: HRM (MUT)
LAW	933887 Ms M Madiba (nGAP Lecturer)	LLB (UNIV. OF PRETORIA)
MARKETING	92191 Mr BB Mhlongo (contract)	B:TECH: MARKETING (DUT)
PUBLIC ADMINISTRATION	93133 Ms N M Mathonsi (contract)	HONS: PUBLIC ADMIN (UNISA)

### Existing Staff - Qualifications Achieved During 2015

DEPARTMENT	NAME STAFF	QUALIFICATION ACHIEVED
ACCOUNTING	Mr K Ramsarghey	PGDipHE (Rhodes)
	Mr L Makhathini	PGDipHE (Rhodes)
	Mr A K Patel	PGDipHE (Rhodes)
	Ms Z Nsele	PGDip. Acc.Science Level 1 UNISA
	Mr F C Kenga	PGDip. Acc.Science Level 1 UNISA
	Mrs F Mhlongo	MCom (UKZN)

DEPARTMENT	NAME STAFF	QUALIFICATION ACHIEVED
HUMAN RESOURCE MANAGEMENT	Mr L Mthimkhulu	MCom IR (UKZN)
OFFICE MANAGEMENT & TECHNOLOGY	Mrs V Moodley	PGDipHE (Rhodes)
	Mrs Motta	PGDipHE (Rhodes)
	Mr MW Ngcobo	PGDipHE (Rhodes)
	Mr MW Ngcobo	MED (HE) (UKZN)

### 5.3.3. Faculty of Natural Sciences

A major highlight for the Faculty of Natural Sciences was the commencement of the offering of a Postgraduate Diploma in Nature Conservation. This is the first postgraduate programme to be offered at MUT and it articulates to a Master's degree programme. The Faculty also received the CHE's conditional accreditation to offer a Master's Degree in Nature Conservation and Bachelor of Science in Medical Laboratory Science.

#### Instruction

Modes of lecture delivery within the Faculty included chalkboard, PowerPoint presentations, Blackboard, Facebook, Twitter, Instagram, Skype and various Web 2.0 applications.

#### Limitation on Access to Certain Courses

Space constraints limited the number of students that could be admitted to agricultural fields. A similar constraint was experienced in the Department of Information and Communication Technology as a result of inadequate computer laboratories. Student enrolment in the Biomedical Technology programme was limited by the capacity of the pathology industry to absorb only a fixed number of Medical Technology graduates each year (e.g. the private laboratories such as Ampath and Lancet and the national health laboratory services).

#### Student Awards and Achievements

The 2015 student pass rate for the Faculty was above 83%, with a number of students receiving the Dean's Commendation Award by virtue of their aggregate marks being at least 75%. In particular, student L P Tshapa, who was registered for the BTech in Nature Conservation, won the 2015 Vice-Chancellor's Award for the best student in the Faculty of Natural Sciences.

A contributing factor to the high pass rate in the Faculty might be attributed to the continuation of the engagement of Tutors who assisted students by reinforcing teaching and learning, thus enhancing understanding of what was learnt during classroom and laboratory instructions. The other contributing factor to the high pass rate, in relevant

departments, was the student field trips funded through the DHET's Teaching Development Grant. Field trips are one of the most effective teaching techniques compared to pure lectures and may also be used to help students recognise problems and define problems, especially in fields of agriculture and food science, thus enhancing understanding of these instructional offerings.

#### Staff Appointments and Qualifications

The following appointments were made in 2015:

- Mr V N Ndou (MSc) was appointed as a Lecturer in the Department of Community Extension;
- Mr R Lentsoane (MSc) and Mrs L D Mbuyisa (MSc) were appointed in the Department of Nature Conservation;
- Mr A S Mabaso (MSc) was appointed a lecturer in the Department of Mathematical Sciences;
- Dr Z L Kwitshana (PhD) was appointed as Head of Department in Biomedical Sciences;
- Mrs V Nundkissor ( B Tech) and Mrs K. Bhengu (B Tech) were appointed as Junior Lecturer and Control Laboratory Technologist respectively in the Department of Biomedical Sciences.
- Ms S Shezi (BTech Nature Conservation) was appointed in terms of the nGAP programme; and
- Mr MB Mutanga (MSc) was appointed as a Contract Lecturer in the Department of Information and Communication Technology.

Mr BMS Khawula completed the Master's Degree in Public Management at the Durban University of Technology and the graduation ceremony was held in April 2016.

## 5.4 Academic Progress in Different Disciplines and Levels of Study

#### Student Enrolments

Figure 5.7 below shows MUT's student headcount enrolments including Work Integrated Learning (WIL) over the period 2013 to 2015. Enrolment in the Faculty of Engineering grew from 41% to 44% whereas the enrolment in the Faculty of Management Sciences decreased from 41% to 38%. The Faculty of Natural Sciences' enrolment remained unchanged at 18%.

Figure 5.7: Headcount Enrolments by Faculty

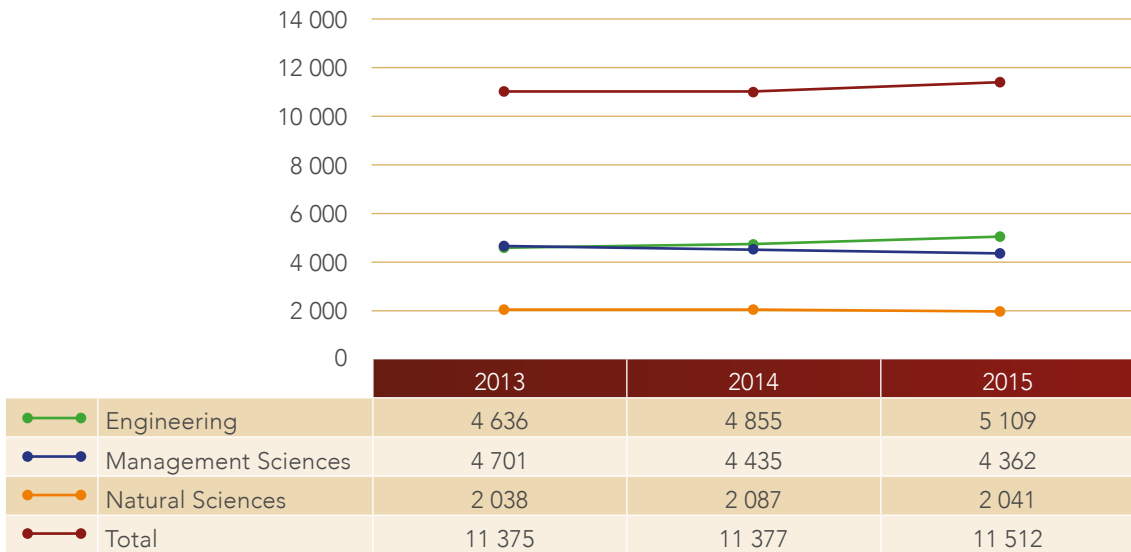
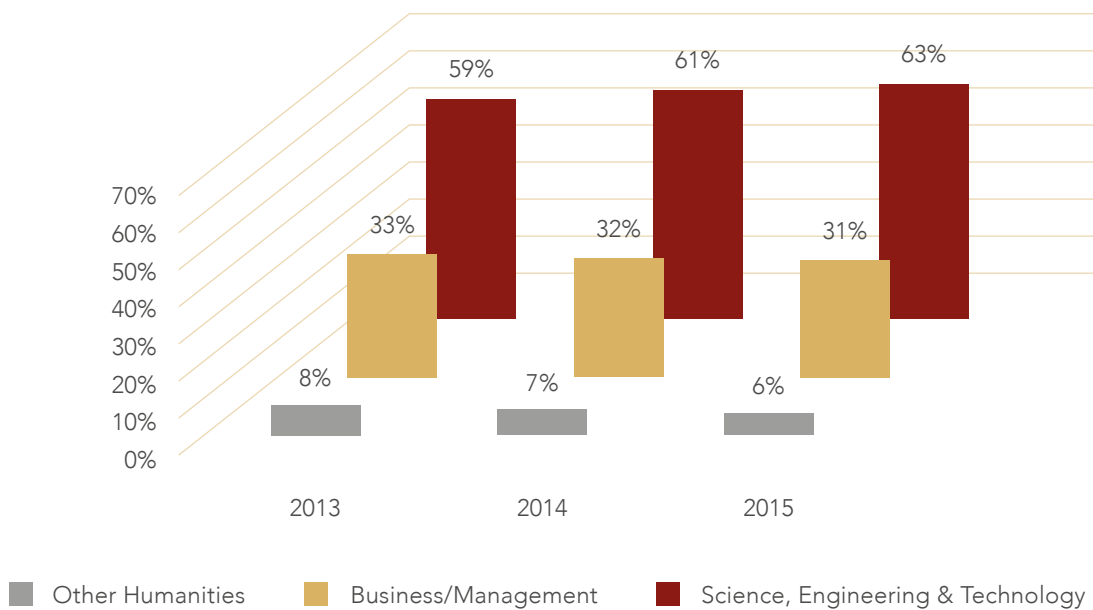


Figure 5.8 below shows that the total number of students enrolled for Science, Engineering, and Technology majors increased from 59% in 2013 to 63% in 2015. The total number of students enrolled for Business/Management majors decreased from 33% in 2013 to 31% in 2015. The share which Other Humanities major had of the total enrolment decreased from 8% in 2013 to 6% in 2015.

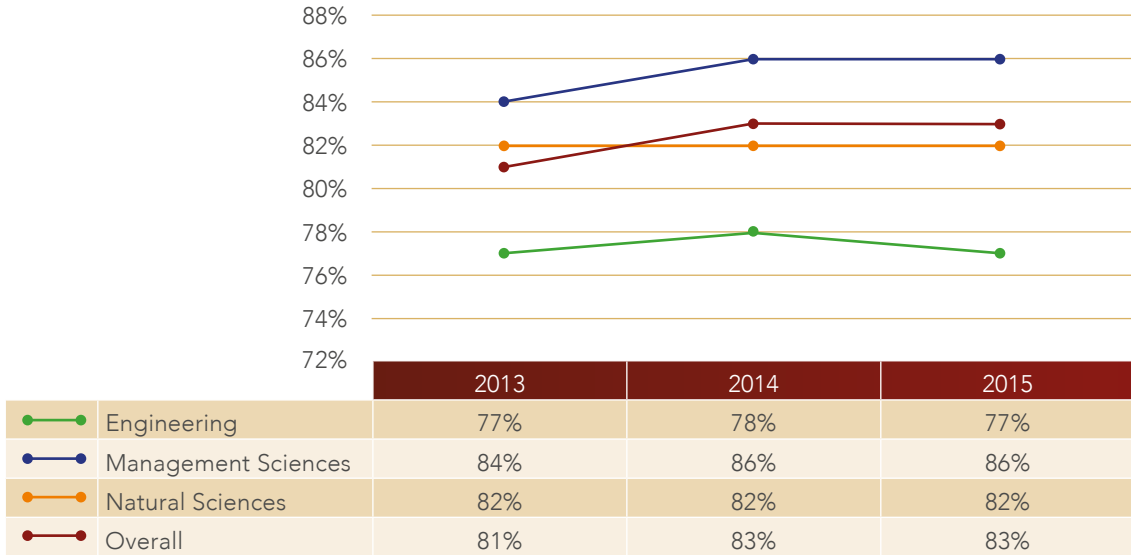
Figure 5.8: Headcount enrolments by major field of study



### Student Success

MUT again managed to exceed its Success Rate target of 80% by 3%. The success rate for 2015 was 83% as was the case in 2014.

Figure 5.9: Success Rates by Faculty



### Graduation

Figure 5.10 below shows that the total number of graduates increased by 9% from 2013 to 2015 (from 2 276 to 2 491).

Figure 5.10: Graduates by Faculty

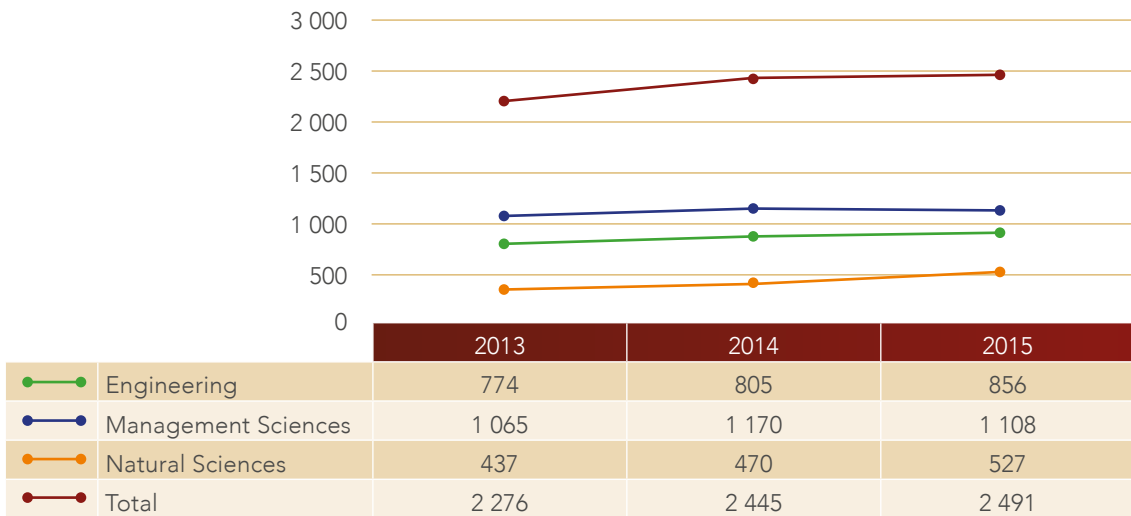
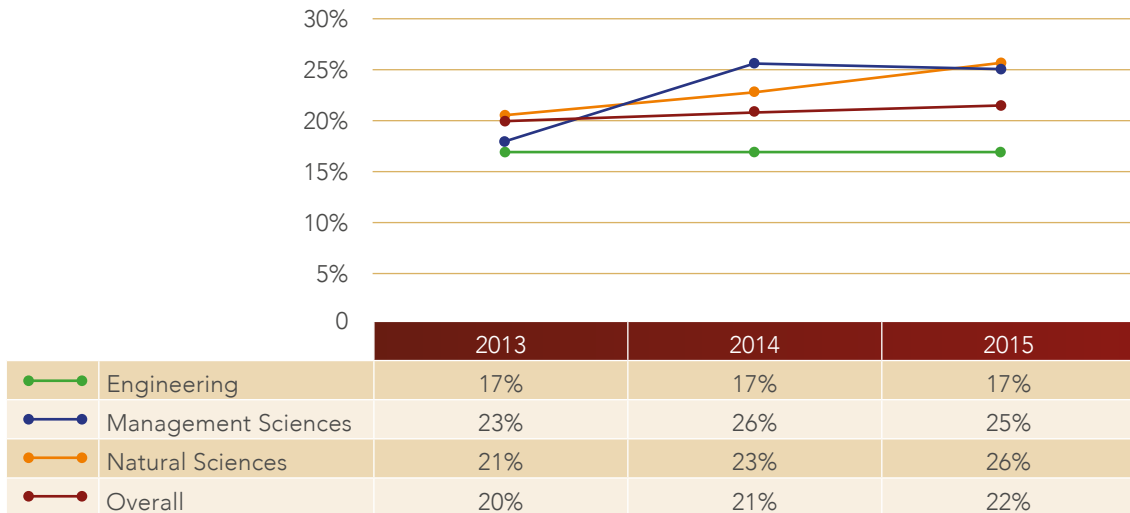


Figure 5.11 below shows an overall increase in Graduation Rates from 20% in 2013 to 22% in 2015. Graduation Rates in the Faculty of Engineering remained below the institution's rate at 17% from 2013 through 2015.

**Figure 5.11: Graduation Rates by Faculty**



## 5.5 Significant Developments And Achievements In Community Engagement

### Background

At Mangosuthu University of Technology, Community Engagement (CE) encompasses all planned activities that the University and the community engage in for the benefit of both entities, with the aim of improving the socio-economic conditions of the targeted communities as well as presenting opportunities for the University to enhance its teaching, learning and research capacities. A community is defined as any external interest group that could potentially participate in the community engagement activities of the institution.

Community Engagement has four interlinked components, namely, Community Outreach, Community Based Research, Student Volunteerism and Community Development. The Institute for Rural Development and Community Engagement (IRDCE) is responsible for coordinating all planned CE projects guided by the MUT Community Engagement Conceptual Framework.

The goal of CE is to contribute towards the socio-economic advancement of the previously disadvantaged communities. The objectives are to implement and coordinate community engagement activities according to the CE framework as well as integrate community engagement into teaching and learning and applied research.

### Community Outreach

During the first semester of 2015, twenty educators from Isidingo, Ndongeni, Zimisele, Saw Pits, Mgada and Sibambane Zulu schools received free Basic Computer Literacy training with assistance from lecturers and student volunteers the Departments of Information and Communication Technology (ICT) and Human Resources Management. Also, two educators and 12 Grades 3 and 4 learners from Esiphukwini Junior Primary School were trained on seedbed preparation. The project was implemented in collaboration with Mbumbulu District's KwaZulu-Natal Department of Agriculture.

On the 8th of September 2015, MUT collaborated with the eThekweni Municipality in the commemoration of the International Literacy Day (ILD). During the build-up

activities to the event, the University was able to reach out to schools servicing other races outside Umlazi such as in Chatsworth which is a predominantly Indian area. Learners in the area were sensitised about the importance of literacy. These activities resulted in the Dawn Ridge Primary School organising their own ILD on the 11th of September 2015. Furthermore, the Chatsworth Rotary Club in collaboration with MUT and eThekweni Municipality organised a clean-up campaign at Sunset Avenue in Chatsworth which was held on the 25th of September 2015.

### Student Volunteerism

There was a marked increase in a number of MUT student volunteers participating in various activities during the second quarter of 2015. Forty-five students volunteered as follows: one student assisted in the food processing training of Dexter and Matu Zama Agricultural Academy with the assistance of MUT's Department of Community Extension Department; five students developed a website for a community-based organisation; five students offered computer training tutorials for educators; ten students were involved in IKAMVA Youth Organisation activities; four students volunteered at the Natural Science Museum and twenty participated in the career assessment conducted by MUT's Student Counselling Unit.

## 5.6 Significant Developments And Achievements In Work-Integrated Learning

Cooperative Education is a philosophy of learning that promotes the concept of enhanced learning based on cooperation between education institutions on the one hand and industry, commerce and the public sector on the other (HEQC, June 2004:40). Through Cooperative Education, students are able to embark on Work-Integrated Learning or Service Learning. Work-Integrated Learning is a programme that integrates academic learning with industry-based learning that is monitored, assessed and evaluated. Service Learning is a "course-based, credit-bearing educational experience in which students participate in an organised service activity that meets identified community needs and reflect on the service activity in such a way as to get further understanding of the course content, a broader appreciation of the discipline, and an enhanced sense of civic responsibility" (Bringle and Hatcher: 1995, 113).

At Mangosuthu University of Technology, Cooperative Education is seen as one of the programmes that contribute to the enhancement of student employability through the following objectives:

- Offering work readiness programmes to all students;
- Increasing the number of programmes requiring Work Integrated Learning;

- Increasing the number of programmes that require Service-Learning; and
- Increasing the number of industry, parastatals, NGO's and other relevant partnerships established with the focus on student employability and placement;

**The Cooperative Education highlights for 2015 are mentioned below:**

### Institutionalisation of the Work Readiness Programme (P0)

For MUT, the work readiness of our students has been set as one of the vehicles to set our students apart and therefore enhance their employability. Historically, P0 was not timetabled, was not included in the academic system of the institution and did not include employability skills training for the students. A lot of effort was put into changing this situation. To this end, processes to institutionalise P0 took priority in 2015. By the end of 2015, the following had been achieved:

- a) The roll-out of the Employability Improvement Programme took place in earnest. The Employability Improvement Programme (EIP) is a work readiness programme that teaches students soft skills that are required by industry across all disciplines. It is rolled out as an initiative that resulted from a partnership between the Department of Higher Education and Training (DHET) and the Japan International Cooperation Agency (JICA). MUT is only one of two UoTs in the country that have commenced with the roll-out of the programme.
- b) P0 was included in the timetable of 7 academic programmes. This means that the programme now has a specific timeslot in the weekly schedule of the institution.
- c) A comprehensive learner guide for the P0 has been drawn and it now includes approximately 6 weeks of EIP training for students in preparation for their engagement with industry.
- d) P0 will, as from July 2016, be included in the academic system and will, appear in a student's academic transcript.

### Training Partnerships

Work-Integrated Learning partnerships are crucial for the attainment of qualifications in most academic programmes in a university of technology. As a result, the establishment of such partnerships is one of the objectives of the institution's operational plan. In 2015, 17 partnerships were in place. Significant partnerships created in 2015 are those we created with various funding agencies. Through these particular partnerships Work-Integrated Learning placement opportunities were created in industry, resulting in 346 students benefiting and thus completing their qualifications.

## 5.7 Significant Development And Achievements In Library Services

### Kobo E-Readers

Five hundred Kobo touch e-readers were bought for the library through funding from the teaching development grant. The three Faculties were each issued with 10 e-readers, and the Teaching and Learning Development Centre was issued with 23. The remaining 447 were available for use by students and staff. Access to e-books is made possible through these readers.

### Openathens Usage

The library subscribed to OpenAthens from the 1st of June 2015. OpenAthens is an access management system which simplifies off-campus access to subscription-based content by giving users a single username and password, instead of having different passwords for different databases. Both staff and students are required to register on OpenAthens to be able to access databases off-campus.

### Calibre and Adobe Digital Edition (Ade) E-Book Management

With the purchasing of the Kobo e-readers and e-books, the library had to have e-book management software to be able to have a link between the e-books and the e-readers. The library is therefore using Calibre and Adobe Digital Edition e-book management software. Calibre is a free open source e-book management software which allows the library to easily load e-books from their source to the Kobo e-readers. It also allows one to find book metadata based on existing title/author or ISBN information. Calibre automatically downloads various types of metadata and covers for downloaded books. ADE is also an open source software which is used as a platform for the use of the Ebsco e-books in particular. Both Calibre and ADE have made it much easier to manage the e-book usage.

### Marketing Department Interns (Faculty of Management Sciences)

A group of eleven young people with disabilities were placed at Mangosuthu University of Technology (MUT) in April 2015. They were registered for the End-User Computing Learnerships Programme. This is a collaboration project between the Education & Training Development Seta that facilitates the qualification, the Disabled People's Society of South Africa which provides the financial support, the Durban University of Technology which facilitates the training component, and MUT which provides the workplace training. Ten (10) students were placed at the MUT Library Services and one was allocated to the Finance Department. A total of eleven (11) students were trained and empowered.

### Handy Café

The net-book area in the library is reserved for students who want to use databases for research purposes and information access. During busy periods students are allocated one hour at a time. To control and monitor the time spent by each student using the net-books Handy Café was implemented. It is an Open Source software meant to manage, monitor and control internet access. The software was installed in all the netbooks.

### Library E-Books-(Ebsco, Amazon, and Oup)

The library purchased 140 000 e-books from Ebsco and 14 e-textbooks from Amazon, Ebsco and the Oxford University Press (OUP). These e-books are accessible through any of the electronic devices via the library website as well as through the Kobo e-readers.

### Smartdraw Subscription

The library subscribed to SmartDraw. The software assists with conducting surveys and other teaching and learning processes.

### Open Access

The library investigated and uploaded links of invaluable Open Access databases for access to MUT students and staff. These databases are freely available to all and users could access them directly at any time without IP authentication.

## 5.8. Significant Developments and Achievements in Research

### Research, Innovation and Technology Transfer Strategic Plan

The objectives of the Research, Innovation and Technology Transfer Strategic Plan for 2013 – 2017 are:

- Objective 1: Ensure that the research niche areas are aligned to MUT's mission and strategic priorities and are supported by a critical mass of researchers and allocation of resources;
- Objective 2: Identify and nurture core fields of research activity for which MUT has strategic advantage;
- Objective 3: Review the role of the professoriate in developing academic and research leaders in areas where the University has strengths at the undergraduate level and develop strategies aimed at widening research participation and productivity;

- Objective 4: To include more people in research activities. Increase the proportion of academic staff defined as "research active";
- Objective 5: To maximise research output;
- Objective 6: To increase National and International collaboration;
- Objective 7: To encourage the commercialisation of research output and collaboration with industry;
- Objective 8: Create an environment supportive of research; and
- Objective 9: To improve administrative facilitation for all researchers.

### Research Niche Areas

The following research niche areas were approved by Senate:

- Algal Biotechnology;
- Ethno Botany;
- Food Security;
- Language, Academic Literacy and Communication;
- Radio Access Network and Rural Communication;
- Renewable Energy;
- Service Delivery Improvement in the Public Sector; and
- Waste Management.

### Research Projects

The majority of research projects focus on the upgrading of postgraduate qualifications. Academic staff members are encouraged to build on existing projects and departmental strengths in order for Mangosuthu University of Technology to be recognised as a role player in research.

### Research Awards

The Research Awards Evening aims to recognise staff members that perform research of a high quality. The research awards recognise the efforts of the researchers over a two-year period and the awards evening is held on an annual basis.

The Annual Research Awards Evening was hosted on the 20 November 2015 at Makaranga Garden Lodge. The guest speaker was Prof. F Van Niekerk (University of North West). The following staff members were recognised:

#### Most Productive Researcher

Dr RC Nnadozie

#### Senate Prize for the Researcher Who Published Most Accredited Journal Articles during the Past Two Years

Dr AK Tumba

### Notable Achievements:

#### Prof. TC Davies

Prof. Davies was invited to write a review article on Urban Geology of African Megacities for the Journal of African Earth Sciences.

#### Mr Njabulo Gumede

He received the Thuthuka Grant for 2014/2015 and secured R500 000 TIA Seed Fund Grant.

#### Ms Xolile Mkhize

She obtained two fully-funded scholarships:

1. Wageningen University (Netherlands) for agri-business cluster development; and
2. University of Illinois for Soya bean processing in the National Soya Bean Research Laboratory.

She also secured the NRF KIC Grant worth R30 000.00.

#### Mr Boniso Ngwenya

1. He filed a South African patent for harnessing wave energy (2015/02913); and
2. He secured EDTEA funding worth R495 000.00.

#### Professor Logan Naidoo

Prof. Naidoo contributed two chapters in a DHET-recognised book titled Chatsworth: The Making of a South African Township.

#### Ms Ntombenhle Ndlovu

She selected as a semi-finalist for Global CLEANTECH Innovation Programme. She was also selected to present the innovation at the Innovation Summit 2015 held in Cape Town.

#### Mr Dave Pons

1. He secured EDTEA funding worth R450 000.00.
2. He secured South African Breweries funding towards travelling costs to London for his Ceiling-in-a-Can invention.

#### Mr TT Poswa

He received NRF KIC Grant worth R30 000.00.

#### Prof. Ewa Zawilska

She collaborated in a research programme with the South African Universities Radiometric Network (SAURAN).

### Disclosures and Patents

The following is worth reporting:

1. Renewal of Patent No. 2012/09619, titled Ceiling-in-a-Can by **Mr D Pons**.
2. Provisional Patent Application No. 2014/03554, titled: System of Harnessing Wave Energy by **Mr BS Ngwenya**.

3. Provisional Patent Application No. 2015/07849, titled: Cancer Therapeutics by **Mr NJ Gumede**.

## Research Funding

Research funding received from external sources is summarised in Table 5.1.

**Table 5.1: External Research Funding Received**

Staff member/ Department	Amount (R)	Details
Prof. ZL Dlamini	200 000.00	China/South Africa Research Cooperation Programme
Prof. ZL Dlamini	275 000.00	Italy/South Africa Research Cooperation Programme
Prof. ZL Dlamini	179 990.50	Tanzania/South Africa Research Cooperation Programme
Mr D Pons	450 000.00	EDTEA Funding
Mr BS Ngwenya	495 000.00	EDTEA Funding
Prof. TC Davies	40,000.00	NRF – Rated Researcher Grant
Dr. F Murungu	20,000.00	NRF – Rated Researcher Grant
Mr TT Poswa	30 000.00	KIC Travel Grant
Ms NX Mkhize	30 000.00	KIC Travel Grant
Mr NJ Gumede	500 000.00	TIA Seed Fund
Research Capacity Building	1642 200.00	DHET – Research Capacity Development Grant
<b>Total</b>	<b>3 862 190.50</b>	

## 5.8 Changes in Tuition Fees Charged & Access to Financial Aid

Tuition fees in 2015 increased by 9%.

### Access to Financial Aid and the Provision Thereof

#### APPLICATION PROCEDURES

All students who wish to apply for financial assistance call at the Financial Aid Office to collect an application form and return it at a prescribed date, or alternatively download it from the institution's website; [www.mut.ac.za](http://www.mut.ac.za). Students who are already receiving financial assistance for their current year/semester of study must re-apply for further assistance. Only properly completed application forms, submitted on the prescribed date and with all the required supporting documentation attached, are considered. The closing dates for accepting application forms for financial assistance are the last working day of April and the last working day of August every year. These dates apply to all categories of students. All applications for financial assistance are processed immediately after the end of registration and the release of supplementary/aegrotat examination results and students are informed of the outcome of their applications immediately thereafter.

#### UPFRONT PAYMENTS

First-year students who are accepted to study at Mangosuthu University of Technology but cannot afford to pay a minimum registration fee are assisted to register with NSFAS funding after going through the normal application process.

All other continuing students who intend to register are expected to pay a minimum prescribed deposit. However, the deposit is waived if proof of sponsorship is provided. Sponsored students are not expected to pay a deposit, but they have to submit award letters from their sponsors in order to register. Students who applied for NSFAS funding and have qualified are also not expected to pay a minimum prescribed deposit because that is catered for by the NSFAS upfront payment facility.

#### Bursaries and Scholarships

In 2015 our stakeholders in industry and commerce made available **R23 631 758.55** for bursaries and scholarships, and from that amount 743 students from all fields of study received bursaries to cover their costs of studies. Our bursary and scholarship fund component has been increasing over the past few years. The table below shows the gradual increase of our bursaries and scholarships fund component over the past three years as follows:

Year	No. of Sponsors	No. of Sponsored Students	Total Sponsorship
2013	61	359	R 10, 409, 320.00
2014	89	542	R 17, 322, 863.00
2015	135	743	R 23, 631, 758.00

### Postgraduate Bursaries and Scholarships

A prestigious scholarship to the value of **R4 890 000.00** was offered by the National Research Foundation (NRF). One hundred and six (106) BTech students from the Departments of Chemical Engineering, Accounting, Chemistry, Human Resources Management and Nature Conservation were the beneficiaries of the NRF bursary in 2015. The NRF bursary fund increased by 45% when compared to 2014 where an amount of **R 2 680 000.00** was provided for full bursaries to seventy (70) BTech students.

### SETAS and other Business Organizations

A few Sector Education and Training Authorities (Setas) and business organisations are working in partnership with Mangosuthu University of Technology to promote access and success for students in higher education. The Financial Aid Office has been instrumental in sourcing more funds from the Setas and other business organizations. In 2015 alone the office facilitated the signing of five Memoranda of Understanding agreements (MoU). The following are the MoUs signed and the value thereof:

ORGANISATION	AMOUNT	NUMBER OF STUDENTS
Culture, Arts, Tourism, Hospitality and Sport SETA	R 963,340.00	18
Insurance SETA	R 978, 990.00	66
Wholesale & Retail SETA	R 2, 892, 295.00	53
Umpheme (Pty) Ltd	R 101, 470.00	4
<b>TOTAL</b>	<b>R 4,936, 095.00</b>	<b>141</b>

### The National Student Financial Scheme (NSFAS)

The National Student Financial Scheme (NSFAS) is the major source of student funding at Mangosuthu University of Technology. In 2015 the NSFAS grant was **R 175, 888, 119.00** and specifically earmarked to assist financially needy but academically deserving students. The University was able to assist **5965** students who were in need of financial assistance. In 2014 the grant was **R 167, 512, 494.58** and **6172** students were assisted. The comparison between 2014 and 2015 shows a slight decrease in the number of recipients caused by the increase in the cost of study. The following are statistics of students who received funding over a period of ten years.

Year	Students Applied	Bursaries Allocated	Percentage Allocation
2006	5451	4059	74.46
2007	5065	4047	79.9
2008	5105	4013	78.61
2009	6011	4281	71.22
2010	6818	4731	69.39
2011	6822	5453	79.93
2012	7383	6154	83.35
2013	7889	6111	77.46
2014	8134	6172	75.88
2015	7989	5965	74.67

Table 5.2: Statistics of NSFAS funding allocated to students for the past ten years (2006 - 2015).

## National Skills Fund (NSF)

The National Skills Fund (NSF), through the Department of Higher Education and Training, provided **R 22 536 318.40** as full bursaries for students who qualify under the NSF Bursary Fund for Scarce and Critical Skills. Nine hundred and twenty five (925) students were awarded full bursaries under this bursary funding programme. This is a marked improvement compared to 2014 where the amount provided was **R 20 038 725.56** and 770 students were funded. In 2015 the number of students assisted under NSF for NatSkills increased by 16%.

## Students with Disabilities

Fifty eight (58) students with disabilities were awarded bursaries to cover their full costs of study including support equipment where necessary. A total of **R 2 097 651.74** was spent on that bursary programme and the money was made available by the National Student Financial Aid Scheme (NSFAS).

Although our funding increases every year, the increase in student fees and limited funding from the private sector make the task of equitable distribution of funds among students very difficult. The support from the private sector is not enough. Our institution draws a large number of students from historically disadvantaged communities where parents are either unemployed or depend on the government social grants. We would like to extend our sincere gratitude to all our sponsors for their financial support over the years.

## 5.9. Significant Developments and Achievements at the Technology Station in Chemicals (TSC)

### Background about the Mut-TSC

The Technology Station in Chemicals at Mangosuthu University of Technology (TSC) under the Technology Stations Programme of the Technology Innovation Agency (TIA), offers technological support and services to industries involved or specialising in chemicals and related operations. The scope of the TSC ranges from SMEs to large industries and corporate establishments. This is achieved through established relationships with Higher Education Institutions (HEIs), including MUT, students, through the TSC's Internship programme, scientists, and entrepreneurs who work to develop new technological knowledge in chemical and related disciplines. All operations are geared to encourage and stimulate innovation amongst academics, students and SMMEs and to develop and transfer technology thereby participating in the economic welfare of the country. The current priority market sectors are the following:

- Surfactants -Detergents and Disinfectants;
- Cosmetics;
- Water Management;
- Bio-Energy;
- Urban Agriculture; and
- SMME Training.

The MUT-TSC provides the following services to SMMEs:

1. Process Design and Optimisation Consulting
2. Quality and Product Testing
3. Demonstration and Training
4. Technology Development and Transfer

### Vision

To be the pre-eminent technology transfer support centre that fosters socio economic advancement through innovation, technology development and transfer.

### Mission

The mission of the MUT-TSC is to contribute to sustainable economic growth and social advancement in South Africa by:

- Providing tailor-made technological services and support to SMMEs and Cooperatives in the chemicals and related industries; and
- Promoting entrepreneurship and innovation by providing access to latest innovations and technological developments to SMMEs and cooperatives thereby enhancing innovation and improving competitiveness and sustainability amongst SMMEs and Cooperatives.

### Contribution to Third Stream Income

The MUT-TSC is a self-sustaining technology development and technology transfer centre within MUT.

During the year 2015/16 the MUT-TSC raised funds that were utilised for its various projects, namely:

- SMMEs and Cooperatives Technological support :
  - Technology Innovation Agency – R4 300 667
- WIL and skills development for Chemistry and Chemical Engineering students:
  - Technology Innovation Agency – R490 050 for internship (WIL)
- Bursaries to promote access to education for Chemistry and Chemical Engineering students. Bursaries for ND –Analytical Chemistry; ND Chemical Engineering, BTech Chemistry and BTech Chemical Engineering.
- Chemical Industries Sector Education and Training Authority (CHIETA) – R900 000
- Development of SMMEs and Cooperatives in the

INK area of eThekweni Municipality –in contribution and support of entrepreneurship and skills development amongst Blacks and in particular the marginalised Africans (INK is one the presidential nodes in KZN).

- Department of Economic Development Tourism and Environmental Affairs (KZN-EDTEA) – R2 780 000
- Skills Development in the Chemical industry – two Learnership programmes were implemented in
  - Chemical Industries Sector Education and Training Authority (CHIETA)- R775 800

#### MoAs Deliverables:

#### TECHNOLOGY INNOVATION AGENCY

- The Service Level Agreement entered into by and between MUT and the Technology Innovation Agency required that a total of 90 SMMEs be serviced during the year, the TSC achieved 120% success rate.

#### CHEMICAL INDUSTRIES EDUCATION AND TRAINING AUTHORITY (CHIETA)

Successful delivery on the following MoAs:

- GETC – Chemical Operations Learnership Level 1 (14 learners qualified and 11 enrolled for 2015-16)
- NC – Chemical Operations Level Learnership 2 (19 learners enrolled for 2015-16)
- Bursaries Chemistry and Chemical Engineering – National Diploma levels
- Bursaries Chemistry and Chemical Engineering – BTech level
- Internship: WIL Chemistry and Chemical Engineering

#### KZN DEPARTMENT OF ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENTAL AFFAIRS (KZN EDTEA)

Successful delivery on training SMMEs and cooperatives in the INK area.

#### UMGENI WATER BOARD

Through this MoA, MUT provides stipends for WIL Chemical Engineering students for a period of 12 months while Umgeni Water Board provides workplace learning. The learners received another year of training to provide them with additional industrial experience with stipends being paid by Umgeni Water. During the year 2015, 22 students were placed at various Umgeni Water Treatment Plants.

#### ACCREDITATION

The MUT-TSC maintained the following accreditations in support of its operations:

- ISO 9001:2008 through SABS
- Chemical Operations level 1 to 4 by the CHIETA.

### 5.10. Significant Developments and Achievements in Respect Of Quality Management

The Quality Management Directorate is a section of MUT that has the mandate to ensure and promote quality, and facilitate the enhancement of quality of teaching and learning in MUT. It does so in order to support the achievement of the strategic goals of the University. The following are the core activities of the Quality Management Directorate:

- Monitor the implementation of strategic priorities through appropriate review processes;
- Conduct programme reviews;
- Assist with the approval and (re)accreditation process of academic programmes and short courses;
- Conduct departmental evaluations;
- Provide strategic advice and support to academic departments;
- Assist academic and support departments in the implementation of improvement plans;
- Conduct user surveys;
- Assist the institution in the preparation for institutional audits;
- Participate in institutional planning;
- Facilitate capacity development; and
- Execute the mandate of the Student Ombudsman.

Below are significant developments and achievements in respect of quality management in 2015.

#### Programme Reviews

The responsibility for the maintenance, enhancement and further development of quality academic programmes lies with MUT. As per Senate mandate every 5 years programme reviews take place in the expectation that through departmental self-evaluation, and evaluation by the review panel this would yield reliable information for programme-related planning, and further development. In 2015 the QMD facilitated the programme reviews in the Faculty of Management Sciences with the Departments of Accounting, Human Resource Management, Marketing, Office Management and Technology, as well as Public Management. All in all, in the period August – October 2015, ten academic programmes in the Faculty were reviewed by Review Panels consisting of MUT senior staff

members as well as external members from industry and other HE institutions. The Panels' Review Reports were informed by the departments' self-evaluation reports, the evidence files and interviews with departmental staff, service department staff, the Head of Department, students and other parties, such as the examinations office. Based on recommendations by the Panels, the departments are currently in the process of developing and implementing improvement plans. In 2016/17 the programmes offered by the departments in the Faculties of Natural Sciences and Engineering will be reviewed.

### Accreditation of Programmes

MUT is on a fast developmental track. One clear indicator is that in 2015 a number of programmes, and in particular post-diploma programmes received clearance by the Department of Higher Education: Advanced Diploma in Agricultural Extension and Community Development, Advanced Diploma in Agriculture in Crop Production, Advanced Diploma in Agriculture in Animal Production, Master of Nature Conservation, Diploma in Local Government Finance.

Also, a number of programmes were accredited by the Higher Education Quality Committee (part of the Council on Higher Education). This included some postgraduate programmes: Bachelor of Science in Medical Laboratory Science and the Master in Nature Conservation, as well as some post-diploma programmes: Advanced Diploma in Nature Conservation, Advanced Diploma in Office Management and Technology. The Advanced Diploma in Nature Conservation will replace the BTech in Nature Conservation, and will be offered from 2016 onwards.

MUT was notified of the registration on the National Qualifications Framework (NQF) of the Advanced Diploma in Human Resource Management and the Advanced Diploma in Marketing Approval of funding was received for both programmes. These programmes will be offered from 2016 onwards. Also the Bachelor in Environmental Health Programme was registered on the NQF. Because of the extensive preparation needed to prepare the successful offering of this programme, the programme will be offered from 2017 onwards.

MUT continues to develop programmes at both undergraduate level and postgraduate level. The QMD provides the quality assurance assistance in these development and accreditation processes.

In order to retain the accreditation of professional bodies, the QMD conducts a pre-visit review of departments prior to the visits by professional bodies. In August 2015 QMD worked with the Department of Construction and Project management in preparation for the visit of the SACPCMP professional body. QMD also assisted in the preparation for the visit by the Health Professions Council of South

Africa (HPCSA) when they came for a site visit of the Department of Biomedical Sciences.

### Client Satisfaction Surveys (User Surveys)

Client satisfaction surveys scan whether the university's clients are satisfied with the programmes and activities offered by MUT. These surveys provide crucial input into the further development of programmes and courses.

With the Evasys software now available, in 2015 the QMD rolled out **Student Surveys** to all programmes as a way to enquire about students' opinions regarding their modules, facilities, learning materials, staff. These surveys aim to provide input to departments for further development and enhancement of their programmes. The surveys were conducted in April 2015 and September 2015. The reports were sent to the individual lecturer and their Heads of Department for reflection and action.

In April 2015 the QMD conducted the annual **Graduate Survey** to ask for the graduates' opinions about their experiences at MUT, their suggestions for improvement and development of MUT, the graduates' employment and study status. The Graduate Survey 2015 made use of the Evasys software. The **Graduate Survey 2014** Report was distributed amongst graduates, staff and invitees during the April 2015 graduation ceremony.

The **2014 Employers' Satisfaction Survey Report** was distributed amongst staff and other interested parties. Annually the QMD and the Directorate of Co-operative Education jointly conduct this survey as part of the University's broad aim of maintaining a symbiotic relationship between the University and Industry that benefits both partners. The survey aims to solicit the employers' views about the expected and actual quality and professionalism of students that MUT places with Industry during their period of Work Integrated Learning.

### Institutional Reporting to the Council on Higher Education (Facilitated By Qmd)

#### 2011 AUDIT

In October 2015 MUT submitted the final report to the CHE in which it gave an account of the activities undertaken to respond to the recommendations in the 2012 Audit report. This report was based on the many submissions of the activity owners responsible for the implementation of the Institutional Improvement Plan. The response of the CHE was that *"The committee was very impressed by the great care, attention to detail and thoroughness shown in putting together the report. It was also impressed by the honesty, sense of engagement, transparency and reflective capacity that were evident in the report. Overall, the committee is very pleased that a great deal of progress has been made in addressing the recommendations in the audit report"*.

## Quality Enhancement Project

Since early 2014 around 100 staff members and students of MUT have been involved in task teams engaged in the Quality Enhancement Project. This national project aims to enhance the quality of teaching and learning at Higher Education Institutions, and specifically to enhance (1) academics as teachers, (2) student support and development, (3) the learning environment, and (4) course and programme enrolment. Even though the baseline report was submitted in September 2014 to the CHE, the task teams continued to meet. An overview of challenges and plans as identified by the task teams has been drafted and was tabled for the APC meeting in the third cycle of statutory meetings. In February 2016 MUT is expected to submit the institutional report to the Council on Higher Education.

Both the Institutional Improvement Plan and the QEP are excellent ways to involve the MUT community and so gain broad buy-in and input into the further development of MUT.

## Alignment of Programmes with the Higher Education Qualifications Sub-Framework (HEQSF)

The Programme Qualification Mix (PQM) as approved by the Minister has been aligned with the Higher Education Qualification Sub-Framework (HEQSF). It was submitted to the Department of Higher Education and Training (DHET) in mid-January 2015. We are awaiting approval. Once the HEQSF-aligned PQM is approved, the current National Diploma Programmes will migrate to Diploma Programmes, as per the HEQSF. In the meantime preparation is continuing to develop programmes that will replace the current six BTech programmes, since these do not form part of the HEQSF.

## Monitoring of Marks Changes

In response to one of the recommendations of the 2012 Audit report which expressed concern that the unauthorised changing of marks posed a serious risk to MUT, in 2013 a system to monitor the changing of marks was introduced to all academic staff and faculty officers. This system emphasised the individual lecturers' accountability. After every semester QMD staff scrutinises thousands of pages on the ITS to manually spot the changes. The resulting monitoring reports are sent to the relevant HoDs with a copy to the Dean for their consideration and action. These are clearly quality issues, and, hence, the reports are discussed in the Faculty Quality Assurance Committees and Faculty Board meetings.

## OMBUDSMAN

Since 2015 the Students Ombudsman has been part of the QMD. In this time the Students Ombudsman has

investigated and successfully resolved a number of cases brought before him and recommendations have been made to the VC and the DVC: Teaching and Learning. This is an important function in the MUT community because it provides students and management with an instrument to resolve serious student grievances. The Terms of Reference have been drafted and benchmarking with other UoTs has been done. The function has been formalised as an acting function.

## 5.11. Significant Developments and Achievements in the Teaching And Learning Development Centre

In 2015 TLDC hosted a number of workshops/seminars which were attended by MUT's academic and support staff members. The purpose of these workshops were to create a platform for the MUT community to engage on issues concerning the teaching and learning enterprise. These workshops and seminars included among others the Graduate Attributes Seminar and Teaching and Learning Strategy workshop. The TLDC hosted the Graduate Attributes Seminar on the 26 January 2015, which was held at Garden Court in Durban, was facilitated by Dr Lori Breslow, the Director of the Teaching and Learning Laboratory at Massachusetts Institute of Technology, USA. Prof Chris Winberg from Cape Peninsula of University of Technology (CPUT) located the seminar as part of the national collaboration of the South African Technology Network (SATN) on graduate attributes. In line with the graduate attributes, the DVC: Teaching and Learning organized a two-day workshop to provide space for academic leaders to create a blueprint to be adopted by the institution. This engagement took place on the 09-10 March 2015 at Zimbali Lodge on the KZN North Coast. During the workshop the Faculty Deans presented the draft proposals pertaining to the teaching and learning strategy. This paved the way for the recently adopted MUT Teaching and Learning Strategy 2015-2019.

As part of creating the platform for the teaching and learning conversations, the TLDC hosted the 2015 Annual Teaching and Learning Colloquium, which was followed by the Vice Chancellor's Teaching Excellence Awards. In pursuit of excellence, the TLDC developed the Teaching and Learning Colloquium webpage which was to be used by colloquium participants for registration purposes. The webpage was completed in November 2015. It was developed as a marketing tool for the subsequent Annual Teaching and Learning colloquia.

## Professional Development Initiatives

The TLDC as a custodian of the Teaching Development Grant (TDG), has been instrumental in facilitating the professional development of staff on a number of fronts. The Teaching and Professional Development Unit (TPDU)

in the TLDC coordinated a number of staff development workshops. These workshops include E-learning seminar, Assessment in Higher Education, Pedagogical Training, Learning Materials Development, and MUT First Year Experience Consultative Workshop (FYE).

These initiatives help to capacitate academics in improving their teaching practices, and TLDC hopes they will go a long way in inducting and capacitating the academics participating in the New Generation Academic Programme (nGAP). The nGAP is a Department of Higher Education programme which aims at attracting and supporting the new generation of academics in South Africa. At MUT, the coordination of the nGAP is the responsibility of the TLDC and it is delegated to the TPDU. In 2015 the TPDU successfully led the coordination of the hiring of the nGAP scholars and all the posts allocated to MUT were filled.

The first ever e-Learning Seminar took place on the 17th of September 2015. Its focus was to explore possible approaches to the use of online educational resources at MUT. Dr Arno Louw, an esteemed researcher in E-learning from the University of Johannesburg was invited as guest speaker. The seminar also included reflections from MUT staff members who were active in using blended learning. The seminar proved to be a resounding success with an attendance of approximately 60 academics and academic support staff members. Subsequently, the project of the long awaited installation of Smart Classrooms started in earnest in October 2015 to support the teaching and learning using the eLearning platforms. This was a pilot project which saw nine classrooms being configured to be smart classrooms.

On the 27 March 2015 the TLDC hosted the FYE Consultative Workshop which took place at the Coastlands Hotel in Musgrave. FYE have progressively gained a strong position in South African Higher Education over the past three years. This is due to global recognition of the success of the concept in improving retention and throughput rates in higher education. Mrs Motsabi, the FYE Coordinator from University of Johannesburg skilfully facilitated the workshop.

Apart from the workshops and seminars, the TLDC continued to provide the coordination of the Postgraduate Diploma in Higher Education (PGDHE) which is offered to academics through Rhodes University and University of KwaZulu-Natal. In 2015 eleven academic staff members completed the PGDHE whilst nine enrolled for the 2015/16 academic year. According to the reflection reports the participants indicated that the programme has empowered them with the skills and knowledge they needed in their own respective disciplines.

### Student Development and Support Initiatives

The TLDC continues to facilitate student support initiatives

which is housed mainly in its two units, i.e. Academic Literacy and Language (ALLU) unit and Mathematics and Science Education Unit (MSEU). A number of student development and support initiatives was undertaken in the 2015 academic year and are summarized per unit below:

#### Mathematics and Science Education Unit (Mseu)

The MSEU discharged the following activities in pursuit of student development and support:

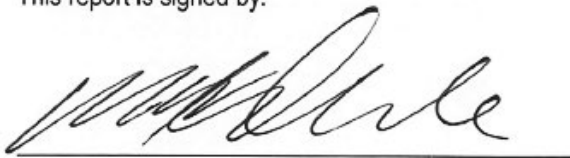
- The development of a new tutorial manual in a similar fashion to the material for the Numeracy and Quantitative Skills Development course for Maths I. This tutorial manual will supplement the existing study material and will be undergoing further reviews in its adoption through the TLDC Material Development initiative.
- The coordination of the Mentorship Programme which was successfully run across seven-programmes in six departments, i.e. Civil Engineering and Survey; Chemical Engineering; Chemistry; Agriculture; Nature Conservation and Mechanical Engineering. The mentorship activities help to establish the programme as an integral part of the interventions required for academic support.
- The establishment of the collaboration with SA Women Engineering programme. This initiative resulted in MUT participating at the Girl Engineering Information Session held at UKZN on the 9th of May 2015. This programme is meant to mentor and support female students in the Engineering field nationwide.
- The recruitment of new tutors to replace those who went for in-service training was taken care of. These new recruits had Master's degree and some were pursuing PhDs in their disciplines. With this, MUT students stood a change to benefit enormously from the knowledge and experience of these newly recruits.
- The continuous identification of at-risk students using the Higher Education Data Analyzer (HEDA). HEDA generates data and reports which informs the monitoring and the support of at-risk students.
- The coordination of the Test of Academic Literacy Levels (TALL) in the first semester of 2015. Profiling test. The TALL was administered to first-time entering students, and was customised to assess both the academic literacy and basic numeracy skills. It was administered successfully by the ICELDA team in collaboration with MUT colleagues to a cohort of students in February 2015.

#### Academic Literacy and Language (Allu)

ALLU discharged the following activities in pursuit of student development and support:

- Facilitated the upgrade of the Writing Lab in 2015. The Writing Lab is fitted with the latest technology and readily fully equipped with individualised writing tables, provides students with support in working cooperatively in small groups and in writing as individual. Students referred by academic departments are supported with assignments and essay writing, research skills, referencing skills, report writing, summarising, and paraphrasing at remedial level and for editing and proofreading services.
- The facilitation of the exit-level skills like interview skills, presentation skills, curriculum vitae writing, and job application and motivation letters. These interventions took place via one-on-one sessions and group sessions arranged with lecturers within the ALLU.
- The provision of the Reading Space for students. The Reading Space is not only limited to academic work but even if a student wants to read for pleasure or enrich his or her language skills. The Reading Space located at ALLU provides students with a wide range of fiction books which are available on short loan.
- The development of an academic literacy skills manual and laboratory manual by lecturing and lab staff; respectively.
- Coordinated the Annual International Time of the Writer Festival. The Theme for the 2015 Festival was "Writers Speak Out". Two highly esteemed local writers, Mandla Langa and Kirsten Miller, paid a visit to MUT as part of the 18th Annual International Time of the Writer Festival. During the festival they both shared their experiences of writing in modern day South Africa.
- The continuous identification of at-risk students using the Higher Education Data Analyzer (HEDA). HEDA generates data and reports which informs the monitoring and the support of at-risk students through structured academic literacy skills workshops.

This report is signed by:



**Prof. M Ramogale**  
Chairperson of SENATE

Date: 29 June 2016




## 6. 2015 REPORT OF INSTITUTIONAL FORUM TO COUNCIL

In the year under review, the Institutional Forum identified lack of understanding the role of Institutional Forum within the University community. In addressing such a view, the Institutional Forum resolved that an awareness initiative be effected with an intent of encouraging Institutional Forum representative from various constituencies to present issues for deliberation within Institutional Forum meeting.

The Institutional Forum advised Council in the adoption of MUT Academic Identity Awareness Initiative and Institutional Improvement Plan during the year under review. Furthermore the Institutional Forum recommended the appointment DVC: Research and Innovation to Council as expected in advising with regards to senior management position appointments.

This report is signed by:



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**Mr S Keswa**

**Chairperson of the Institutional Forum**

**Date:** 29/06/2016



# 7. REPORT OF THE VICE-CHANCELLOR ON MANAGEMENT/ADMINISTRATION

## Introduction

The Vice-Chancellor's Report on management/administration addresses the following aspects:

- The principal managerial/administrative achievements must be measured in terms of the plans, goals and objectives set for the period under review;
- Managerial/administrative aspects of the operations of the institution, including new senior executive/administrative appointments;
- The achievements of the administrative structures and resources, regarding both personnel and systems, should be assessed in terms of realistic expectations;
- The adequacy of staffing levels, particularly in critical areas;
- The extent to which equity targets in the workplace have been realised;
- The quality of information available to management and the administrative processes involved;
- Student services and extra-curricular activities;
- Relationships with the community, both academic and service;
- Changing patterns in the provision of academic courses; and
- In addition, a statement of self-assessment of the achievement of the Principal in attaining the objectives set for the period under review with summary detail of realised achievements (self-evaluation) should be included.
- This report should address matters relating only to the management / administration of the institution.

The report has been structured according to the above points.

### A. The principal managerial/administrative achievements

MUT's main goals for 2015 related to management and administration were as follows:

- Goal 7: Promote good governance and management principles at MUT
- Goal 10: Establish sustainable resource bases for the university

As indicated in MUT's Annual Performance Assessment Report as well as in the self-assessment at the end of this report, MUT has achieved the following with regards to the above two goals:

#### Goal 7:

MUT has ensured an average of 88% attendance of Council meetings.

MUT has succeeded in getting both its Strategic Plan for the period 2015 – 2019 and its Annual Performance Plan for 2015 approved by its Council and submitted both documents to DHET in the beginning of 2015.

#### Goal 10:

MUT has managed to exceed its number of third stream income projects and sources for the year. The target was 3 and MUT achieved 8 projects. However, MUT did not achieve its target for the total amount generated from third stream income of R2 million. MUT only succeeded in generating R1 432 772.

MUT has succeeded in keeping within its % annual budget versus expenditure variance of 3% and scored a 2.27% variance.

MUT has furthermore ensured that it did not receive any adverse audit findings for 2015.

### B. Managerial/administrative aspects of the operations of the institution

MUT has had no problems with its managerial or administrative processes and the general operations of the university. It has however, managed to improve the management and administration of a number of its divisions. Below are some of the main areas where improvements have been achieved during the course of 2015:

- 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 AGRISETA 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

academic side, the gender profile is more skewed towards male with 67% male and 33% female. The academic gender profile will be strongly addressed in 2016. Regarding racial distribution of academic staff, MUT's 2015 profile comprised 63% African, 0% Coloured, 22% Indian and 15% White staff members.

#### F. The quality of information available to management and the administrative processes involved

MUT has a Directorate for Institutional Planning and Research, which is tasked with the provision of management information and HEMIS information. DIPR uses both the ITS and HEDA systems to generate a wide scope of management information, both operational and audited data. Furthermore, DIPR prepares all the reports regarding student and staff information to DHET and has during 2015 without exception provided accurate reports. DIPR and the Office of the Registrar are continuously working on maintaining and even improving the quality of the information that is provided to the institution and its external stakeholders.

#### G. Student services and extra-curricular activities

The University undertook numerous initiatives in the realm of student and leadership development, including community engagement activities. The Student Affairs department organised various training workshops and engagements, in some instances partnering with other units. An example of such a partnership was a series of workshops on academic performance, whose target audience were members of the Student Parliament which incorporates also the SRC. For this venture, Student Affairs partnered with the Teaching and Learning Development Centre; the Vice-Chancellor gave a keynote and interactive session at one of these workshops, while other members of the executive management also participated in the discussions.

MUT students were encouraged to actively participate in community engagement initiatives, as exemplified by the volunteerism programme that was championed by the Institute for Rural Development and Community engagement (IRDCE). As a result of this initiative, a number of MUT students got involved in activities such as food security training for local communities, website development, tutoring in computer literacy, career assessment, etc. Ultimately, MUT hopes that these initiatives not only bring the best in our students, but that they also help in shaping future citizens.

#### H. Relationships with the community, both academic and service

MUT students were encouraged to actively participate in community engagement initiatives, as exemplified

by the volunteerism programme that was championed by the Institute for Rural Development and Community engagement (IRDCE). As a result of this initiative, a number of MUT students got involved in activities such as food security training for local communities, website development, tutoring in computer literacy, career assessment, etc. Ultimately, MUT hopes that these initiatives not only bring the best in our students, but that they also help in shaping future citizens. One of the highlights for 2015 in terms of community engagement was the participation of MUT engineering students in the building of a model house in Umlazi, as part of a demonstration of a new technology that enables the building of a complete house within a two weeks period. The latter project was a joint effort between a private company and the Department of Human Settlement in KZN. The Marketing and Communications division of MUT played a key role in putting this project in the public domain, and in the process greatly leveraging the publicity to market the MUT brand including its graduates.

#### I. Changing patterns in the provision of academic courses

As for the "firsts" for MUT in 2015, and thanks to the sterling work done by amongst others the Quality Management Directorate (QMD), the following milestones are worth noting, that MUT:

- Admitted the first cohort of students to the Postgraduate Diploma in Nature Conservation programme, the first ever postgraduate programme for MUT in its existence. Also, this programme was the first of its kind in South Africa;
- Received confirmation of NQF registration of the Bachelor of Science in Environmental Health. Once again, this qualification was the first in its category to be awarded to a University of Technology in SA;
- Confirmation of clearance of a Master's degree in Nature Conservation, the first such a qualification amongst all universities in RSA; and
- Received notification for DHET funding approval and NQF registration for Advanced Diplomas in HR and in Marketing, as well as registration confirmation for some other Advanced Diplomas.

#### J. A statement of self-assessment of the achievement of the Principal

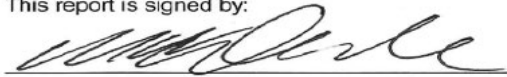
The following self-assessment from the Vice-Chancellor and Principal is based on the Annual Performance Assessment Report which is the first part of the comprehensive report to DHET, and it represents a summary of the extent to which the goals and strategic objectives of the university have been achieved.

In a nutshell the Vice-Chancellor is pleased to report that MUT is positively responding to the national call for

increased access to higher education as one of the top priorities of the national development plan. In 2015, MUT recorded headcount enrolment of 10, 395 students. The Success Rate target of 80% was exceeded by 3%, it is also quite pleasing to note that Graduate Rate target of 21% for 2015 was also exceeded (21.6%).

The commitment of MUT management in the production of well-rounded graduates in character and learning is yielding desired results. MUT reached its target for alcohol-free student events (the target was 82%). In 2015, MUT has exceeded its target for incident-free student events (the target was 82% and MUT achieved 90%).

This report is signed by:



**Prof. M Ramogale**

**Acting Vice Chancellor and Principal**

Date: 29 June 2016



## 8. REPORT ON INTERNAL ADMINISTRATIVE / OPERATIONAL STRUCTURES AND CONTROLS

Mangosuthu University of Technology (MUT) maintains a system of internal controls over financial reporting and the safeguarding of assets against the unauthorised acquisition, use or disposal of such assets. Such systems are designed to provide reasonable assurance to MUT and the Council regarding an operational environment that promotes the safeguarding of MUT's assets and the preparation and communication of reliable financial and other information.

The University is in the process of documenting the organisational structures setting out the division of responsibilities, as well as established policies and procedures, including a Code of Ethics that is communicated throughout the organisation to foster a strong ethical climate and the careful selection, training and development of its people.

Information systems utilising modern information technology are in use throughout the organisation.

Systems have been developed and implemented according to defined and documented protocols. Accepted standards are applied to protect privacy and

ensure control over all data, including disaster recovery and "backup" procedures.

Password controls are strictly maintained with users required to change passwords on a monthly basis. There are regular reviews (monthly) to ensure that there are no clashes in user access rights and that the basic internal control concept of division of duties is maintained.

MUT assessed its internal control systems as at 2015 financial year in relation to the criteria for effective internal control over financial reporting described in the Internal Control Manual.

Internal auditors monitor the operation of internal control systems and report findings and recommendations to management, the Audit committee and the Council. Corrective actions are taken to address control deficiencies and other opportunities for improving systems when identified.

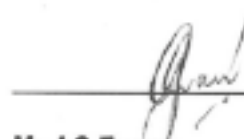
This report is signed by:



**Mr M Makhathini**

**Head of Internal Audit**

Date: 29/06/16



**Mr AC Zware**

**Chairperson of the Audit Committee**

Date: 29.06.2016

## 9. REPORT ON RISK EXPOSURE ASSESSMENT AND THE MANAGEMENT THEREOF

MUT is committed to maintaining the highest standards of governance. Risk activities are managed by the Risk Management Committee. Both the academic and non-academics Departments are represented in the committee.

### Composition of Risk Management Committee

The committee meets at least once per quarter and relevant minutes are kept in the risk management department. The committee consists of the following members.

Name	Designation	Committee Members	Qualifications
Mr M Makhathini	Director Risk and Compliance	Chairperson	Bcom Honours Acc, RGA
Mrs V Mthethwa	Executive Director Office of the Vice Chancellor	Internal Member	MA
Prof. K Ndlovu	DVC: Resource and Planning	Internal Member	DEd
Prof M Ramogale	DVC: Teaching and Learning	Internal Member	PhD
Mr Z Dlamini	Senior Director Human Resources	Internal Member	Exec HRP
Prof Z Dlamini	DVC: Research, Innovation & Engagements	Internal Member	PhD
Mrs M Mkhize	Senior Director Marketing and Communications	Internal Member	MA
Dr J Van Koller	Senior Director	Internal Member	DEd
Mr M Naidoo	Registrar	Internal Member	MBA
Mrs F Mhlongo	Lecturer: Department of Accounting	Internal Member	HDE
Prof S Malinga	Dean: Engineering	Internal Member	PhD
Prof N Ndlazi	Dean: Natural Resources	Internal Member	PhD
Mr E Dube	Chief Financial Officer	Internal Member	FCCA
Mr S Nkabinde	Director: Security	Internal Member	NCert
Mrs N Zungu	Senior Director: Operations	Internal Member	B Tech
Dr A Merkestern	Senior Director: Quality Management	Internal Member	PhD
Mr M Dlomo	Senior Director: IT & N	Internal Member	BSc. Computer Science

The Risk Management Committee makes input into the risk assessment which gets approved by the Audit and Risk committee.

### Identification and assessment of risk

MUT is committed to the implementation of Enterprise Risk Management (ERM). The policy and framework of ERM provide processes for risk management that allow Council through the Audit and Risk Committee to identify, prioritise and effectively manage its material risks. By identifying and proactively addressing these risks and opportunities, MUT is able to protect its assets and create value for its stakeholders.

The Risk Management Committee assessed the likelihood of any of these events occurring, as well as its potential impact.

MUT has a risk register in which it records all risk identified by management that could impact the attainment of the university's strategic goals. It also provides for the management to record the management actions and controls it has in place to mitigate the identified risks and serves as an action registry where there are gaps in the controls that have been implemented.

The current ERM of MUT and guidelines are used to direct the MUT Risk Management Plan. ERM focus areas with the planned deliverables were all implemented.

Focus Area	Planned Deliverables	Comments
Embed Risk Management Framework	Review MUT Strategic Risk Registers	Completed
	Combined assurance conducted	Completed
	Report on risk profiles	Completed
Fraud Risk	Develop policy on prevention of fraud and other irregularities	Completed
	Fraud Working group terms of reference	In Progress
	Develop whistle Blowers Policy and Fraud Hot line	In Progress
Compliance	Develop Compliance universe	In Progress
Internal Audit	Internal Audit Charter	In progress

### Management and controls of consequences of Risk (Intervention, physical and financial controls)

In compliance with the Regulations for Reporting by Public Higher Education Institutions (2014), corporate governance and standards of the risk management process, MUT has identified the following strategic risks and has put in place mitigating actions to address these risks and report on the respective controls regularly.

Risk Descriptions	Treatment Plan
The university might run out of cash flow resources leading to inability to finance its operations.	<ul style="list-style-type: none"> <li>Develop and implement student debt policy</li> <li>Introduce EDULOAN to provide loans to qualifying parents</li> <li>Develop and implement third stream income strategy</li> <li>Put in place an appropriate organisational structure in line with MUT size and shape</li> <li>Introduction of sustainable Postgraduate programmes</li> </ul>
Academic activities might be disrupted due to power outages (i.e. affect printing of exam papers, Not able to make use of lecture rooms and library)	Energy Management system that is capable of generating power for the Institution
The quality of the teaching and learning standards might be compromised leading to reputational damage and failure to secure Programme accreditations.	Appointment of teaching and learning Ombudsman with approved terms of reference

Risk Descriptions	Treatment Plan
Higher percentage of student dropout in their first year of studies.	Constructive research undertaken on student drop out
There might be fraudulent activities leading to financial losses and lack of trust from employees.	Policy on Fraud and other irregularities Policy on Whistle blowers Fraud working group meet once per quarter
Failure to comply with the requirement of occupational health and safety act	Health and Safety committee in place which meet at least once per quarter
The university inability to manage the under-performance of individual staff members.	Develop and Implement MUT organisational structure and relevant job descriptions Develop and implement HR policies Training staff on supervisory skills System for monitoring and evaluating performance
Inability to attract and retain talent (loss of skills) leading to failure to deliver quality teaching and learning.	Develop an attraction & retention plan Fast tracking of MUT recruitment processes Conduct climate surveys (staff barometer survey)
There might be security threats and incidents in the IT systems leading to loss of data	Approval and Implement information security policy Approval and Implement bring your own device policy Identify, procure and implement systems and services to prevent and minimize Cyber-attacks Identify, procure and implement systems and services to prevent and minimize Loss/theft of Data Review, update, approve and implement outdated and missing policies that governs Information Technology in the university Develop and submit recommendation of governance of ICT and representation at High level university structures
There might be student protests around financial issues.	Negotiated fee increases Engagement of students leadership in annual Social cohesion workshop Policy reviews that involve student leadership Implementation of students code of conduct Student Affairs engagement with student structures on an ongoing basis Senior Management formal engagements with student structures on a regular basis

This report is signed by:



**Mr M Makhathini**  
Head of Internal Audit

Date: 29/06/16



**Mr AC Zwane**  
Chairperson of the Audit Committee

Date: 29.06.2016

# 10. 2015 ANNUAL FINANCIAL REVIEW

The Finance and Remuneration Committee (FRC) met as scheduled during the year to consider various financial and remuneration issues. Financial sustainability and cost reduction were the major focus for the FRC during the year under review.

The institution has been operating at a deficit. However, it should be noted that the institution is operating at a surplus before provisions and estimates. Provisions and estimates are mainly as follows:

- Provision for doubtful debt.
- Provision for pension liability.
- Depreciation.

We always budget for a surplus before provisions which are a non cash item. The statement of comprehensive income distinguish between Council controlled funds, earmarked funds, Student and staff accommodation.

Various measures have been taken to ensure financial sustainability of the institution. The following were the major contributors to the deficit:

- Post- retirement medical liability.
- Operation of student residences
- Provision for doubtful debt

Provision for doubtful debt remains the major contributor to the deficit.

## Budgeting Process

The budget was to support the implementation and achieving the objectives of the APP. The budget takes into consideration cash available. We try to match expenditure against cash available.

There is a budget committee responsible for reviewing and recommending the budget to the Finance and Remuneration Committee.

## Financial Aid

### NSFAS

There were 7 989 students who applied for NSFAS funding. There were 5 965 students who were allocated NSFAS funding amounting to R175.888 million. In 2014, 6 172 students were funded for R167.512 million. The slight decrease in 2015 is as a result of the increase in cost of study.

### National Skill Fund

There were 925 students funded by NSF amounting to R22.536 million.

### Bursaries and Scholarships

Bursaries and scholarships amounted to R23.632 million and funded 743 students.

## Financial Highlights

### Income:

#### Council controlled income

Council controlled income amounted to R414.429 million compared to R390.272 million in 2014 which is a 6.2% increase.

Government subsidy increased from R237.156 million in 2014 to R243.516 million in 2015 which is 2.7% increase.

Tuition fee income increased from R140.652 million in 2014 to R157.575 million in 2015 which is a 12% increase. The fee adjustment was 9% in 2015.

#### Restricted income

Restricted income amounted to R35.079 million. Restricted income is mainly earmarked grants from the Department of Higher Education and Training.

#### Student accommodation

Income from student residence fees increased from R120.390 million in 2014 to R127.096 million in 2015 which

is a 5.6% increase. The adjustment on university residences was 9.5% and on private leased residences was 8%. There was a reduction in the number of beds from 6128 in 2014 to 5955 in 2015.

#### Total income

Total income increased from R553.030 million in 2014 to R576.604 million in 2015 which is a 4.3% increase.

#### Expenditure:

##### Council controlled unrestricted

Council controlled expenditure amounted to R430.973 million compared to R396.619 million in 2014 which is an 8.7% increase.

#### Personnel Costs

Personnel costs amounted to R269.051 million compared to R251.053 million in 2014 which is an increase of 7.2%. The salary adjustment for the year was 7%.

There was an actuarial gain of R15.131 million on the valuation of the pension fund liability.

The ratio of personnel costs to unrestricted income is 65%.

#### Gross Remuneration of Members of Council and Senior Management

The gross remuneration of members of council is presented in Table 10.1. The table summarizes payments made for attendance at meetings of the Council and Sub Committees for the year ended 31 December 2015. Table 10.2 presents a summary of gross remuneration of senior management at MUT for the year ended 31 December 2015.

Table 10.1: Remuneration of Council Members

To whom paid	2015 R'000	2014 R'000
Council Members		
NZ Qunta	18 000	16 000
MJ Ndlovu	18 000	12 000
M Morailane	18 000	2 000
EJ Sibeko	18 000	28 000
S Mavuso	12 000	10 500
D Chonco	12 000	12 000
C Ngidi	10 000	20 000
T Tsautse	12 000	8 000
MF Randera	22 000	12 000
S Keswa	41 875	27 500
MH Shangase	34 000	26 000
SN Maseko	18 000	16 000
G Msimang	30 000	20 000
SJ Ngwenya	59 000	29 000
Chairs of Committees		
AD Newman	58 000	67 000
NV Magi	71 198	40 500
HG Hoorzuk	75 500	61 000
AC Zwane	49 500	35 500
TOTAL	577 073	443 000

**Table 10.2: Gross Remuneration of Senior Management**

Name	Office Held	2015 R'000	2014 R'000
Prof. M Kgaphola	Vice Chancellor & Principal	3 018	2 750#
Prof. M Ramogale	DVC Teaching and Learning	1 988	2 043#
Prof. K Ndlovu	DVC Resources and Planning	1 876	1 927#
Prof ZL Dlamini	DVC RIEP	1 768 †	-
MKO Zungu	Snr Director: Operations	1 060	1137 #
S Naidoo	Registrar: Academic	1 481	1 522#
LE Ndaki	Snr Director: Library	1 210	1 243#
ZG Ngidi	Director: Financial Services	1 134	1 071
R Bhagawat	Snr Director: Information	1 294 †	1 571#
JM Makua	Snr Director: TLDC	1 223	1408
EN Dube	Chief Financial Officer	1 507	1 548#
V Mthethwa	Executive Director VC's Office	1 593	1 453†
Z Dlamini	Snr Director: Human Resources	1 436	1 436†
<b>Deans:</b>			
Prof NJ Ndlazi	Natural Sciences	1 297 †	1 110 †
SJ Malinga	Engineering	1 297 †	1 207 †
G Govender	Management Sciences	1 297 †	1 130 †
T Mchunu	Student Affairs	1 074	940

† - Remuneration to these staff members has been annualised.

# - Includes a performance bonus payment

### Other operating expenses

Other operating expenses amounted to R143.553 million which is an increase of 9.3% from the 2014 expenses. The major contributor to the increase is the provision for bad debt which amounted to R13.720 million in 2015 compared to R4.737 million in 2014.

Every effort is being made to contain costs but ensuring that quality of teaching and learning is not compromised.

### Specifically funded expenditure

Specifically funded expenditure is expenditure funded by earmarked grants from the Department of Higher Education and Training.

### Student accommodation

Expenditure relating to student accommodation amounted to R130.820 million and in 2014 it amounted to R128.255 million which is a 2% increase. There was a slight decrease in the number of beds from leased residences.

### Total expenditure

Total expenditure amounted to R596.872 million which is an increase of 5.2% from those of 2014.

### Deficit

Deficit from Council controlled unrestricted operations decreased from R8.209 million in 2014 to R1.413 million in 2015.

Deficit from student accommodation decreased from R7.865 in 2014 to R3.724 million in 2015.

Total deficit decreased from R16.074 million in 2014 to R5.137 million in 2015.

### Statement of financial position

#### Non-current assets

Property, plant and equipment increased from R329.432 million in 2014 to R409.637 million in 2015. The increase is as a result of the construction of residences on campus. The residences are funded by a DHET grant of R49.000 million and loans amounting to R106.200 million.

**Current assets**

Current assets decreased from R364.402 million in 2014 to R326.275 million in 2015. There were no infrastructure funds received in 2015.

**Non-current liabilities**

Non-current liabilities increased from R272.612 million in 2014 to R288.796 in 2015. The increase is as a result of a loan of R50 million for the construction of residences.

Post-employment obligations decreased by R29.476 million. The buy-out of the post-retirement medical liability contributed in reducing the liability.

**Current liabilities**

Current liabilities increased from R311.139 million in 2014 to R342.170 million in 2015. The increase can be attributed to construction invoices outstanding at year end.

**Financial Indicators / Ratios****Table 10.3: 5 Years Trend of Financial Indicators/Ratios**

	2010	2011	2012	2013	2014	2015
Excess of expenditure over total income	3%	1%	5%	0%	3%	1%
Personnel cost to unrestricted Income	62%	62%	63%	62%	64%	65%
Personnel cost as a % of total expend.	53%	54%	56%	45%	46%	45%
Subsidy as a % of income	53%	53%	50%	45%	43%	42%
Tuition and residence as % of income	41%	40%	44%	45%	47%	49%
Earmarked grants as a % of income	0%	2%	2%	7%	8%	6%
Other Income as a % of income	6%	5%	5%	4%	3%	2%
Current ratio	4.20	1.90	1.34	1.25	1.17	0.95
Cash ratio	3.64	1.56	1.15	0.90	0.99	0.79
Total debt as a % of Fees	57%	51%	43%	46%	46%	49%
Provision for bad debt as a % of debt	76%	76%	72%	64%	61%	63%
Increase in debt (R000)	9 238	-2 601	2 603	24 634	12 621	18 086

The current ratio and cash ratio are worsening. This might be an indication of cash flow challenges in the near future.

**Conclusion**

Council and management are continuously working on strategies to ensure the financial sustainability of the institution. Student debt remains a major concern for Council.

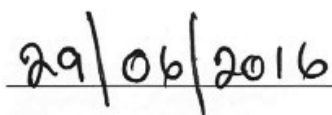
I would like to thank members of the Committee, members of Council and Management for their support during the year.

This report is signed by:



Mrs D. Hoorzuk

Chairperson of Finance &amp; Remuneration Committee

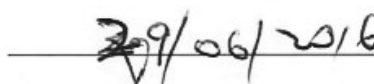


Date



Mr Z Ngidi

Acting Chief Financial Officer



Date

# 11. 2015 REPORT OF AUDIT COMMITTEE

We are pleased to present our report for the financial year ended 31 December 2015.

## Audit Committee Members and Attendance

The Audit Committee consists of the members listed hereunder and meets at least four times annually, as per the approved terms of reference. During the reporting year four meetings were held with an average attendance of 86%.

Member	Designation
Prof. M. Kgaphola	Vice Chancellor
Prof Z. Dlamini	DVC: Research, Innovation & Engagement
Mr M.Z. Dlamini	Senior Director: Human Resources Development
Prof. K. Ndlovu	DVC: Resources & Planning
Mr A.C Zwane	Chairperson
Mrs M.J Ndlovu	Council Member.
Mrs V.L Mthethwa	Executive Director: Office of the VC
Mr M. Naidoo	Registrar
Prof N.V Magi	Council Member.
Prof M. Ramogale	DVC: Teaching & Learning
Ms M.S Tsautse	Council Member.
Mr E. Dube	Chief Finance Officer
Mr M. Makhathini	Director: Risk & Compliance

## Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from section 38(l) (2) (e) of the Higher Education Act and regulation for reporting by Public Higher Education Institutions.

The Audit Committee further reports that it has adopted appropriate formal terms of reference as per audit committee charter, has regulated its affairs in compliance with its charter and has discharged all its responsibilities as contained therein.

## The Effectiveness of Internal Controls

The system of internal control applied by MUT over financial and risk management is effective, efficient

and transparent. In line with the King III on Corporate Governance requirements, Internal Audit provides the Audit Committee and Management with assurance that the internal controls are appropriate and effective. This is achieved by means of the risk management process, as well as the identification of corrective actions and suggested enhancements to controls and processes.

From the various reports of the Internal Auditors, the Audit Report on the Annual Financial Statements and the Management Report of External Auditors. It was noted that certain matters were reported indicating deficiencies in the system of internal control and deviations therefrom. It is important that significant issues should receive ongoing attention in order to effect qualitative administration and financial management within MUT.

### Evaluation of the Annual Financial Statements

The Audit Committee has:

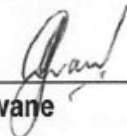
- reviewed and discussed the audited annual financial statements to be included in the annual report with the External Auditors ;
- reviewed the External Auditor’s management report and management’s responses thereto;
- reviewed changes in accounting policies and practices; and

- reviewed the MUT’s compliance with legal and regulatory provisions


### Auditor-General South Africa

The Audit Committee has met with the Auditor-General South Africa to ensure that there are no unresolved issues.

This report is signed by:

  
\_\_\_\_\_  
**Mr AC Zwane**  
**Chairperson of Audit and Risk Committee**

29. 06. 2016  
\_\_\_\_\_  
**Date**

  
\_\_\_\_\_  
**Judge J Ngwenya**  
**Chairperson of MUT Council**

2016 - 06 - 29.  
\_\_\_\_\_  
**Date**



## 12. REPORT ON TRANSFORMATION

Since its inception, MUT has been driven by the mandate of transformation. MUT was established 36 years ago with the main purpose of producing skilled technicians in order to bridge the skills gap orchestrated by the apartheid legacy.

### Student Related Transformation Initiatives

Altogether, 84% of MUT students could be classified as poor as denoted from the LSM definitions based on family income, inferring that they attended under-resourced no-fees schools in poverty quintile 1 to 3 as classified by the Department of Basic Education. Therefore, MUT student population is characterised by gifted but mostly underprepared young people from disadvantaged backgrounds in real need for empowerment through quality science, technology and business management education.

In order to ensure access with success, MUT is expanding its foundation programmes. In 2015 the University has managed to received approval for three additional foundation programmes.

The teaching and learning development centre at MUT has implemented a business intelligence system for tracking "at risk" students. The purpose of this system is to identify these students early for remedial support to be provided timeously. In addition, MUT has rolled out tutorials for all academic programmes.

The demographic data for MUT student shows that MUT comprise of 99% African students of which above 80% are from the province of KwaZulu-Natal.

Figure 12.1 Student Demographics at MUT

Year	STUDENT	FEMALE	GROUP			
	HEADCOUNT	%	AFRICAN	COLOURED	INDIAN	WHITE
2010	10,033	52	10,015	8	9	1
2011	10,286	51	10,261	10	9	6
2012	10,802	51	10,776	12	10	4
2013	11,375	50	11,340	16	14	5
2014	11,377	49	11,334	16	24	3
2015	11,512	48	11,463	15	27	7

It is interesting to note that over the past five years MUT has an average of 50% female student enrolment as shown in Figure 12.1.

MUT is committed to attracting students from other populations groups, provinces and other African countries particularly Southern African countries. In 2015, the marketing and communications directorate at MUT

embarked on various campaigns to recruit students from non-African population groups, other provinces, SADC countries as well as students with disability.

### Staff Related Transformation Initiatives

In 2015, the teaching and learning development centre at MUT rolled out 8 training/professional development

sessions/programmes facilitated internally or offered externally for academic development of MUT instruction and research staff.

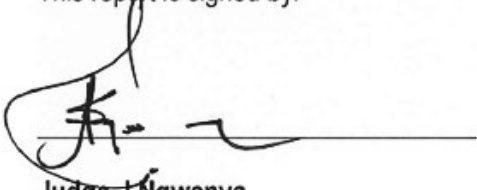
MUT provides support for staff pursuing higher degree qualifications. In the workload model at MUT, a portion of time is allocated for further studies for staff who are registered for postgraduate programmes.

Another initiative of the university is to continually support staff pursuing their postgraduate studies, particularly at PhD level. In this regard, in 2015 MUT witnessed the graduation of 12 staff members with postgraduate

qualifications. Of these a total of 3 Doctoral qualifications were achieved by staff.

In 2015, MUT appointed a female into one of the executive management portfolios as DVC Research, Innovation and Engagement. Of 194 permanent research and instruction staff at MUT in 2015, only 37% are females. The challenge for gender balance in terms of staffing at MUT is aggravated by the wider lack of qualified females in the science and engineering sector. MUT remains committed to gender balance and empowerment of women particularly African women.

This report is signed by:



Judge J Ngwenya

Chairperson of MUT Council

2016-06-29

Date



Prof M Ramogale

Acting Vice-Chancellor and Principal

29 June 2016

Date











**Mangosuthu  
University of Technology**

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