

University of the Free State



Annual Report
2004

Annual Report to the Minister of Education

2004

University of the Free State



The submission of the 2004 Report of the University of the Free State to the Minister of Education complies with the format and content of the annual report of a higher education institution to the Minister as prescribed by the Minister in the Regulations for Annual Reporting by Higher Education Institutions in terms of section 41 of the Higher Education Act, 1997 (Act No. 101 of 1997), as amended.

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1. REPORT OF THE CHAIRPERSON OF THE COUNCIL

1.1 Statements of self-assessment of the achievement of the Council in attaining objectives set for the period under review with summary detail of realised achievements (self-evaluation)

During a Strategic Planning Summit held 21-23 January 2004 the Executive Management of the University of the Free State, with due consideration of the internal and external environment of the UFS, reconsidered the four strategic priorities for the institution which were identified in 2002 for the period 2002-2004 and confirmed in 2003. Whereas three of the strategic priorities were confirmed, for the period 2003-2006 one priority (Restructuring of higher education) was reformulated to capture the UFS views on its role in the central region of South Africa. A new fifth strategic priority was added to convey an increased focus of the institution on enhancing its national and international profile and playing a more prominent leadership role in higher education nationally and internationally. The Council approved that the following **five strategic priorities** for the UFS will be directive for 2004-2006:

- i. **Quality and excellence**
- ii. **Equity, diversity and redress**
- iii. **Financial sustainability**
- iv. **Regional co-operation and engagement**
- v. **Outward thrust nationally and internationally**

Specific challenges were identified that emanate from the five strategic priorities, as well as from national policy imperatives. Some of the challenges, within the ambit of each strategic priority, as indicated below, were addressed by means of actions which were mostly implemented in the relevant line functions and managed by the line managers concerned.

- In terms of achieving research excellence, the UFS strategic research framework was deployed and operationalised.
- To move towards the challenge of employment equity the EE policy and plan were finalised and approved while both are in the process of being implemented. A strategy emanating from this is the continuation of "grow our own timber project" by which academically promising students are taken up in the programme for appointment.
- With regard to developing a new common institutional culture for addressing diversity and redress a process and roll-out of 'social contract' workshops to empower staff to function in a multilingual, multicultural and non-sexist university and society was developed and implemented while regular 'diversity dip-stick'/diversity audits are being done and reported on.
- Generating a third stream (entrepreneurial) income was one of the challenges to reach and maintain financial sustainability and resulted in contract research being promoted; engagement in a fundraising drive (particularly internationally); the establishment of an entrepreneurial office and 'entrepreneurial-friendly' policies and procedures to promote entrepreneurial culture; a policy and procedures to regulate short courses as potential source of income were established; selective commercialization of physical assets has been undertaken as a continuous process.

- A further challenge was to optimise income from the new subsidy formula which resulted in informing staff members of the implications of the new funding framework; development of strategies to increase student throughput; increase research masters and doctorate input and output; increase research output.
- To optimise income from student fees, a differentiated, market-related student fees structure was established and student numbers in strategically selected niche areas were increased.
- A strategy for outward thrust nationally, in SADC, Africa (NEPAD) and internationally is being developed to involve institutional leadership at national level to influence HE policies; identify and launch national and international leadership focus areas; finalise internationalisation / outward thrust policy and strategy; use internal experts at national level on policy committees, councils etc.; position people/staff at national and international level (also at companies) to identify opportunities where the UFS can play a role and give recognition for people fulfilling this role; present and participate in international conferences; initiate and participate in international research projects.
- In the Annual Review of 2003, it was reported that the Council has approved the Community Service Policy for the UFS. Through this the gap between theory and practice in the academia is starting to close. By making funds available in the Central Budget, management have approved 14 Community Service Learning Modules that have been developed in different departments and are in different phases of implementation. An important development is also the appointment of a senior lecturer whose primary task is the development and implementation of service learning modules in the faculties. The implementation of the modules are being done in close cooperation with both urban and rural communities, being situated in Mangaung, Philippolis and Qwaqwa. To encourage participation and embracement of this process, a departmental newsletter, CommTalk (an abbreviation for Community Talk) is published on a regular basis.

Other, more complex challenges were tackled at a management level and required a project-based approach. The following six urgent and strategic **projects** were identified:

- *Quality assurance and programme self-evaluation* projects which entailed the following:
 - Preparation for institutional audit in 2006 which included: preparation of policies, plans, procedures, etc. which need to be in place before audit; communicating audit requirements to faculties and departments; auditing quality assurance mechanisms and procedures in faculties and departments.
 - Implementing a programme self-evaluation framework for all undergraduate programmes in all Faculties in a staggered process which was completed by December 2004.
- *Growth management* project encompassing the development of a growth management and enrolment plan for the UFS.
- *Optimise student learning* project which resulting in developing and implementing an open learning plan (introducing new modes of learning, new teaching/learning technologies, flexible learning opportunities); identifying courses with high failure rates, investigate and address causal factors; establishing a service for language proficiency development; establishing a service for postgraduate academic writing skills development; introducing tutor system for all students through academic lines (based on experience with residence tutor system).

- *Medium-term strategic vision for Qwaqwa and Vista campuses*-project which entailed a strategic planning process for reconfiguration in collaboration with partners and stakeholders.
- *Further roll-out of PMP ke Nako Project* (Staff Performance Management System) resulting in implementing total Cost to Company; job evaluation for all staff; Performance Review System; staff development as a continuous process.
- *Optimising capacity-project*

Issues relevant to optimising the resource capacity of the UFS in order to ensure robustness have been identified by *inter alia* determining: what is needed to manage a large (multi-campus) university; the most vulnerable operational areas; where and why lack of effectiveness and efficiency exists; implement effectiveness and efficiency measures; monitoring improvements in effectiveness and efficiency.

1.2 A summary of attendance by members at meetings of the Council

Key: ✓ = Present
 ✘ = absent with apology
 - = absent without apology/not yet member/no longer member

Group 1

Non-personnel members:

	<u>Mrt</u>	<u>Jun</u>	<u>Sep</u>	<u>Nov</u>
1. Judge S.P.B. Hancke	✓	✓	✓	✓
2. Mr D.C.M. Gihwala	✘	✓	✓	✓
3. Dr N. Bagarette	✓	✘	✓	✓
4. Mr J.C. Crowther	✓	✓	✘	✓
5. Mr C.J. Grobler	✓	✓	✓	✓
6. Mrs WF Hoexter (elected in June 2004)	-	-	✓	✓
7. Dr F. de K. Kotze	✓	✓	✓	✓
8. Mr WF Lubbe (elected in June 2004)	-	-	✓	✓
9. Dr J.M. Laubscher	✓	✓	✓	✓
10. Dr G.P.V. le Roux	✓	✓	✓	✘
11. Dr V. Litlhakanyane	✓	✓	✘	✘
12. Mr L.G.A. Masoetsa	✘	-	-	-
13. Mr M.J. Matlole	✓	✓	✘	✘
14. Ms M. S. Mlamleli	✓	✓	✘	✘
15. Mr F.K. Morule	✘	-	-	-
16. Dr M.D. Mosimege	✓	✓	✓	✓
17. Prof. J.D. Nortje (term ended on 18/6/2004)	✓	✓	-	-
18. Dr C.M. Nwaila	✓	✓	✓	✘
19. Mr J.D. Steenkamp	✓	✓	✘	✓
20. Mr P.J. Steytler (died on 21/05/2004)	✓	-	-	-
21. Mrs BS Tshabalala (elected in June 2004)	-	-	✓	✓
22. Dr S Vosloo (elected in June 2004)	-	-	✓	✓

23. Prof. S.C. Walters	✓	x	x	x
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Group 2

Executive staff members

24. Prof. F.C.v.N. Fourie	✓	✓	✓	✓
25. Prof. M. Fourie	✓	✓	✓	✓
26. Dr RE Moraka	✓	✓	x	✓
27. Prof. T. Verschoor	✓	✓	✓	✓

Group 3

Non-executive staff members

28. Dr C.R. Dennis	x	✓	✓	✓
29. Prof. D.J. De Waal	✓	x	✓	✓
30. Mr S. Kosana (term ended on 18/06/2004)	✓	x	-	-
31. Prof. M.M. Nel (term ended on 18/06/2004)	✓	✓	-	-
32. Prof. D.F.M. Strauss	✓	x	✓	x

Group 4

Students

33. Mr Q. du Plessis (2003-09-01 – 2004-08-31)	✓	✓	-	-
34. Mr A Geldenhuys (2004-09-01 – 2005-08-31)	-	-	✓	✓

1.3 Matters of significance considered by the Council during the period

1.3.1 Establishment of a Planning Unit for the UFS

The establishment of a Planning Unit was approved. The main function of the Planning Unit is long-term academic planning at the UFS to protect and sustain its essential nature as university and to realise its vision and mission. Planning is regarded as an important component of the management process that must lead to well-informed decision-making and effective implementation, as well as the monitoring of outcomes. Monitoring leads to re-planning and so the cycle continues.

The Planning Unit has the roles of gathering and interpreting information, as well as planning, reporting and monitoring.

1.3.2 Department of English and Classical Languages

It was **approved**:

- that the Department of Greek be incorporated into the Department of English and Classical Culture from 2004 and;
- that the three language disciplines shall function as three divisions in the Department with separate budgets and the allocation of/earning of SLEs;
- that the new department will be known as the "Department of English and Classical languages" or in Afrikaans "Departement Engels en Klassieke Tale".

1.3.3 Appointment of a Dean, Faculty of Theology

Prof. H.C. van Zyl was appointed as Dean of the Faculty of Theology.

1.3.4 Budget Parameters: Budget 2005

It was **approved**:

- (i) that the total allocation for stocks, services, etc. will be 6 % higher than that of 2004, and in light of the expected inflation rate this means that there will be little or no real growth in the allocations;
- (ii) that line, faculty and divisional managers keep in mind in their planning for 2005 that the possibility of increasing the total number of SLEs that are allocated is slight, and that they have to apply pertinently for any increase.

1.3.5 Awarding of honorary degrees

In March 2004, it was **approved** that, as a special UFS centenary gesture, honorary degrees may be conferred on 18 persons as nominated and recommended by the honorary degrees committee.

CJ Fauconnier	A Krog	Saleem Badat
PA Verhoef	K Schoeman	Mary Seely
WD Jonker	JC Steyn	F vz Slabbert
C Seerveld	HA Wessels	R Bringle
K Mokhele	CJC Nel	L Quayle
GJ Gerwel	YK Seedat	J de Wet

In November 2004, it was approved that honorary degrees be conferred on the following persons at the April 2005 graduation ceremony.

Prof JA Groenewald
Prof JJF Durand
Ms M Ramos
Prof SJ Terreblanche
Prof A du P Heyns

1.3.6 EM Summit: 2004 schedule of strategic and operational projects 2004 - 2006

Cognisance was taken of the 5 strategic priorities identified at the Summit, namely

- (i) Quality and excellence
- (ii) Equitability, diversity and redress
- (iii) Financial sustainability
- (iv) Regional co-operation and engagement
- (v) Outward thrust – nationally and internationally

1.3.7 Constitution of the Council

In the **category of eight**, Mr DCM Gihwala, Dr N Bagarette Mr JJ Crowther and Dr F de K Kotzé were re-elected as Council members.

Mrs BS (Busiswa) Tshabala and Dr SM (Susan) Vosloo and Mr Edward Christian Kieswetter were elected as Council members.

In the **category for a representative of the alumni**, Ms WF (Frances) Hoexter was appointed.

In the **category for a representative of the donors**, Dr JM Laubscher was appointed.

Mr WF Lubbe was appointed as representative of the **non-academic personnel**.

1.3.8 Reappointment of the Dean: Economic and Management Sciences

Prof MJ Crous was reappointed as Dean of the faculty of Economic and Management Sciences.

1.3.9 Financial statements: Annual Report

Cognisance was taken that the UFS had received an unqualified report from the external auditors for the first time.

1.3.10 Revised Budget: 2004

The revised budget: 2004 was approved by the Council.

1.3.11 Centre for Plant Health Management

The establishment of the Centre for Plant Health Management was approved.

1.3.12 Pharmacological Centre for ARV Monitoring

The establishment of a pharmacological Centre for ARV monitoring was approved.

The University of the Free State was selected by the Minister of Health, Dr Manto Tshabalala-Msimang, as one of the two locations for a focused surveillance on ARV drugs.

The primary responsibility of the Bloemfontein unit will be to monitor the use of anti-retroviral drugs in mothers and children. The centre also offers technical advice, training and research.

1.3.13 Budget and Operational Budget 2005

Increase in tuition and accommodation fees

A general increase of 5 % for 2006 was **approved**.

Approved that tuition fees for M.B., Ch.B. and B.Sc. be increased by 10 %.

The above-mentioned increases would apply **on all the campuses** as well as to pipeline students.

Support Services and Faculties

Approved as recommended

Strategic objectives

The allocations of R74 million as contained were **approved**.

Approved that an allocation of R1 million for the **internationalising strategy** be added.

Accommodation Budget

The accommodation budget as submitted was **approved**.

Qwaqwa Campus

The allocation for support services was **approved**.

The allocation for faculties was **approved**.

Vista Campus

The allocation for support services was **approved**.

The allocation for faculties was **approved**.

1.3.14 Senior Personnel Appointments

Vice-Dean: the Humanities

Approved that Prof E Pretorius be offered the post of Vice-Dean: the Humanities.

Dean of Students

Approved that Dr N Luyt and Dr C Makhetha be appointed in the following combination:

- Dr Luyt – Dean of Students

- Dr Makhetha – Vice-Dean of Students

1.3.15 Senior Professors

Approved that the following persons be promoted to Senior Professor.

Faculty of the Humanities

Prof L Cilliers (Dept. of English and Classical Languages)

Prof DA Louw (Dept. of Psychology)

Prof PJ Nel (Dept. of Afro-Asiatic Studies, Sign Language and Language Practice)

Prof DJ van den Berg (Dept. of History of Art and Visual Culture Studies)

Prof HCJ van Rensburg (Director: Centre for Health Systems Research and Development)

Faculty of Law

Prof AWG Raath (Dept. of Constitutional Law and Philosophy of Law)

Faculty of Natural and Agricultural Sciences

Prof JC du Preez (Dept. of Microbial, Biochemical and Food Biotechnology)

Prof JU Grobbelaar (Dept. of Plant Sciences)

Prof L Scott (Dept. of Plant Sciences)

1.3.16 Establishment of the Sesotho Language Research and Development Centre (LRDC)

The establishment of the Sesotho Language Research and Development Centre was approved. It was approved that the Centre would be accommodated on the Vista Campus.

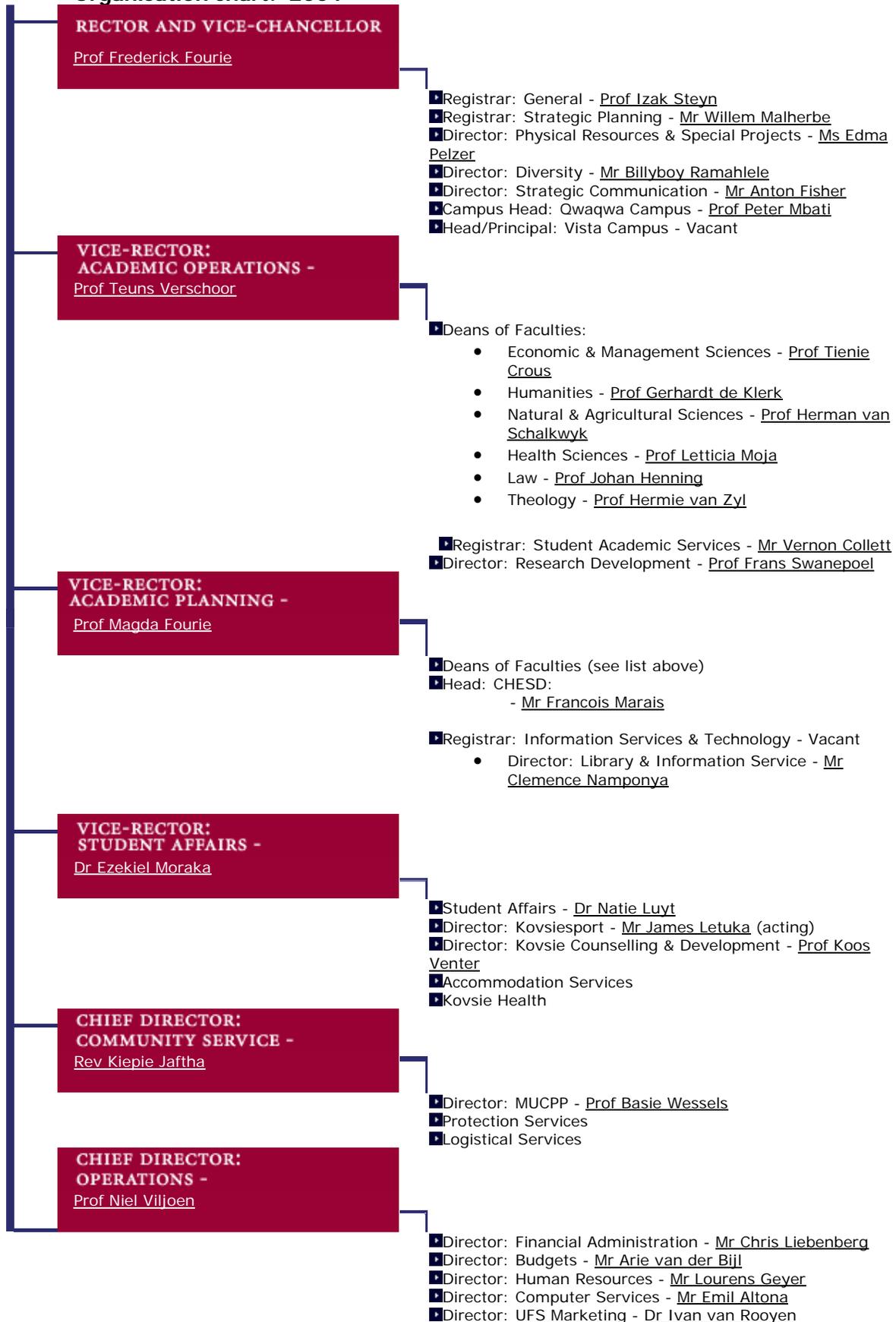
The tasks of this centre includes the

- promotion of the indigenous languages and terminology development,
- research and development and maintenance of a terminological data base,
- the writing and publishing of various genres of literature in close co-operation with all relevant and interested parties,
- the establishment and maintenance of a language museum,
- outreach to the community and mobilisation of support for the use of African languages.

1.4 Operational information

1.4.1 Changes in operational structures

Organisation chart: 2004



1.4.2 New senior appointments

Prof T Verschoor	- Vice Rector: Academic Operations	- 01 January 2004
Prof M Fourie	- Vice Rector: Academic Planning	- 01 January 2004
Dr RE Moraka	- Vice Rector: Student Affairs	- 01 January 2004
Prof HC van Zyl	- Dean: Faculty of Theology	- 01 May 2004

1.4.3 Academic research achievements

The University of the Free State is a leading research university, and in terms of conventional measuring methods recognized as one of the top group in South Africa. The number of research outputs per academic compares favourably with the best in the country. These sustained achievements are the result of a deliberate commitment to further develop and enhance research at the University.

The University's approved research strategy is currently being implemented, focusing on a number of research objectives i.e.:

- Strategic Focus to Research Development
- Quality Assurance
- Equity
- Financial Sustainability
- Support Systems
- Output Dimension

Aligning the University's research themes with NRF Focus Areas has positioned the University as a research-led institution within the higher education sector. These focus areas include:

- Ecosystems and Biodiversity
- Sustainable Livelihoods
- Economic Growth
- Globalisation Challenge
- Indigenous Knowledge Systems
- Education
- Unlocking the Future
- Distinct Opportunities

These themes, recognising national needs, are to a large extent inter- and multidisciplinary and reflect the University's capacity and already high-level scholarship in some of these areas.

Significant Achievements include:

- The number of NRF-rated researchers stabilised at around 70, of whom 10 (14%) fall in the B Category. There was an increase of 2 researchers in the B-category.
- An increase in total **research outputs** i.e. accredited publication units from 2002 to 2004 is as follows:
 - 346,1 for 2002
 - 328,4 for 2003 (excluding the moratorium)
 - 118,8 for moratorium (1998-2003)
 - 344,7 for 2004
- Doctoral graduates decreased from 94 in 2003 to 58 in 2004.
- Integration of community and research activities as well as integrated service learning
- Successful graduate exchange programmes with recognised international universities

- Establishment of constructive collaborative agreements with a number of international institutions

The contributions mentioned have been made despite the high demands of increased student numbers, transformation and institutional restructuring.

Medals for Research Excellence

B-Rated Professors	Distinguished Professors
Prof C du Preez	Prof FCvN Fourie
Prof MS Finkelstein	Prof JJ Henning
Prof JU Grobbelaar	Prof DFM Strauss
Prof JH Meyer	Prof AH Strydom
Prof L Scott	Prof HP van Coller
Prof HC Swart	
Prof BC Viljoen	

B-Rated Professors and Distinguished Professors
Prof JFL Kock
Prof ZA Pretorius

Total 14 Medals

Recognition for Research Excellence

Female Researchers	21
Black Researchers	16
C-and L- Rated Researchers	58
Y-Rated Researchers	9
Researchers with significant research outputs	12

1.4.4 Operational sustainability

The installation of the new PeopleSoft computer programs has been successfully completed during 2004. PeopleSoft is a sophisticated suite of computer programs used worldwide and this places the UFS in the forefront of tertiary education institutions as far as computer systems are concerned.

Both the former Vista Campus and Qwaqwa Campus have also been successfully incorporated into the new computer programs.

1.4.5 Prestigious awards to staff and students

Shield of Honour were awarded to:

Prof P A Petersen

No **Council medal** was awarded in 2004.

No **Chancellor's medal** was awarded in 2004.

1.4.6 Changes in the permanent infrastructure e.g. new plant and buildings

Traffic Network

The following was carried out in respect of academic buildings and lecture halls:

- The conversion of the Human Movement Sciences Building to accommodate the Department of Drama and Theatre Arts. The complex (the Scaena) has been completed, and outstanding items are expected to be completed by June 2005.
 - New offices in the Flippie Groenewoud Building are being converted for the Dean: Economic and Management Sciences. The present Dean's offices would then be vacant which would help solve the space problems of other departments. The Natural Sciences Dean's office has been upgraded.
 - Extensive conversions of the Johannes Brill Building have been completed.
 - The Architecture Building has been renovated on the outside.
 - The Theology Building has been converted.
- As was done previously, attention was given, in all cases in the conversion process, to a backlog of maintenance needs, fire protection and making buildings and facilities accessible to persons with disabilities.

The following has been done regarding the traffic network :

- The planning of the changes to and creation of a new entrance in Wynand Mouton is well advanced.
- Several discussions were held with all stakeholders. Several proposals were reflected on, and the present proposal mostly enjoys the approval of all parties as the most workable solution. Temporary parking was made available at the Francois Retief Building, which resulted in great relief of the parking problems.
- Pedestrian crossings were built in front of the George du Toit Building as well as in Dekaan Street.

The further detailed planning that was undertaken regarding the pedestrian network led to the initiation and completion of the following:

- The route in front of the Scaena Theatre
- The route from the Red Square (Rooplein) to the Callie Human Hall

Other important projects that were initiated or completed are:

- Conversion of the CR Swart Building.
- Installation of name and direction signs in the George du Toit Building.
- The conversion of the UFS's beautiful historical complex; the progress and conversion of the Main Building after the unforeseen damage, has almost been

completed and are expected to be completed and ready for occupation by June 2005.

- The Centenary Complex was completed and opened festively. Minor retention work is almost completed. Specialist stage lighting was also installed.
- The stage of the Odeion was replaced and the air-conditioning was upgraded.
- The Etienne Leroux collection was installed in the UFS-Sasol Library, and the printing works on ground level was replanned to be more user-friendly.
- Planning of a new wing for Farmovs-Parexel is well advanced and the building should be completed by December 2005.
- Planning in respect of the upgrading of the Chemistry Building is also well advanced, and building will commence in 2005.

The following was done in respect of the sports facilities:

- Shimla Park was upgraded and the structure was re-inforced.
- The squash courts were upgraded in totality and the UFS corporate colours were used here as example.
- Tenders have already been invited in respect of the upgrading of the tennis clubhouse.

1.4.7 Achievements in meeting social responsibility commitments, including composition of staff and student bodies

A) Achievements in meeting social responsibility commitments

Refer to par. 5.6

B) Student Services and extra-curricular activities

With regard to **Student Services** refer to par. 1.4.14

Par 5.5 will deal with **extra-curricular activities**.

C) Relationships with the community, both academic and service

Refer to par. 5.5 and 5.6

D) Employment Equity Situation

With regard to **UFS Student Profile** refer to par. 1.4.10 and 3.4

Staff profile in 2004

Refer to par. 5.3

1.4.8 Financial health/viability, including funding sources and material changes

Refer to the Annual Financial Review (Section 8 of the Report).

“For the University of the Free State to realise its goal of financial sustainability and robustness, it needs sound financial management, sufficient reserves to absorb shocks, sound investment in its core business, as well as sound remuneration and staff practices.” – *Prof Frederick Fourie, Centenary address*

All the principles of financial sustainability, sound financial management, and sound remuneration and staff practices were introduced and established as part of the remarkably successful Turnaround Strategy, launched in 2000.

Although 2004 signalled the close of the Turnaround Strategy, all its major goals have been reached in half the time, and financial sustainability attained. The R60 million target has been reached within 18 months, R105 million by 2003, and R115 million by 2004.

Since its launch, a total of R380 million in extra funds have become available for strategic investment in facilities, equipment and staff. The results of this investment are increasingly visible on campus, notably in the upsurge in construction and renovation activities.

The real remuneration level of staff members has increased significantly since 2000. Cumulatively, UFS staff have received an increase 18,2% above inflation since 2000, thus significantly addressing the backlogs that developed in the 1990s. Some groups, notably professors and the lowest-paid workers, have gained up to 27% above inflation due to additional restructuring of their total remuneration package. The aggregate extra earnings of staff (due to these above-inflation increases) have amounted to more than R75 million since 2000.

The spending pattern in the budget has been successfully restructured, achieving a healthy balance between expenditure items. This includes sufficient funding for previously underfunded items such as capital and physical resources, the library, and IT resources.

The UFS now also has a much more modern, efficient, strategically targeted and stream-lined budgeting and financial management system. Spending discipline has been achieved, with staff expenditure as well as operational spending in all faculties and divisions being kept below the expenditure ceilings determined during the budgeting process.

Although the incorporation of the Qwaqwa campus resulted in increased pressure on staff, especially on the main campus in Bloemfontein, it did not have a detrimental effect on the financial position of the main campus in 2004. In the case of the Vista campus operational expenses are estimated as exceeding income by approximately R3 million. It is clear that in 2005 urgent attention will have to be paid to the utilisation of this campus and its staff.

Facing more challenges

Though the UFS has weathered its financial doldrums, more challenges are lying in wait. These include the further diversification of third-stream income, more entrepreneurial successes, and the task of optimising the University's functioning within the new and complicated funding framework which is attempting to contain

government funding of higher education and frowns upon growth and initiatives such as distance learning and e-learning.

The new funding framework of the Department of Education was used for the first time in 2004 to calculate the subsidy allocated to the UFS. Ultimately it was approximately R28 million less than what could reasonably have been expected in terms of the old formula.

In addition, it would appear that the national planners failed to foresee the sharp increase in student numbers over the past few years. In the financial allocations to universities provision is made for very little or no growth after 2002 – such growth after 2002 is largely ignored. This will bring considerable pressure to bear on the financial position of the UFS, which has experienced significant growth in its student numbers.

1.4.9 Sub-committees of the Council

a) Those committees with a mandate of strategic or financial significance are chaired by individuals with appropriate skills and experience:

(i) Chairperson of the Audit Committee

Dr Jacobus Martin (Kobus) Laubscher
(B.Com, B.Com. (Hons), MS, Ph.D, AEP)

b) Significant matters on the agendas of these committees affecting the institution that are unresolved at the year end or have not come before the Council

The switch to PeopleSoft changed the governance processes drastically and the governance processes must be understood, implemented and measured against existing governance principles.

The following recommendations were made to the Council:

That the Council takes cognisance of increased focus on governance, according to which management is requested and to consider the following:

Training of financial officers in the implementation of existing policy and their consequent role in elevating the level of governance on the campus.

All heads of departments should attend a high-level workshop on governance to complement the training indicated above and to help them assume co-ownership of the level of governance on campus.

The UFS's proud record of good governance must be maintained, but also developed further as a cornerstone of an institution of excellence.

This strategy should be implemented in the course of the next two years with feedback to the Council via the Audit Committee regarding the final action plan and performance measurement.

c) Summaries of attendance

Summary of attendance of the Audit Committee

MEMBER	DATE	DATE	DATE	MEETING	MEETING
	APPOINTED	REAPPOINTED	RESIGNED	21/05/2004	11-11-04
Members of the committee					
Dr. J.M. Laubscher (Chairperson)	19-Jun-00	19-Jun-04		Present	Present
Mr J.H. Fourie	29-Nov-01		Resigned	Absent	
		reappointed			
Dr. V. Litlhakanyane(Position Vacant)	29-Nov-02		Resigned	Absent	
Prof. J.D. Nortje	29-Nov-02		Resigned	Absent	
Dr. C.M. Nwaila	29-Nov-02			Absent	Absent
Dr. F de K Kotze	11-Jun-01	19-Jun-04		Present	Present
Dr N Bagarette	01-Nov-04			Not appointed yet	Absent
Me WF Hoexter	01-Nov-04			Not appointed yet	Present
External auditors					
Mr. N. Howard (PWC)				Present	Present
Mr. L. Rossouw (PWC)				Present	Present
Mr. H. Leach (Gobodo)				Present	Absent

1.4.10 Significant student data and relevant statistics including realisation of transformation targets

UFS STUDENT PROFILE 2004: TOTAL HEAD COUNT

FIRST TIME ENTRY											
Faculty	White		Coloured		Indian		Black		Male	Female	Total
	Male	Female	Male	Female	Male	Female	Male	Female			
Arts & Social sciences	68	224	2	15	1	5	55	95	126	339	465
Education	30	175	10	191		6	77	216	117	588	705
Law	79	75	20	10	1	5	84	54	184	144	328
Natural and Agricultural Sciences	231	133	7	10	2	3	147	135	387	281	668
Economic and Management Sciences	336	216	32	25	25	17	303	280	696	538	1234
Health Sciences	55	153	3	8	5	5	34	37	97	203	300
Theology	10	1			5		4	1	19	2	21
FIRST TIME ENTRY TOTAL	809	977	74	259	39	41	704	818	1626	2095	3721
UNDERGRADUATE											
Faculty	White		Coloured		Indian		Black		Male	Female	Total
	Male	Female	Male	Female	Male	Female	Male	Female			
Arts & Social sciences	248	629	11	66	6	16	312	667	577	1378	1955
Education	101	600	10	204	1	7	379	1033	491	1844	2335
Law	255	263	50	57	6	8	334	211	645	539	1184
Natural and Agricultural Sciences	674	352	31	38	25	14	607	554	1337	958	2295
Economic and Management Sciences	1051	668	127	105	103	85	1173	1304	2454	2162	4616
Health Sciences	256	705	18	39	15	14	150	211	439	969	1408
Theology	35	9		1	5		26	4	66	14	80
UNDERGRADUATE TOTAL	2620	3226	247	510	161	144	2981	3984	6009	7864	13873
POSTGRADUATE DIPLOMA OR CERTIFICATE											
Faculty	White		Coloured		Indian		Black		Male	Female	Total
	Male	Female	Male	Female	Male	Female	Male	Female			
Arts & Social sciences	1	3					1		2	3	5
Education	37	70	23	37		2	789	1496	849	1605	2454
Law	709	254	20	17	85	32	77	28	891	331	1222
Economic and Management Sciences	1	2	1	14			28	35	30	51	81
Health Sciences	1	2			1		1	2	3	4	7
Theology					1		6	2	7	2	9
POSTGRAD DPL OR CERT TOTAL	749	331	44	68	87	34	902	1563	1782	1996	3778
POSTGRADUATE (Honours, Masters and Doctoral)											
Faculty	White		Coloured		Indian		Black		Male	Female	Total
	Male	Female	Male	Female	Male	Female	Male	Female			
Arts & Social sciences	95	264	18	16	1	5	226	161	340	446	786
Education	41	113	36	52	2	4	448	1007	527	1176	1703
Law	45	34	3	7	2	2	33	17	83	60	143
Natural and Agricultural Sciences	375	193	16	12	14	15	364	167	769	387	1156
Economic and Management Sciences	288	162	35	14	54	35	367	196	744	407	1151
Health Sciences	168	223	9	48	9	5	133	602	319	878	1197
Theology	89	16	7		10		35	4	141	20	161
POSTGRADUATE TOTAL	1101	1005	124	149	92	66	1606	2154	2923	3374	6297

Occational											
Faculty	White		Coloured		Indian		Black		Male	Female	Total
	Male	Female	Male	Female	Male	Female	Male	Female			
Arts & Social sciences	42	57	30	71	4	3	251	436	327	567	894
Law		1	1				2	1	3	2	5
Natural and Agricultural Sciences	5	4	6	6	1		149	174	161	184	345
Economic and Management Sciences	25	9	21	21	5	2	192	236	243	268	511
Health Sciences	9	16	1				3	3	13	19	32
Occational TOTAL	81	87	59	98	10	5	597	850	747	1040	1787
UFS TOTAL											
Faculty	White		Coloured		Indian		Black		Male	Female	Total
	Male	Female	Male	Female	Male	Female	Male	Female			
Arts & Social sciences	386	953	59	153	11	24	790	1264	1246	2394	3640
Education	179	783	69	293	3	13	1616	3536	1867	4625	6492
Law	1009	552	74	81	93	42	446	257	1622	932	2554
Natural and Agricultural Sciences	1054	549	53	56	40	29	1120	895	2267	1529	3796
Economic and Management Sciences	1365	841	184	154	162	122	1760	1771	3471	2888	6359
Health Sciences	434	946	28	87	25	19	287	818	774	1870	2644
Theology	124	25	7	1	16	0	67	10	214	36	250
UFS TOTAL	4551	4649	474	825	350	249	6086	8551	11461	14274	25735

1.4.11 Campus development

(Refer to par. 1.4.6)

1.4.12 Facilities and major capital works

(Refer to par. 1.4.6)

1.4.13 Events

DEVELOPMENTS, ACADEMIC AND OTHER, THAT INFLUENCE PROGRESS TOWARDS THE ATTAINMENT OF THE MISSION AND OBJECTIVES OF THE INSTITUTION

UFS MARKETING

For UFS Marketing 2004 was a year with several high-water marks. The taking into use of the renovated Wekkie Saayman Building now makes UFS Marketing part of the newly completed Centenary Complex. The professionalisation of the marketing function of the University thus received a further boost.

Student numbers at the University reached a new zenith this year with a total of more than 24 000 students who registered for the year. This growth in student numbers is largely due to an integrated approach to marketing in which the actions of UFS marketing were supported by the dedicated involvement of faculties which marketed academic programmes to prospective students.

As government policy will restrict student numbers in the future, the challenge will be to manage the growth in student numbers. The emphasis of UFS Marketing will especially fall on the recruitment of quality students at undergraduate level and an increase in the number of postgraduate students.

Alumni activities during the year focused on the celebration of the University's centenary. Several alumni branches held meetings/functions in the course of 2004, and senior personnel of the University attended these assemblies as far as possible. Events that deserve special mention in this regard was the reunion for old Kovies held in London in July and a prestige dinner in Pretoria in October. The highlight of the year was the splendid dinner in the new Centenary Complex at which the annual Alumni awards were made.

Fundraising by the Corporate Liaison Offices in Bloemfontein and Johannesburg also once again made an important contribution toward generating funds for the

University. The actions will increase in importance in the future as government funding for the higher education sector makes a relatively smaller contribution towards the university budget. A special fundraising campaign will be launched in 2005 to meet the growing need for own funding by the University.

SPECIAL EVENTS

A highlight of the 2004 special events was the celebration of the centenary of the University of the Free State. The objective of the centenary festival was :

- To foster an increased, positive awareness of the UFS as a quality university nationally and internationally.
- To celebrate the achievements of the past and acknowledge what has been accomplished already.
- To reconfirm the commitment to community service and the need to reach out to the part of society that was previously excluded.

The focus of the centenary, with the theme 100+, was :

- Current students and alumni
- Current and previous staff members
- Leaders and different components of society

Main moments of the year long celebration include the following :

- **Opening festival**

On 28 January 2004 the foundation date of the UFS was celebrated with a special birthday party for all staff members and students. Approximately 7 000 people attended this event. Everyone took part to decorate the 100m² birthday cake with 100 candles.

On the 6th of February 2004 nearly 5 000 people took part in a historic procession from Grey College to the main building on campus for the official opening of the university.

This was followed by a spectacular rag procession by the students through the city of Bloemfontein the following day.

- **Recognition festival**

During April 2004 a number of diploma and graduation ceremonies took place. More than 4 000 diplomas and degrees were confirmed.

- **Sport focus**

The focus on sport started with a fun walk on campus for staff members and students. Several intervarsities took place on campus during the year. During the last intervarsity in August 2004, the first soccer and rugby team were part of the main focus.

- **Art focus**

During the centenary year the UFS hosted the fifth *Volksblad Arts Festival* on campus and took part in several activities of the Macufe Art Festival. During September 2004 the Department of Music contributed to this focus with a week long 100+ Music Festival. Through-out the year students formed part of many art and cultural activities, including the Kovsie Extravaganza.

- **October festival**

The new Centenary Complex was inaugurated during October 2004.

The Moshoeshoe project was also launched during October. This is a multi-faceted project that will honour the legacy of Moshoeshoe in nation-building and reconciliation. In so doing the UFS seeks to demonstrate its commitment to transformation and to contribute to the discourse (nationally and in Africa) on critical issues such as nation-building, reconciliation, political tolerance, multi-culturalism, multi-lingualism, etc.

One aspect of the project was to produce a TV documentary on the life and legacy of this amazing statesman. This was commissioned by the UFS and broadcast on SABC2 on 4 November 2004, to great acclaim from a wide variety of viewers."

A special Centenary Honorary Doctorate Degree Ceremony highlighted the important intellectual role of the university. Twelve honorary doctorate degrees were awarded on this occasion.

Recognition was given to 134 people for their outstanding contribution to the UFS. A special centenary medal was awarded.

- **Closing ceremony**

On 28 January 2005 the centenary celebrations were concluded with Kovsie Day, a special celebration for all students. Nearly 5000 students attended the *potjiekos*-competition, organised by the rag committee.

On 06 February 2005 a Dedication Service for all staff members and students took place on Red Square in front of the Main Building on campus. Nearly 6 000 people were astonished by a spectacular fireworks display at the end of the service to celebrate the 100+ future of the UFS.

Many special events were organised by different faculties, departments and divisions during the centenary year. These include the following :

- Gala events
- Conferences and congresses
- Commemorative and public lectures
- Inaugural ceremonies

OTHER EVENTS

A number of other activities took place that continue to contribute towards the mission and objectives of the University of the Free State.

- **Student recruitment**

Recruitment of new first year students was done through an integrated marketing approach. These included personal visits to about 500 schools by a dedicated marketing team. About half of these schools were in previously disadvantaged communities. The success in this regard is also evident in the fact that more than half of the student population come from this sector of the community.

Open days were held on two of the UFS campuses, namely the main campus in Bloemfontein and the Qwaqwa satellite campus. All faculties and various individual departments of the UFS had displays and exhibits and they provide valuable information to potential students. The majority of the visiting learners to these events were black.

Road shows and career exhibitions take the UFS into the local communities to reach the many potential students who are not reached by any of the other actions.

As is clear from the above, the year had many highlights linked to the centenary celebrations. The normal marketing events continued, however, and learners were informed about academic programmes at the UFS, as well as all the business and financial aid schemes available via and at the institution.

HUMAN RESOURCES MATTERS

A. QWAQWA CAMPUS

- 1.1 The transitional arrangement regarding the management of conditions of service is that the previous conditions of service of Qwaqwa staff members have been honoured pending the outcome of the negotiation process in aligning conditions of service.

- 1.2 As from 1 December 2003, all staff members became members of the UFS Pension or Provident Funds, which include the group life assurance benefits.
- 1.3 Membership of a Medical Aid is one of the matters being discussed during the formal negotiation process. As from 01 September 2004 the Academic and Support Staff became members of the Discovery Medical Aid and the Service Staff had an option to receive compensation or to remain on their current medical scheme until 31 December 2005 with reduced compensation.
2. In an effort to align conditions of service effectively, two interim Negotiations Fora have been established. Formal negotiations commenced in April 2003.
 - 2.1 During October 2003 a package offer was presented by the UFS Management, which included the phasing in and phasing out of benefits in an effort to align the benefits with those of the UFS Main Campus.
 - 2.2 The negotiation process was concluded on 15 and 16 September 2004 respectively when agreements were signed with the two Fora.
 - 2.3 The agreements were implemented on 01 October 2004 whereafter all conditions of service of the Qwaqwa Campus were aligned with those of the UFS.
3. The representatives of the Qwaqwa Campus were included in the UFS Joint Negotiations Forum to negotiate the salary increments and conditions of service to be implemented as from 01 January 2005.
4. Care was taken to include and involve all stakeholders, including trade unions during incorporation-related activities and processes.

B. Vista Campus

- 1.1 The transitional arrangement regarding the management of conditions of service is that the previous conditions of service of Vista staff members have been honoured pending the outcome of the negotiation process in aligning conditions of service.
- 1.2 As from 1 December 2004, all staff members became members of the UFS Pension or Provident Funds, which include the group life assurance benefits.
- 1.3 Vista Campus employees attended formal presentations regarding the Discovery Medical Aid of the UFS Campus, as well as individual consultations to address personal enquiries.

Employees at Vista Campus have the option to join the Discovery Medical Aid (UFS Main Campus). It is anticipated that all staff members will become members of Discovery Health Care on conclusion of the negotiation process.

2. The alignment of the conditions of service and benefits has started by the establishment of a Joint Negotiations Forum. This Forum was agreed upon and established during a meeting where all staff members were invited to be present. The Forum is constituted to involve and include all stakeholders, including the trade unions.

Negotiations commenced on 02 December 2004 after the alignment process of the Qwaqwa Campus has been concluded. A meeting has been scheduled for 12 January 2005 to proceed with negotiations on the alignment of conditions, and it is envisaged that an agreement between the parties will be reached during the first semester of 2005.

3. Care will be taken to include and involve all stakeholders, including trade unions, during incorporation-related activities and processes.

1.4.14 Student services

STUDENT SUPPORT SERVICES

The UFS Support Services set itself the following goals for 2004

- Promotion of an academic campus atmosphere
- To provide a peaceful, co-operative and multi-cultural campus atmosphere
- To offer our students the opportunity of developing their full potential through training and facilitation.

In order to achieve the above-mentioned goals, an impressive 274 projects were undertaken, of which the majority (240) were community-service orientated. Twelve projects entailed student leadership training and 14 projects were aimed at multicultural development.

A very successful annual "Mosaic" day was held in which creativity and multiculturalism were promoted and where environment-friendliness was encouraged. In the same vein a Kowsie Day was held where multiculturalism was promoted.

1.4.15 Distance learning

The role of Universities in the so called Information Age is in the process of change. This is why the University of the Free State, like most other tertiary institutions, has positioned itself toward an Open Learning approach. The core values and culture of the University of the Free State has been revised around Open Learning using resourced based learning and e-learning as a methodology to improve the learning and teaching environment.

The following is a summary with regards to the involvement of the University of the Free state with distance learning:

FACULTY OF NATURAL AND AGRICULTURAL SCIENCES

Department of Quantity Surveying and Construction Management

The following open learning programmes (distance learning) are presented by the Department of Quantity Surveying and Construction Management, for satisfying certain identified needs and demands of the market:

- **B.Sc.(Quantity Surveying)**

A degree for the academic preparation of a candidate for the profession of Quantity Surveying as well as the functions of costs engineer, project manager, property development consultant and building- and construction scientist.

- **B.Sc.(Construction Management)**

A degree for the academic preparation of a candidate for the construction management profession as well as the functions of production management, operational management, project manager, contractorship and building and construction scientist.

- **Diploma C.S.B.S.**

Diploma in Construction Science and Building Surveying: A diploma for the preparation of a candidate for the quantity surveying profession on a certain level, and for the examinations of this profession as well as for the functions of costs management, project management and property development entrepreneurship. Further qualification is possible. This diploma is also available on application at the Department of Quantity Surveying and Construction Management for candidates who could not complete the degrees B.Sc.(Q.S.) or B.Sc.(Construction Management). Special credits will be acknowledged for courses already passed.

- **Certificate Q.C.P.**

Certificate in Quantity Surveying, Construction Management and Project Management: A certificate for the academic preparation of a candidate for the profession of Quantity Surveying as well as the functions of construction management, project management and property development consultant and building and construction scientist.

- **Certificate C.S.B.S.**

Certificate in Construction Science and Building Surveying: A certificate for the basic orientation of a candidate for the assistance of professional quantity surveyors and/or construction managers.

The Department of Urban and Regional Planning

The Department of Urban and Regional Planning also presents a distance education programme for professional people who cannot attend classes in Bloemfontein.

The programme for distance education will be done over a period of three years. Four workshops of two weeks during the first two years of the programme are compulsory and that will be determined by the Head of the Department. These workshops must be attended at the Department. During these workshops, lessons will take the form of tutorials, practicals and discussions. Assignments and tests/ examinations will also be done. The students stay as a group on campus to complete projects after hours.

- Agricultural Economics,
- Anthropology, Applied Mathematics,
- Botany,
- Business Management,
- Computer Information Systems,
- Economy,
- Forestry,
- Geology,
- Mathematical Statistics,
- Psychology,
- Public Administration,
- Sociology or
- Statistics.

FACULTY OF LAW

The following law degrees can be obtained as distance learning programmes:

- LLB Degree
- LLB following on the B.Iur, B.Proc or B.Com (Law) Degree.

Centre for Financial Planning Law

The University of the Free State, through its Centre for Financial Planning Law, in partnership with the Financial Planning Institute of South Africa (FPI), is the first academic institution in South Africa to offer formal postgraduate qualifications giving access to membership of the Financial Planning Institute of South Africa. The FPI is the highly regarded professional institute for practitioners in the financial planning industry in South Africa, carrying an international certification benchmark of recognition by the Certified Financial Planner Board of Standards Inc. The Faculty of Law has been involved as moderators in the FPI's (formerly Ilpa's), professional examinations for the past seventeen years.

FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES

The following distance learning programmes are presented by the Faculty of Economic and Management Sciences

- B. Accounting
- B.Com: General Management
- B.Com: Banking
- B.Com: Economics
- B.Com: Accounting
- B.Com: Management Accounting
- B.Com: Financial Management
- B. Com: Marketing

- MPA: Masters in Public Administration

- BML (Bachelor in Management Leadership)

The Bachelor in Management Leadership is aimed at working adults. The objective of the BML is to deliver a new generation of formally qualified and innovative managerial leaders. The qualification is based on experiential learning and the assessment and recognition of prior learning.

- MBA: Master in Business Administration

The core of the MBA has been designed and is presented in collaboration with the Kellstadt Graduate School of Business at the DePaul University in Chicago.

The School of Management has formed a partnership with eDegree, a professional and well-established private tertiary training facility, to present the MBA program entirely via the Internet. The MBA presented electronically by eDegree is of the same quality and standard as the qualification presented by the School of Management on campus.

Statistical data for distance students in 2004

FACULTY	OCC	PGRD	UGRD	TOTAL
Economic and Management Sciences	20	256	585	861
Humanities	27	0	0	27
Law	3	1256	156	1415
Natural & Agricultural Sciences	0	7	64	71
Theology	0	0	1	1
TOTAL	50	1519	806	2375

Computer supported learning and teaching

During 2004 there was a continuation of presentation of internet or computer supported programmes. ICT played an important role in the realisation of the blended learning and teaching model. It was, however, driven by sound analysis of educational goals.

The full blended learning and teaching model is deployed at the Department Industrial Psychology, where contact teaching (face-to-face teaching) is reduced by computer supported teaching and learning.

Apart from the full blended teaching and Learning approach, many other departments use computer assisted learning and teaching for electronic content for students. In most cases it is additional to the face to face contact. Interactivity between the lecturer and the student is improved by synchronous and asynchronous computer assisted learning tools.

The faculties and departments involved are:

Faculty of Health Sciences
Department of Economics
Centre for Accounting
Department of Computer Science and Informatics
Department of Urban and Regional Planning
Department Communication and Information Studies
School of Nursing
Centre for Sustainable Agriculture
Library and Information Service

Co-operation with the National Institute in Higher Education in Kimberley

Since the implementation of the partnerships in higher education programmes in Kimberley, full time first and second year courses in Economic and Management Sciences as well as Social Sciences (Human Dynamics) were planned and implemented in 2004. 107 students were registered for the mainstream courses.

1.4.16 Working with industry

The University is closely working with industry in various areas. It is impossible to reflect all activities in this report. The following are examples:

- **Agriculture**

Breeding of soft wheat cultivars for biscuit-making (GWK), frost damaging in wheat (ARS), disease control in the bird industry (Country Bird, Bedson Africa, Avriproducts, ICA International Chemicals, Countrybird, Kemklean), diet problems in wild animals

(Marakele Park and Molatek), problems with dairy cows (VIRBAC), grading of lucern hay (Senwesko), evaluation of frost on wheat (Agri Risk Specialists), improvement of canola production (Protein Research Trust).

- **Agricultural Economics**

Agricultural Economics: Strategic Planning, i.e. industry wide and firm specific (Fruit SA, RPO, Agro-processing companies, farmers), Information Services (DFPT), Production costs (Grain SA, Senwes, GWK), Industry Reviews (Commercial Banks, Milling Companies, Feed Manufacturers, Intensive Livestock Producers), Regular Presentations (Farmers days), Popular Scientific Publications aimed at industry, i.e. farmers and agribusiness (SA Corp, Landbouweekblad, Dairy Mail, Food and Beverage Reporter, Grain SA), Economic interpretation of Canola trial data (Protein Research Trust), Integrated irrigation water salinity modelling for regional sustainability (Urban Econ, Water Resource Planning Consultants, Water User Associations, and Irrigation Farmers)

- **Physical and Mathematical Sciences**

Surface Investigations on steel (ISCOR), oxidation of pure titanium and titanium alloys (SOMCHEM), risk analyses and the influence of chemical compounds or elements on the physical properties of aluminium (Eskom), development of an anti-cancer drug (Astra Zeneca).

- **Groundwater Studies**

Projects on coal geohydrology and pollution monitoring for Anglo Coal, Ingwe, Sasol, Iscor, Xstrata, Coaltech, Eskom, and Necsa.

- **Biological Sciences**

Insect control on new crops (INCrop and NOK), holistic health management on pistachio nuts and walnuts (INCrop and Green Valley Nuts), chromosome numbers in Lachenella (ARC), cactus pear (South African Cactus Pear Association) and kenaf (Sustainable Projects Development Group, United Kingdom); a wide variety of biotechnology projects for BHP Billiton, Mintek, Sappi, SABMiller, ICA Laboratories, Des-O-Germ, Bedson Africa..

- **Earth Sciences**

Geological Dating (McKnight Geotechnical Consultation) and a wide variety of geological projects for the mining industry.

- **Environmental Management**

Environmental Assessment, Water Quality Assessment and Biomonitoring of water bodies; Environmental Management Systems, State of the Environment Reports, Environmental Training courses, for various levels of government as well as for mining, chemical and other industries.

- **Building Sciences**

Training programmes, short courses and continuous professional development programmes for the SA Property Owners association, the Association of SA Quantity Surveyors, Telkom and the Gauteng Master Builder Association.

- **Food Sciences**

Improvement of cheeses (Clover, Parmalat, survival of probiotics in yoghurts (Woolworths), milk standards (The Dairy Standard Agency), quality of organic beef (Benchmark Bonsmara), quality of poultry by-product meal (Country Bird). Implementing continuous quality control through certification on edible oils in S.A.

- **Public Management**

International links with the Flemish Government in respect of the Local Governance Unit in collaboration with the Free State Provincial Government. Education and training of provincial and local managers in the Free State Province, Northern Cape, Limpopo and Kwazulu Natal.

- **Centre for Development Support**

Research projects for Eskom, National Housing Finance Corporation, EON Solutions, the Built Environment Support Group on municipal cost recovery and payment for services issues. Research, capacity building and training for Harmony Gold, Sol Plaatjie Housing Company, De Beers Mining Company and the United Nations Office for Project Support on local economic development, affordable housing and social impact assessments. Research for international donor organizations i.e. USAID, DFID, Open Society Foundation and GTZ.

1.4.17 Significant changes that have taken place

Refer to par. 1.3

.....
Mr Justice S P B Hancke
Chairperson of Council

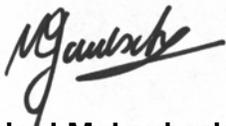
2. THE COUNCIL'S STATEMENT ON CORPORATE GOVERNANCE

2.1 An account of the Council's governance by means of a separate corporate governance statement in which detail of governance structures, responsibilities and procedures is provided

AUDIT COMMITTEE

The Audit Committee whose chairperson and members are members of Council, was established ten years ago. Both the internal and external auditors have unrestricted access to the Audit Committee, which ensures that their independence is in no way impaired. Meetings are held at least twice a year and are attended by the internal and external auditors and appropriate members of the executive management. The Audit Committee operates in accordance with written terms of reference, confirmed by the Council, which provide assistance to the Council with regard to:

- ensuring compliance with applicable legislation, the code of business conduct of the University, and the requirements of regulatory authorities
- matters relating to financial and internal control, accounting policies, reporting and disclosure
- internal and external policies
- activities, scope, adequacy and effectiveness of the internal audit function and audit plans
- assessment of all areas of financial risk and the management thereof
- review and approval of external audit plans, findings, problems, reports and fees
- compliance with the Code of Corporate Practices and Conduct
- compliance with the HEI's Code of Ethics.



dr. J.M. Laubscher

Chairperson: Audit Committee

2.2 Council

2.2.1 Council Committees

a) Audit Committee

REGULATIONS OF THE AUDIT COMMITTEE

1. NAME

The committee is known as the AUDIT COMMITTEE OF THE UNIVERSITY OF THE FREE STATE.

2. STATUS

2.1 The Audit Committee functions as a separate subcommittee of the University Council.

2.2 The Audit Committee is formally instituted by the Council which ratifies the Regulations.

3. OVERALL PURPOSE/ OBJECTIVES

The Committee has the following goals among others:

3.1. To assist the Council in fulfilling its supervisory responsibilities.

3.2 To facilitate effective working relationships between the Council of the University, the Executive Committee of the Executive Management(UBD), the Management, the external auditors and the internal auditors.

3.3. To review the financial and non-financial reporting process.

3.4. To review the system of internal control and management of all financial risks, information systems, accounting practices, the university's process for monitoring compliance with laws and regulations, its own code of business conduct and audit processes of the University.

3.5. To perform his or her role effectively, each committee member will obtain an understanding of the detailed responsibilities of committee members as well as the institution's business, operations and risks.

4. COMPOSITION

4.1 The Audit Committee consists of six members, not full time personnel or students.

4.2 The majority of these members need to be financially literate.

4.3 The Audit Committee is appointed by the Council.

4.4 The Chairperson of the Audit Committee will be nominated by the Council.

4.5 The Council reserves the right to remove any members from the Committee and to fill any vacancies created by such removal.

4.6 Meetings of the Audit Committee may, as arranged by the Chairperson, be attended by representatives of the external auditors, the Executive Committee and its officers and the Internal Auditor.

- 4.7 If the Chairperson of the audit committee is absent from a meeting, the members present will appoint a chairperson from among themselves.
- 4.8 The Meeting Administration Division of the University will manage the secretarial duties of the Audit Committee meetings.
- 4.9 The Audit Committee meets on a regular basis with a minimum of two meetings a year. The Committee determines the dates of meetings taking into consideration the dates on which interim and final reports of the external auditors become available.
- 4.10 Special meetings may be called as follows, after consultation with the Chairperson:
- * the Board any member thereof;
 - * members of the Committee;
 - * the external auditors; and
 - * the Internal Auditor.
- 4.11 Minutes will be kept of meetings and reports submitted to Council via the Executive Committee of the Council as soon as possible thereafter.
- 4.12 Members present at a meeting form a quorum with a minimum of three members of the board, provided that the majority of the members present must be persons who do not occupy an executive position at the University.
- 4.13 Matters are decided by a majority of votes and, should a tie of votes occur, the Chairperson does not have a casting vote.

5. AUTHORITY

- 5.1 The Audit Committee, under direction of the Chairperson, as authorised by the Council, has the power :
- 5.1.1 to conduct interviews with other Council members, the Executive Committee, executive officers, advisers or staff members of the University;
 - 5.1.2 to liaise directly with the external and/or internal auditors;
 - 5.1.3 to investigate matters that it considers necessary and to obtain advice from external experts;
 - 5.1.4 to co-opt suitable persons to serve on the Audit Committee where specific expertise is required; and
 - 5.1.5 to seek any information from external parties.
- 5.2 the Audit Committee

- 5.2.1 may lay claim to the required resources that it may find necessary to perform its duties properly and that are reasonably affordable; and
- 5.2.2 have access to records and information of the University.
- 5.3 Vacancies
 - 5.3.1 If a vacancy occurs on the Audit Committee, the Chairperson of the Audit Committee must inform the Council without delay.
 - 5.3.2 The Council must fill the vacancy on receipt of such notification or within a reasonable period of time thereafter.

6. ROLES AND RESPONSIBILITIES

The basic roles and responsibilities of the Audit Committee include the following:

6.1 External audit matters

- 6.1.1 Assessment of the proposed audit scope and approach of the external audit and assurance that all critical risk areas are addressed in an effective way.
- 6.1.2 Verifying and evaluating the effectiveness of the external auditors' performance.
- 6.1.3 Ensuring that the external audit is not limited or handicapped to any extent.
- 6.1.4 Supervising Management's evaluation of the external auditors' independence.
- 6.1.5 Considering the acceptability of the essential levels that have to be applied in decision-making on the scope of audit procedures and the level of errors that have to be reported.
- 6.1.6 Recording the dates on which reports must be handed in and on which annual financial statements and other applicable requirements have to be finalised.
- 6.1.7 Identifying steps that must be taken to avoid problems encountered in the previous year in order to avoid unnecessary auditing work.
- 6.1.8 Considering the following aspects:
 - (i) The effectiveness of the internal accounting control as identified during the external audit and the Management's follow-up.
 - (ii) Significant differences of opinion between the external auditors and the Management.
 - (iii) Any material unsolved accounting and audit problem that was identified during the external audit.

- (iv) Changes in the scope or approach of the external audit in response to changing circumstances or problems experienced as against that contained in the original audit plan.
- 6.1.9 Recommendations to the Council on the appointment and/or re-appointment of the external auditors and consideration of the budgeted audit fees and remuneration paid to the external auditors.
- 6.1.10 After completion of the audit, a review of the audit results and the quality and contents of the financial information presented before the annual financial statements are issued, and submission of a report in this regard
- 6.1.11 Ensure that management responds to recommendations by the external auditors.

6.2 Financial reporting

6.2.1 General

- (i) Identification of important risks to which the University is exposed and confirmation that the internal control systems involved are adequate and function effectively.
- (ii) Considering, with the internal and external auditors, of any fraud, illegal acts, deficiencies in internal control or other similar issues.
- (iii) Review of significant accounting and reporting issues, including recent professional and regulatory pronouncements, and understand their impact on the financial statements.
- (iv) Ask management and the internal and external auditors about significant risks and exposures and the plans to minimise such risks.
- (v) Review any legal matters which could significantly impact the financial statements.

6.2.2 Annual financial statements

- (i) Review the annual financial statements and determine whether they are complete and consistent with the information known to committee members; assess whether the financial statements reflect appropriate accounting principles.
- (ii) Pay attention to complex and/or unusual transactions such as restructuring charges and derivative disclosures.
- (iii) Focus on judgmental areas, for example those involving valuation of assets and liabilities; warranty, product or environmental liability; litigation reserves; and other commitments and contingencies.
- (iv) Meet with management and the external auditors to review the financial statements and the results of the audit.

- (v) Review the other sections of the annual report before its release and consider whether the information is understandable and consistent with members' knowledge about the institution and its operations.

6.2.3 Internal audit matters

- (i) Review the activities and organisational structure of the internal audit function and ensure no unjustified restrictions or limitations are imposed.
- (ii) Evaluate the suitability, qualifications and abilities of the internal auditing staff and concur in the appointment, replacement, reassignment or dismissal of the Internal Auditor.
- (iii) Provide a forum for direct reporting of the findings of the Internal Auditor.
- (iv) Evaluating the efficiency and effectiveness of the Internal Audit function.
- (v) Meet separately with the Internal Auditor or discuss any matters that the committee or auditors believe should be discussed privately.
- (vi) Ensure that significant findings and recommendations made by the internal auditors are received and discussed on a timely basis.
- (vii) Ensure that management responds to recommendations by the internal auditors.

6.2.4 Performance audit

- (i) Evaluate whether management is setting the appropriate "control culture" by communicating the importance of internal control and the management of risk and ensuring that all employees have an understanding of their roles and responsibilities.
- (ii) Consider how management is held to account for the security of computer systems and applications, and the contingency plans for processing financial information in the event of a systems breakdown.
- (iii) Gain an understanding of whether internal control recommendations made by internal and external auditors have been implemented by management.
- (iv) Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up (including disciplinary action) of any fraudulent acts or non-compliance.
- (v) Obtain regular updates from management and the institution's legal counsel regarding compliance matters.
- (vi) Be satisfied that all regulatory compliance matters have been considered in the preparation of the financial statements.

- (vii) Review the findings of any examinations by regulatory agencies.
- (viii) Ensure that the code of conduct is in writing and that arrangements are made for all employees to be aware of it.
- (ix) Evaluate whether management is setting the appropriate “tone at the top” by communicating the importance of the code of conduct and the guidelines for acceptable behaviour.
- (x) Review the process for monitoring compliance with the code of conduct.
- (xi) Regularly update the Council about committee activities and make appropriate recommendations.
- (xii) Ensure that the Council is aware of matters which may significantly impact the financial condition or affairs of the institution.
- (xiii) Perform other oversight functions as requested by the full Council.
- (xiv) If necessary, institute special investigations and, if appropriate, hire special counsel or experts to assist.
- (xv) Review and update the charter; receive approval of changes from the Council.
- (xvi) Evaluate the committee’s own performance on a regular basis.

b) Finance Committee

Management judged the importance of decision-making on budgeting of such significance that the Executive Management recommends budgetary decisions directly to Council. Council is fully involved its budgetary decision-making.

The Audit Committee assesses financial statements from a risk perspective.

c) Remuneration Committee

The Remuneration Committee of the Council has been reconstituted and was approved at the Council Meeting on 10th of June 2005.

2.3 Statement on conflict management

Refer to 2.4 below.

2.4 Statement on worker and student participation

Worker participation

The UFS has entered into formal recognition agreements with UVPERSU (the majority union) and NEHAWU. Monthly meetings are held between the Labour Relations Section and with the unions individually. Executive Management also meets both unions separately on a quarterly basis.

Worker participation is further encouraged throughout the infrastructure and systems, committees, etc. by representation in various formal structures, i.e. Gender Committee, Institutional Forum, Employment Equity Committee, Executive Management and Council.

Student participation

One student from the Students' Representative Council is a full member of the University Council, and of Senate. Students and trade unions are also represented on the Executive Management, the Institutional Forum and on the Monitoring Committee (an *ad hoc* committee that deals with requests for late registration from individual students which is empowered to extend registration dates for individual students).

2.5 Statement on code of ethics/code of conduct

This code has been formulated to promote the highest ethical and moral standards and to foster an understanding of the conduct expected from staff. The role of the University is to create, preserve, transmit and apply knowledge and understanding through teaching, research, creative works and other forms of scholarship. In carrying out this role the University reaffirms its commitment to the values. Staff members should be aware that breaches of aspects of this Code may fall within the scope of improper conduct and could therefore result in disciplinary action being taken.

3. SENATE REPORT TO THE COUNCIL

3.1 Changes in academic structures

No changes

3.2 Composition of Senate

- Rector and Vice-Chancellor
- Vice-Rectors
- Registrars
- Two members of the Council elected by the Council.
- The Deans of the faculties
- The full professors of the University
- Academic employees (two representatives of the Lectorate and one (1) representative of the Associate Professors)
- Administrative employees (in advisory capacity)
- Two members of the Students' Representative Council elected by the SRC.

3.3 Significant developments and achievements in

a) Instruction

An important directive document with regard to academic work at the University of the Free State was developed during 2003 and further refined in 2004. The document entitled: **Academic work at the UFS in terms of its intrinsic nature as a university**, discusses the changing higher education landscape and resultant pressures on academic work. In addition, it attempts at defining the core functions of teaching, research and service, the crucial relationship between the three functions, and how that relates to the concept of scholarship. The document played an important role as a point of departure for the development of a performance management system for academic staff members. At its meeting of 24 February 2004 Senate discussed the document and accepted it as a broad policy document on academic work at the UFS.

During 2004 considerable planning had to be done with regard to four extended programmes (B.A., B.Com., B.Sc., LL.B.) that were introduced at the beginning of 2005. These programmes afford students who do not satisfy the admission requirements of the UFS, or of particular academic programmes, the opportunity to gain access to the university in a programme that extends over an additional academic year (e.g. four-year B.A. curriculum, and five-year LL.B. curriculum). During the first academic year, development modules such as language proficiency development, computer literacy and

life skills are included in the curriculum. These programmes were developed with the foundation programme grants that were made available to institutions in March 2004.

Enrolment planning was another new challenge that the UFS had to deal with during 2004. The UFS management had serious reservations with regard to the Department of Education's proposals for enrolment capping at the institution, and after discussing these on 19 July 2004 with departmental officials, made alternative proposals that were then submitted to Ms. Nasima Badsha, Deputy Director-General. The main objection that the UFS had to the enrolment proposals of the Department of Education related to the use of 2002 as base year for the calculation of any further growth in student numbers. The UFS experienced major growth in student numbers from 2002 to 2003, and from 2003 to 2004, and taking 2002 student numbers as the point of departure certainly disadvantaged the UFS greatly.

The rapid growth in student numbers has put additional pressure on physical facilities, particularly teaching facilities such as lecture halls and computer laboratories. In an attempt to optimize the utilization of lecture halls, new computer software (ABACUS) was acquired during 2004. This software will be utilized in future to draw up both the lecturing timetable and the examination timetable.

At the beginning of 2004 the Department of Greek was incorporated into the Department of English. The latter department will in future be known as the Department of English and Classical Languages, as Latin has previously also been incorporated.

A new centre, the Centre for Plant Health Management was established in the Faculty of Natural and Agricultural Sciences during 2004.

UFS SUCCESS RATES 2004

FIRST TIME ENTRY {Including QwaQwa + Vista}					
	White	Coloured	Indian	Black	Total
Occasional Study	53.90%	92.57%	95.83%	69.29%	74.49%
Undergraduate Diploma or Certificate	78.49%	56.59%	64.89%	53.76%	67.08%
General Academic 1st Bachelor's Degree	82.70%	63.12%	78.81%	55.71%	75.09%
Professional 1st Bachelor's Degree	71.97%	53.54%	54.55%	42.69%	45.32%
FIRST TIME ENTRY TOTAL	79.69%	66.05%	68.23%	52.09%	66.10%

Total Contact and Distance UNDERGRADUATE {Including QwaQwa + Vista}					
	White	Coloured	Indian	Black	Total
Occasional Study	65.16%	90.47%	96.86%	72.95%	74.21%
Undergraduate Diploma or Certificate	75.54%	57.94%	65.25%	56.55%	65.10%
General Academic 1st Bachelor's Degree	85.06%	61.32%	81.84%	66.73%	78.77%
Professional 1st Bachelor's Degree	72.10%	53.64%	53.47%	44.15%	46.86%
UNDERGRADUATE TOTAL	79.63%	61.56%	68.16%	58.45%	68.59%

DISTANCE - UNDERGRADUATE					
	White	Coloured	Indian	Black	Total
Occasional Study				76.60%	76.60%
Undergraduate Diploma or Certificate	67.68%	50.12%	71.17%	42.68%	55.56%
General Academic 1st Bachelor's Degree	63.22%	38.89%	66.38%	52.53%	58.61%
Professional 1st Bachelor's Degree	54.57%	65.57%		64.37%	58.51%
DISTANCE - UNDERGRAD TOTAL	65.65%	47.77%	70.36%	44.87%	56.50%

CONTACT - UNDERGRADUATE {Including QwaQwa + Vista}					
	White	Coloured	Indian	Black	Total
Occasional Study	65.16%	90.47%	96.86%	72.95%	74.21%
Undergraduate Diploma or Certificate	75.78%	58.45%	64.60%	56.96%	65.42%
General Academic 1st Bachelor's Degree	85.56%	62.35%	83.34%	67.05%	79.26%
Professional 1st Bachelor's Degree	73.68%	53.42%	53.47%	44.11%	46.76%
CONTACT - UNDERGRAD TOTAL	80.01%	62.22%	67.93%	58.75%	68.92%

UFS GRADUATES AND GRADUATION RATE 2004 PRELIMINARY

Output of Graduates					
	White	Coloured	Indian	Black	Total
Undergraduate Diploma or Certificate	5	3	0	296	304
General Academic 1st Bachelor's Degree	535	33	21	517	1106
Professional 1st Bachelor's Degree	429	13	7	127	576
UNDERGRADUATE	969	49	28	940	1986
Postgraduate Diploma or Certificate	347	55	15	903	1320
Postgraduate Bachelor's Degree	37	9	1	145	192
Honours Degree	359	39	22	562	982
Masters Degree	300	33	21	308	662
Doctoral Degree	33	6	2	21	62
POSTGRADUATE	1076	142	61	1939	3218
Graduates TOTAL	2045	191	89	2879	5204

CONTACT Graduation Rate					
	White	Coloured	Indian	Black	Total
Undergraduate Diploma or Certificate	8.77%	1.42%	0.00%	21.42%	18.35%
General Academic 1st Bachelor's Degree	16.82%	9.87%	9.95%	12.17%	13.85%
Professional 1st Bachelor's Degree	16.88%	7.56%	15.56%	9.66%	14.13%
UNDERGRADUATE	16.76%	6.74%	10.65%	13.56%	14.48%
Postgraduate Diploma or Certificate	59.54%	59.49%	0.00%	34.30%	36.16%
Postgraduate Bachelor's Degree	34.00%	22.50%	33.33%	24.87%	26.03%
Honours Degree	71.40%	44.32%	81.48%	34.23%	43.43%
Masters Degree	24.95%	26.96%	16.67%	23.22%	23.83%
Doctoral Degree	10.34%	35.29%	14.29%	13.21%	12.18%
POSTGRADUATE	36.27%	38.94%	27.56%	30.58%	32.22%
CONTACT Total	22.13%	17.28%	16.95%	21.63%	21.51%

DISTANCE Graduation Rate					
	White	Coloured	Indian	Black	Total
Undergraduate Diploma or Certificate					
General Academic 1st Bachelor's Degree	8.88%	4.17%		1.34%	4.15%
Professional 1st Bachelor's Degree	9.52%			4.41%	6.76%
UNDERGRADUATE	9.12%	2.94%		1.89%	4.84%
Postgraduate Diploma or Certificate	32.65%	22.22%	14.56%	26.21%	29.92%
Postgraduate Bachelor's Degree	14.29%				9.38%
Honours Degree	33.33%			100.00%	42.86%
Masters Degree	27.97%	16.67%	21.43%	9.52%	18.52%
Doctoral Degree	31.68%	19.61%	15.25%	16.88%	27.27%
POSTGRADUATE	25.82%	10.08%	10.78%	7.74%	18.85%
DISTANCE Total	35.72%	10.84%	13.85%	8.46%	25.26%

▪ Awards and achievements

Faculty of Law



- a) New senior appointments
None

- b) Prestigious awards to staff and students

AWARDS, BURSARIES AND PRIZES	NUMBER OF STUDENTS
UFS Bursaries	6
Absa Prize	1
Bar Prize	1
Butterworths Prize	1
Gildenhuis v/d Merwe Prize	1
Jacobus Buys Prize	1
Hofmeyer Herbstein Gihwala Prize	2
Honey and Partners Prize	1
FPI Prize	2
John and Kernick Prize in memory of WE John	2
Joos Hefer Prize	1
Juta Prize	1
McIntyre and V/D Post Prize	1
Naude Prize	2
Naude Prize	2
Symington & De Kok Prize	1
FT Preller Prize	1
Law Society Prize	2
Rentmeester Insurers Prize	1
Rosendorff and Reitz Barry Prize	1
Spoor & Fisher Prize	1
Appie Steenkamp Prize	1
D H van Zyl Prize	1
PPS Prize	4
Moritz Bobbert Medal	6
Adams + Adams Prize	1
Society of Holders of the M Bobbert Medal	1

Faculty of the Humanities



a) New senior appointments

None

b) Prestigious awards to staff and students

Ms. R. Jansen van Rensburg, a master's student from Department of Music, received a merit award from the TIMR (body affiliated with the NRF) and was invited to conduct a workshop at the NexusEQ conference in Zuiderduin, in the Netherlands.

Faculty of Theology



a) New senior appointments

None

- b) Prestigious awards to staff and students

AWARDS, BURSARIES AND PRIZES	NUMBER OF STUDENTS
Kovsie-Alumni Trust	1
ABSA award	1
CC Oosthuizen award	2

AWARDS, BURSARIES AND PRIZES	NUMBER OF STAFF
Johannes a Lasco Bibliothek Stiftung. Stipendiaat to prof. R.M. Britz, Department Church History and Polity	1

Faculty of Economic and Management Sciences

- a) New senior appointments

None

- b) Prestigious awards to staff and students

AWARDS, BURSARIES AND PRIZES	Number of Staff
Faculty Research Award	2
Faculty award for Teaching & Learning	2

AWARDS, BURSARIES AND PRIZES	NUMBER OF STUDENTS
ABSA Prize	5
Audi Centre Prize	2
Bennie Anderson prize	1
Blade van Zyl Prize	1
Bloemwater Prize	1
Campher Management & Entrepreneurial Award	1
Carl & Emily Fuchs Prize	1
CDS Prize	3
CFA Prize	2
Coronation Prize	1

Edegree Prize	1
Ernst & Young Prize	2
EW Grunow Prize	1
Fanie Naude Prize	1
Finansies en Tegniek Prize	1
First National Bank Prize	1
HP Langenhoven Prize	4
Kloppers Prize	2
Kovsie-Alumni Trust	
KPMG Prize	1
Lifegro Prize	1
Lindemann Prize	1
Marais & Crowther Prize	1
Minolta Prize	2
Moores Rowland Prize	1
Oelofse Prize	1
Peoples Bank Prize	
PPS Prize	1
PricewaterhouseCoopers Prize	4
SASKO Prize	2
Securicor Prize	3
Standard Bank Prize	3
Sure Astra Travel Prize	1
Toyota awards	1
Vodacom Cheetahs Prize	1

Faculty of Natural and Agricultural Sciences



a) New senior appointments

Prof J H van der Westhuizen
Associate Professor
Chemistry

Prof P J Holmes
Professor
Geography

Dr L Herselman
Senior Lecturer
Plant Sciences

Dr D J Hlalele
Senior Lecturer
Education

b) Prestigious awards to staff and students

AWARDS, BURSARIES AND PRIZES	NUMBER OF STUDENTS
Prizes of the Free State Institute of Architects	5
Bannie Britz Building Science book prize	1
South African Council for the Architectural Profession (SACAP) medal	1
South African Institute of Architects Prize	1
Prizes of the Association of South African Quantity Surveyors	3
Branch Prize	1
Bell John Prize	1
W H Malan Prize	2
David Haddon Prize	1
The Royal Institution of Chartered Surveyors Prize	1
Grinaker-LTA Building Prize	1
Chartered Institute of Builders SA (CIOB) Student Prize	1
Billiton Prize	1
Merck Prize and Achievement Medal for Chemistry	1
SASOL Prize and Achievement Medal	1
IMP (Nikon) Prize to Entomology Students	1
IMP (Nikon) Prize to Zoology Students	2
Siemens Prize	2
Geography Award	2
J S le Roux floating trophy	1
Anglo Gold Prize	1
South African Society of Crop Production Medal	1
Soil Science Society of South Africa Medal	1
Omnia Fertiliser Merit Award	1
Absa Bank Prize	1
LEVSA Prize	1
Standard Bank Cash Prize	1
Senwes Limited	1
IMP (Nikon) Prize for Microbial,	1

Biochemical and Food Biotechnology	
Roche Diagnostics Book Prize	1
Merck Prize and Achievement Medal for Microbiology	1
SA Bioproducts Prize	2
J P van der Walt Prize	1
Andries Brink-Sasol Prize	1
SAAFoST (South African Association for Food Science and Technology)	1
SA Association for Dairy Technology Academical Prize	1
VVLU Prize	1
Rama Prize and floating trophy	1
Beth Erlank Prize	1
Van Schaik Prize	1
Prof E M van Zinderen Bakker Prize	1
Merck Prize and Medal for Plant Sciences	1
Plaaskem Prize	1
Crompton Uniroyal Chemical Incentive Prize	1
McGraw-Hill Prize	7
Centre for Agricultural Management donors' bursary B.Agric.	2
Centre for Agricultural Mangement donors' bursary B.Agric.hons.	1
Free State Agriculture Merit Bursary	1
Centre for Sustainable Agriculture Merit Award	2
Wallace van Zyl Book Prize	1
The Charles Venter floating trophy	1
The Wim Botha Prize	1
SAPI Prize	1
Pfizer Cash Prize	1
SASAS Merit Prize	1
SA Stud Book Prize	1
Voermol Foods Prize	1
Farm Vision Merit Award	1
Kynoch Merit Award	2
Grassland Society of Southern Africa Medal	1
First National Bank Merit Award	1
De Beers Merit Award	1
Van Schaik Prize	1
C B van Wyk Prize	2
Quintiles Clin Data Trophy and Certificate	1

Reitsma Prize	1
Statistics Achievement Prize and Floating Trophy	1
Hardus van Rensburg PPS Prize	2
Le Roux Germishuizen PPS Prize	2
Henning Wilken PPS Prize	2
Frist National Bank Merit Bursary	1
Kovsie Alumni Trust Awards	2
The Chris Small Prize	1
Dean's Award	1

Faculty of Health Sciences



- a) New senior appointments
- None
- b) Prestigious awards to staff and students

AWARDS, BURSARIES AND PRIZES	NUMBER OF STUDENTS
Kovsie Alumni Award	1
School of Medicine Prize	1
Van Schaik Prize	2
PPS Prize	3
Dr W Grundell Floating Trophy	1
Hitech Therapy Prize	3
Physiotherapy Medal	1
Kagiso Khulani Supervision Food Services Prize	2
Nestlé Prize	2
Abbott Laboratories Floating Trophy	1
Abbott Laboratories Prize	1
Egbert Olivier Prinsloo Prize	1
Community Health Prize	2
Welch Allyn Prize	3
Dirk van Velden Medal	1
Pharmacology Prize	2
J A Olivier Prize	0
McGraw Hill Prize	1
Med sien Medical Bookshop Prize	2

Undergraduate Research Prize	4
Ophthalmology Prize	2
Tyco Medal and Book Prize	1
Helmut Schimpff Prize	0
Medical Society of South Africa: OFS Prize	1
Cornelis Wessels Medal	1
Sanofi-Synthelabo Prize	1
Smith & Nephew Prize	2
Horace Wells Medal	1
Janssen-Cilag Prize	1
Japie Hough Medal	1
Paul Fischer Medal	1
SA Academy of Family Practitioners	1
Theo Arndt Medal	1
Imperial Bank	1
Obstetrics and Gynaecology Medal	1
Psychiatry Medal	1
Medical Physics Floating Trophy	1
P C Minnaar Prize	0
Family Medicie Medal	1
Henrietta Stockdale Floating Trophy	1
Old Mutual Floating Shield	1
Nita Posthimus Wisseltrofee	1
Annelene Schoeman Floating Trophy	1
Pro Mente Sana Floating Trophy	1
General Clinical Practice Floating Shield	1
Medi Nurse Trophy	1
Regional Society of Community Nurses of the Free State Floating Trophy	1
Critical Care Floating Trophy	1
Sarine Fourie Floating Trophy	1
Molly Vermaak Floating Trophy	1
Leon Seymore Floating Trophy	1
C A Loubser Floating Trophy and medal	1
HIV/AIDS Floating Trophy	1
Marlene Viljoen Floating Trophy and medal	1
Solomon Floating Trophy	1
Cura Per Miseri Cordiam Floating Trophy	1
Joubert Floating Trophy	0
Lilly van Rhyn Floating trophy	0

b) Research

The University of the Free State is a leading research university, and in terms of conventional measuring methods recognized as one of the top group in South Africa. The number of research outputs per academic compares favourably with the best in the country. These sustained achievements are the result of a deliberate commitment to further develop and enhance research at the University.

Summaries of various programmes

Subsequently an attempt is made to provide a glimpse of the broad spectrum of the programmes and projects in which staff at the University are involved. Some of these include:

TOURISM AND URBAN DEVELOPMENT

Dr Gustav Visser
Department of Geography

Tourism, which encompasses entertainment, is the world's largest industry and requires detailed research if we aim to harness its potential for the development of South African cities. Both New York and Chicago now report that their first or second largest industrial sectors are entertainment and tourism. Much of the research in the Department of Geography therefore aims to analyse how leisure and tourism relate to urban development.

LIFE IN THE SALT PANS

The biotechnological potential of salt-loving enzymes

Dr Evodia Setati
Department of Microbial, Biochemical and Food Biotechnology

The production of common salt is one of the most ancient and widely distributed industries in the world. Solar evaporation of seawater or natural brine lakes is the predominant salt production method in most developing countries. Despite the fact that these solar salt plants contain water bodies that are 9-10 times more concentrated than seawater, which is generally defined as containing 3.5% dissolved salts, they sustain microbial life. Past studies focused mostly on the adaptive mechanisms of these organisms; however, our interest lies in the potential use of these organisms to enhance industrial processes.

ROCKETS, EXPLOSIONS, MEDICINE, PAINT..... AND OTHER THINGS

Prof Jannie Swarts
Department Chemistry

Chemistry is one of the basic sciences and chemists are privileged to be capable of making a definitive contribution to almost every possible technical discipline. Their daily activities read like an adventure story loaded with keen anticipation, a dedicated competitiveness to overcome temporary setbacks to later celebrate enthusiastically after in depth research lead the way to

spectacular success. The main reason behind all this fun is nested therein that the same laws of nature drive every process. Chemists have the key to unlock natural and industrial secrets.

ECONOMIC POLICY CONSIDERED AND RECONSIDERED

Dr Philippe Burger
Department of Economics

Since the advent of Keynesian economics (so-called after the British economist JM Keynes) in the 1930s, governments the world over attempt at times to pursue a counter-cyclical economic policy. Such a policy means that government incurs debt during recession times to finance higher expenditure and to lower taxes, both done in an attempt to stimulate the economy. Especially during the second half of the twentieth century Keynesian policy caused public debt to become an instrument of active economic management. However, many governments frequently found that their policies were not always successful. In his research Dr Philippe Burger examines why this happened.

MOLECULAR DIAGNOSIS OF HUMAN AND ANIMAL PATHOGENS

Prof Peter Mbat
Head: QwaQwa Campus
Head: Parasitology Research Program

Molecular diagnosis of tick-borne pathogens, serology and immunology were identified as key areas for collaboration between the Parasitology Research Team at the QwaQwa Campus and the Diagnostic Laboratory of the Free State Department of Agriculture in Bloemfontein. Prof Noboru Inoue of Obihiro University of Agriculture and Veterinary Medicine (Japan) visited the program for a month where he worked closely with postgraduate students and offered training in aspects of Molecular Parasitology and Immunology.

The Parasitology Research Program has continued to indulge in a fascinating spectrum of parasitoses of medical and veterinary importance of both national and international interest. Studies on Leishmania, a devastating parasite of the human reticulo-endothelial system has revealed exciting possibilities for developing a live vaccine. Specific proteins that probably code for virulence have been isolated. With the collaboration of Onderstepoort Veterinary Institute, the Research Program has documented important tick species occurring in the north eastern Free State. Some of these principal vectors of livestock disease in the region are Rhipicephalus spp. and Boophilus decoloratus, which transmit economically implicated diseases such as Babesiosis (redwater), Anaplasmosis (gall sickness) and Cowdriosis (heartwater).

FARMOVS PAREXEL (Pty) Ltd.

A PRIME EXAMPLE OF RESEARCH IN A PRIVATE PUBLIC PARTNERSHIP.

Dr Sybrand Pretorius
Senior Director and
Head of Unit

FARMOVS PAREXEL (Pty). Ltd is a prime example of an extremely successful Private Public Partnership (PPP). The company is co-owned by the University Of the Free State, who owns 30% of the shares, and PAREXEL International Corporation, a leading biopharmaceutical outsourcing provider, who owns 70% of the shares. During the previous calendar year (2003), FARMOVS-PAREXEL successfully conducted 72 major clinical research studies in both healthy volunteers and patients.

There are a myriad of advantages associated with this PPP. The most noticeable of these are that:

- High quality medical research is being performed on campus
- Patients gain access to a wide variety of cutting edge therapeutic modalities
- Healthy volunteers are remunerated for their participation
- Job creation
- Income is generated for the University

POVERTY REDUCTION

Prof Pieter Verster
Department of Missiology

Poverty in South Africa remains a burning issue. Large and comprehensive schemes and large-scale involvement of churches often result in short-term relief of poverty, but many of these schemes fail in the long run. Is there another route that can be followed?

LEARNER CRIME IN SCHOOLS

Prof Corene de Wet
Department of Comparative Education and Education Management

Crime and violence have far-reaching consequences for education, and could lead to the collapse of a culture of learning. Crime and violence could also lead to serious physical, emotional and psychological problems among educators as well as learners, including stress, reduced self-confidence, possible depression, suicidal tendencies, poor concentration and reduced school attendance. Since crime and violence in schools constitute a serious threat to the establishment of peace, democracy and economic progress in South Africa, Prof. De Wet

undertook research on criminal offences and violence among learners, as well as vandalism, in Free State and Eastern Cape schools.

BOYDEN OBSERVATORY

Dr Pieter Meintjes
Dr Matie Hoffman
Department of Physics

Boyden Observatory, a unique facility of the University of the Free State (UFS), has been revitalised as a combined research, educational and public facility over the last two years. The UFS-Boyden 1.5-m telescope was refurbished, and is already being used for research as well as science awareness activities. The sod-turning ceremony for the first phase of the Boyden Science Centre took place on 27 August 2003, and the construction of the new Boyden Auditorium and reception area had almost been completed by the end of 2003. The new facilities will be officially opened as part of the UFS centennial year during 2004. This will also be the 100th year since the original 1.5-m telescope was purchased by Harvard University, and the 70th year of the telescope's operation at its present site at Boyden, near Bloemfontein. The UFS is still one of only a handful of universities worldwide that possess a large telescope of the 1.5-m class.

DEVELOPING AGENTS AGAINST THROMBOSIS

Prof Muriel Meiring
Department of Haematology and Cell Biology

Myocardial infarction (heart attack) and stroke are still the major causes of death in industrialised countries, and also a major complication in patients suffering from HIV infection. The development of antithrombotic agents therefore remains a major challenge and a subject of research by Prof Muriel Meiring and her group in the Department of Haematology and Cell Biology. This group selects peptides, proteins and antibodies that inhibit blood coagulation and platelet adhesion by using phage display technology. These antithrombotic agents are then further characterised in a perfusion chamber in the laboratory, as well as in baboon thrombosis models.

CENTRE FOR PSYCHOLOGY AND THE LAW: TRAINING AND RESEARCH IN FORENSIC PSYCHOLOGY

Prof Dap Louw
Department of Psychology

There has been a significant increase in crime, not only in South Africa, but also in numerous other countries. Unfortunately, it is also true that South Africa is the unrivalled "leader" in certain crime categories in. Although numerous initiatives have been launched in the socio-political arena to address this problem, relatively little is being done in the research field to gain

insight into the phenomenon of crime and the criminal, and to combat crime along this route. For this reason, the Centre for Psychology and the Law was established as a unit within the Department of Psychology in order to make a contribution, not only through research, but also by training postgraduate students and professionals such as psychologists, jurists and social workers.

FORENSIC ENTOMOLOGY: INSECTS AS WITNESSES IN COURT

Prof Theuns van der Linde
Department of Zoology and Entomology

There is a high incidence of violent crime in South Africa, and forensic entomology makes a meaningful contribution to the solution of these cases. Why use insects in criminal investigations? Insects are the first organisms that arrive at a body, sometimes within minutes after the person has died, even if the body is hidden or covered. Insects reach a body in an organised sequence, known as insect succession. This is the basis of forensic entomology. To quote Catts & Haskell: "Tell me who the players on the field are and I will tell you when the game started". In a number of cases, forensic entomology could provide the only scientific evidence that led to the conviction of the suspect.

PHARMACOLOGICAL RESEARCH: MAKING DRUGS SAFER

Prof Andrew Walubo
Department of Pharmacology

Over the past 50 years advances in medicine has been paralleled with growing concern about drug safety. Prof Walubo and his students are investigating the role of various drug metabolising enzyme systems in the body, with the aim 'to ensure a safer use of drugs in humans'.

CUSTOMARY FAMILY LAW IN THE NEW DISPENSATION

Adv Rita-Marie Jansen
Department of Private Law

Almost all South Africans have heard the word lobolo (dowry) and more or less know the meaning thereof. What many do not realize is that customary law governs the domestic affairs of 75% of the South African population. The Constitution of the Republic of South Africa acknowledges both the common law (of Roman-Dutch origin) and customary law as primary legal systems.

LIFE THREE KILOMETRES DOWN A GOLD MINE

Prof Derick Litthauer
Microbial, Biochemical and Food Biotechnology

Since 2001, the Extreme Biochemistry group at the University of the Free State has been the South African base from which the Life in Extreme Environments project, funded by NASA and the National Science Foundation, is being run. Dr Esta van Heerden is in charge of the Princeton University field laboratory, which is presently at the University of the Free State.

Living organisms can be found in unexpected places. In our anthropocentric view of life, we tend to define conditions that are not comfortable for us as being extreme. A vast diversity of microbial life can be found in these extreme environments, which range from volcanic outlets in the deep ocean to the subzero temperatures of the Antarctic or dust particles in the outer limits of the atmosphere. These extremophiles (organisms that love extreme conditions) are the research materials of Dr Esta van Heerden, who studies the biology and biotechnological applications of micro-organisms from a unique extreme ecological niche, the deep subsurface in South African gold mines.

COMPARATIVE STUDY ON THE LEVEL AND CAUSES OF WORK STRESS WITHIN A GROUP OF LITERATE AND ILLITERATE BLACK EMPLOYEES

Prof Ebben van Zyl
Department of Industrial Psychology

According to literature and previous research findings the South African black employee experiences a broad spectrum of stress factors. There is however, limited research which describes the actual levels and typical causes of stress. Educational level may have an effect on effective stress management, therefore it was decided to compare literate and illiterate black employees' levels and causes of stress. This information could help psychologists/employers to take a distinctive approach in communicating and addressing problems with the two different groups.

The Experience of Work and Life Circumstances questionnaire was applied to a sample of 60 employees of a transport company. This questionnaire was specifically developed and standardised for South African conditions. It measures the individual's general level of stress as well as causes of stress inside and outside the work environment. Causes of stress within the work situation include the way the organisation functions, task characteristics, physical working conditions and equipment, career issues, social matters, remuneration and fringe benefits. Subjects were requested to provide information regarding their sex, period of service, age, qualifications and mother tongue.

Results showed that illiterate black employees' levels of work stress were significantly higher than those of the literate group. Furthermore, the illiterate group scored significantly higher scores than the literate group on causes of stress outside the work situation.

HOUSEHOLD AND COMMUNITY PRACTICES WITH REGARD TO HEALTH CARE OF CHILDREN UNDER 5 YEARS

**Prof Yvonne Botma and
Rev Cecilna Grobler
School of Nursing**

The Integrated Management of Childhood Illnesses (IMCI) is a strategy developed by the World Health Organisation and United Nations Children's Fund to address the high mortality rate of children globally. Since the national under-5 mortality rate of South Africa has increased steeply from 59.4% in 1998 to 71% in 2001 it is imperative that such a strategy should be implemented effectively also in this country.

IMCI consists of three components, of which the case management and health systems support components have already been implemented in Motheo District in the Free State. To aid the planning and implementation of the third component, namely household and community practices, a participatory situation analysis was done. The process was initiated by building relationships with a large number of governmental as well as non-governmental organisations.

LIVESTOCK IN SUSTAINABLE RURAL LIVELIHOODS

**Aldo Stroebel
Directorate Research Development and
Centre for Sustainable Agriculture**

The challenge to overcome hunger remains one of the most serious confrontations facing humanity today. The threat of starvation is most serious in Africa, where an estimated 33% (138 million) of the population, mainly women and children, suffer from hunger. The situation is worst in Sub-Saharan Africa where more than 50% of the people live below the poverty line (defined as an income of less than US\$1 per day). In South Africa, this figure is 25%. The estimated 680 million people who keep livestock in developing countries represent about two thirds of the rural poor, confirming the importance of livestock to their livelihoods. An estimated 70% of the poor are women for whom livestock play an important role in maintaining status, and often represent their most valuable asset and provide an important source of income.

BRITISH BULLETS SAVED LIVES DURING THE ANGLO-BOER WAR

**Mr Johan Loock
Department of Geology**

The use of an inadequate bullet in the Mark II cartridges by the British during the Anglo-Boer War, and also by the Boers who captured large quantities of ammunition during the guerrilla phase, explains why so many wounded soldiers survived.

THE “FORGOTTEN WAR”: THE CHALLENGE OF DOING RESEARCH ON THE SO-CALLED “BORDER WAR”

Prof Leo Barnard
Department History

For a period of 23 years (1966-1989) the South African armed forces were embroiled in military struggles in countries such as Namibia, Angola, Zimbabwe and Mozambique. In spite of several obstacles, Leo Barnard succeeded in obtaining vital information, over more than a decade and was thus able to do extensive research in the field. Two monographs on SA military units, a complete manuscript on the SA Air Force as well as several articles in local and international accredited publications on the subject have been published by him.

GMO TESTING AT THE UNIVERSITY OF THE FREE STATE

Dr Chris Viljoen
Department of Plant Sciences

The application of plant breeding to improve crops for food production is thousands of years old and involves a process of cross pollination and selection. Until recently, crop improvement relied solely on sexual recombination between individual plants. However, with recent developments in modern biotechnology, especially genetic engineering, it has become possible to transfer single genes from one organism to another over species boundaries.

REDRESS OF LINGUISTIC, EDUCATIONAL AND CULTURAL RIGHT OF DEAF PEOPLE IN SA.

Mr Philemon Akach
Department of Afro-Asiatic Studies, Sign Language and Language Practice

Deaf people are among the most marginalized linguistic minorities in the world. The department of Afro-Asiatic Studies, Sign Language and Language Practice, endeavours to redress this situation by offering South African Sign Language (SASL) as an academic subject. They involve the deaf community in the Free State in this undertaking through participation in skills tests and examinations. This ensures that the community takes ownership of SASL, how it is taught and that they assess how it redresses their linguistic plight. Besides the involvement of the community at large, the department has, as part of its staff a Deaf person (Emily Matabane) who takes charge of all the practical tutorials. The University of Free State has truly taken a leading and pivotal role in SASL teaching and research in SA.

RESEARCHING OBESITY

Prof Marthinette Slabber
Department of Human Nutrition

Obesity is an emerging epidemic in South Africa and closely related to lifestyle diseases such as cardiovascular disease and Type 2 diabetes mellitus. In the Department of Human Nutrition the research done by Prof Slabber and co-workers mainly focuses on aspects of obesity and related diseases of lifestyle.

POLYMER RESEARCH AT THE QWAQWA CAMPUS

Prof Riaan Luyt
Department of Chemistry – Qwaqwa Campus

Polymers are long-chain chemical compounds that exist naturally, for example plant material and animal tissue (biopolymers), or can be prepared synthetically, for example plastics, rubbers and synthetic fibres. There is a constant demand for polymer materials with new and improved properties, but it is a lengthy process to develop new synthetic polymers. It is much easier to blend different existing polymers, or to mix polymers with other substances like glass or natural fibre, or with inorganic powders such as carbon or copper, in order to obtain new products with the desired properties. Prof Luyt's research on wax modification expanded into research on polymer/wax blends, where the aim was to improve polymer processability without sacrificing the desired polymer properties.

SEBETOANE'S LONG MARCH - A HISTORY OF THE MAKOLOLO (1823-1851)

Mr Cobus Dreyer
Department of Anthropology

There is an old Basotho proverb which says "Ho khetha ka maoto" and means something like "Emigration is a form of political resistance, like voting with one's feet". At the onset of the "difaqane", (wars of devastation) in the southern Highveld in 1822, the Bafokeng tribe of Sebetoane was uprooted from their ancestral lands at Kurutlele, or Biddulphsberg, near the present day Senekal in the Free State. Subsequently, Sebetoane led them on a journey that was to last for approximately sixteen years and take them over nearly 5 000 kilometres across veld, desert and swamp, searching for a 'place of tranquillity' in which to settle. Eventually known as the Makololo, the tribe reached the heart of Barotseland. On the way they had to fight many battles, winning most, but occasionally losing all their cattle. Despite these hardships and suffering, Sebetoane managed to hold his people together and to enrich the tribe. Feared even by the Ndebele of the notorious Mzilikazi, Sebetoane became one of the most powerful chiefs of his time in Southern Africa.¹

ABOUT FISH FOSSILS, METEORITES, DIAMONDS, MINES AND MOUNTAINS

Prof Willem van der Westhuizen
Department of Geology

Apart from the hosting of the Students' Congress of the Geological Society of South Africa during June 2003 and the associated excursions to the world-famous Vredefort impact locality, gold mines and fossil occurrences, research was conducted on numerous geological, geochemical, archaeological and environmental aspects. The incidence of high-quality diamonds in ancient river systems, mineral resources management, the incidence of radio-active material in experimental mining in the Karoo, the Thuathe meteorite, that fell in Lesotho in July 2002, the structure of the Aggeneys mountains and fish fossils in a rock layer near Philippolis were among the topics that were studied.

FROM CRIME TO STEM CELL RESEARCH AND CLONING

Prof Hennie Oosthuizen
Department of Criminal and Medical Law

Criminal and Medical Law are such fascinating areas of the legal system that they inspire and motivate any academic to investigate and research them extensively. Prof Hennie Oosthuizen's interest in both these areas has resulted in a lot of research being done, especially in the field of medical law. The adoption of the Constitution of the Republic of South Africa 108 of 1996 had a dramatic effect on both Criminal and Medical Law, which is experienced in practice on a daily basis.

CHESD

Prof Annette Wilkinson
Head: Higher Education Study and Research

Over the years, research at the Centre for Higher Education Studies and Development (CHESD) has become synonymous with Prof Kalie Strydom's pioneering work to establish and develop higher education studies as a research field. He already established the Higher Education Research Unit in 1990. Initially, the unit concentrated particularly on research regarding institutional and strategic planning. In co-operation with persons such as Dr Louis van der Westhuizen and others, the focus shifted to quality assurance during the second half of the nineties. However, over the past two years the focus of research was placed on human resources development, and performance management and measurement in particular. In addition, regional co-operation increasingly became a factor in projects.

THE AFRICAN LARGE PREDATOR RESEARCH UNIT (ALPRU)

Prof HO de Waal

Department of Animal, Wildlife and Grassland Sciences

The African lion (*Panthera leo*) is the flagship wildlife species on the African continent, and its unique role in promoting wildlife tourism must be promoted with a view to ensuring and enhancing sustainable utilisation of the natural resources. Such an initiative would also boost conservation efforts and create much needed tangible wealth for the peoples of Africa. The African Large Predator Research Unit (ALPRU) was founded at the University of the Free State, with its focus on the group of larger African predators such as the lion, leopard (*P. pardus*), cheetah (*Acinonyx jubatus*), caracal (*Caracal caracal*) and black-backed jackal (*Canis mesomelas*).

SUBFERTILITY AND THE ROLE OF ENDOMETRIOSIS IN HUMANS

Prof Paul Wessels

Department of Obstetrics and Gynaecology

Endometriosis, a condition that affects the inner lining of the uterus, is a relatively common gynaecological condition with a prevalence of about 40% in women who visit the Reproductive Care Unit of the Universitas Hospital. The exact pathogenesis of endometriosis is not yet known, although retrograde (inwardly directed) menstruation represents the most likely mechanism. Due to the high incidence of this condition, research was conducted with a view to determining the connection between tampon use and endometriosis. A significant association was found between tampon use and the incidence of endometriosis in subfertile patients. These findings provide data to be used in counselling programmes for young people as well as subfertile couples.

MILITARY HISTORY IN PERSPECTIVE

Prof André Wessels

Department of History

History provides perspective and contextualises events. It enables us to accept responsibility and to forgive, without the need to necessarily forget. The past must be ordered and understood. Those who forget the past, are like people who suffer from (historical) amnesia. The University of the Free State's Department of History endeavours to raise the level of historical literacy and to ensure the future of the shared past of South Africans by presenting several innovative under- and postgraduate modules and courses, and also by supervising a large number of MA and doctoral students.

DNA FINGERPRINTING AND THE CONTROL OF TUBERCULOSIS

Ms Anneke van der Spoel van Dijk
Department of Medical Microbiology

DNA fingerprinting has become an important tool in the control of tuberculosis (TB). For the last six years, Ms. Anneke van der Spoel van Dijk and her team of assistants and postgraduate students have been investigating the transmission and spread of tuberculosis strains and antibiotic resistance in tuberculosis in the Free State by using molecular fingerprinting techniques such as RFLP typing, spoligotyping, MIRU-VNTR typing and gene mutation studies.

The Office of the Chief Director: Community Service was commissioned to conduct a pilot study for OXFAM, an international relief agency. The study dealt with the prevalence of domestic violence in the Free State. This study will lead to further interventions in this field, which is a burning issue in South Africa.

Another intervention was in co-operation with the Centre for Development Support at the UFS to develop monitoring and evaluation tools for NGO's. Through this partnership and research, the Department of Social Development in the Free State, who has commissioned the study, will be in a better position to plan and budget for their departmental interventions in the Free State.

At the Mangaung University of the Free State Community Partnership Programme, several community based research projects have been conducted. The results of these are captured in their annual report.

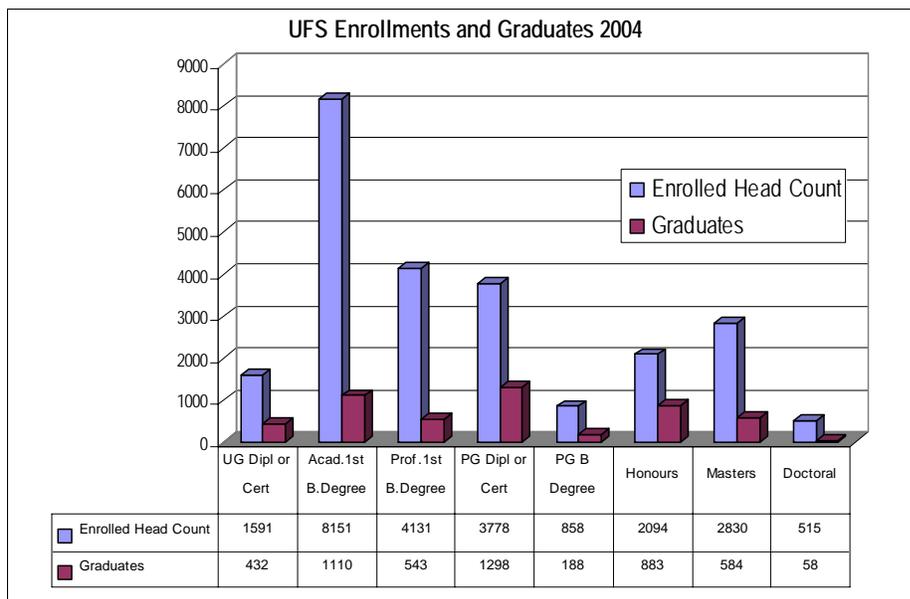
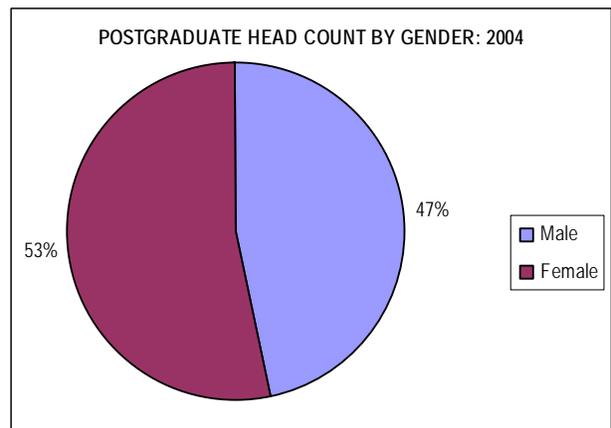
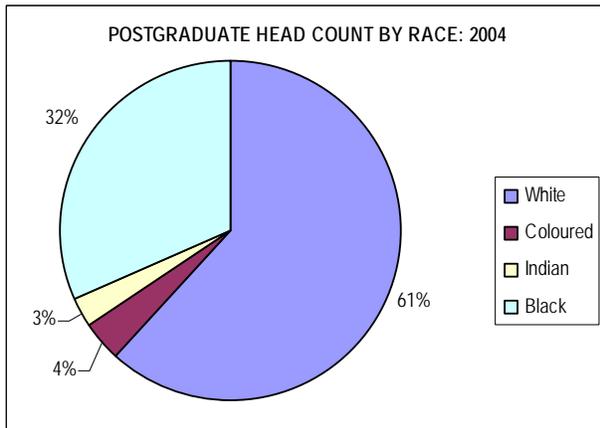
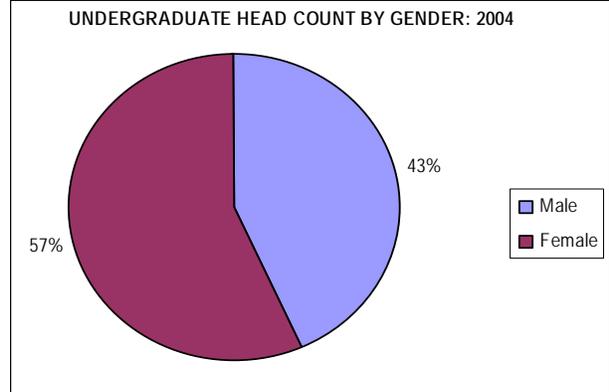
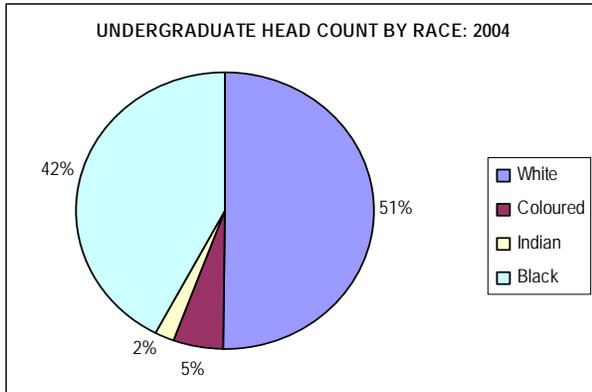
The HSRC has launched an exciting intervention in rural towns in the Southern Free State. Called the Community Based Information Systems (CBIS), the researches have utilised learners in Grade 6 – 8, to record several daily activities of their households. This information was then combined and the results were amazing – for several of the learners were later engaged in self-help community projects like food gardens etc.

c) Funding

- The University has increased its research allocation by statutory science councils from R10 854600 in 2003 to R17 955 497 in 2004. Research grants have also been received from state departments, parastatals, private companies and donors.

3.4 Composition and size of total student body

STUDENT PROFILE CHARTS



3.5 Access to financial aid and provision thereof

Main Campus

A total of 962 students at main campus received financial assistance. A breakdown of sources of funding is as follows:

Main Campus

NSFAS/DE	R 14 480 286.00
NSFAS/ECProv	R 80 000.00
NSFAS/NGO	R 142 668.00
NSFAS/DE Education	<u>R 1 686 472.00</u>
	<u>R 16 389 426.00</u>

Qwaqwa Campus

Financial assistance is a core aspect at the campus that is situated in a very poor area. In 2003 financial assistance was also discussed with the Minister by the management of the University.

In 2003 discussions were held with student leaders to help as many students as possible to register.

A total of 1099 students at Qwaqwa received financial assistance. A breakdown of sources of funding is as follows:

Qwaqwa Campus

NSFAS/DE	R 7 963 352.00
NSFAS/DE Education	<u>R 3 432 579.00</u>
	<u>R 11 395 931.00</u>

A total of 172 students at Vista Campus received financial assistance. A breakdown of sources of funding is as follows:

Vista Campus

NSFAS/DE	R 992 155.00
NSFAS/DE Education	<u>R 72 444.00</u>
	<u>R 1 064 599.00</u>

Total allocations to UFS

NSFAS/DE	R 23 583 900.00
NSFAS/Irish Aid	R 69 948.00
NSFAS/ECProv	R 80 000.00
NSFAS/NGO	R 142 668.00
NSFAS/National Skills	R 1 776 750.00
NSFAS/DE Education	<u>R 5 429 000.00</u>
	<u>R 31 082 266.00</u>

3.6 Changes in tuition fees charged

The increase in tuition fees charged between 2003 and 2004 was 6%.



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Prof FCvN Fourie
Rector and Vice-Chancellor (Chairperson: Senate)

4. INSTITUTIONAL FORUM

4.1 Instances of advice sought by and the advice given to the Council

4.1.1 Composition of the Institutional Forum (IF)

According to the Statute of the University of the Free State and the constitution of the Institutional Forum the Forum consists of

- (a) two representatives of the executive management, designated by the executive management;
- (b) two representatives of the Council, designated by the Council;
- (c) two representatives of the Senate, elected by the Senate;
- (d) two representatives of the academic employees, other than Senate members, elected by the academic employees;
- (e) two representatives of administrative employees, elected by the administrative employees;
- (f) two representatives of the service employees, elected by the service employees;
- (g) two representatives of the Students' Representative Council, designated by the Students' Representative Council
- (h) two representatives of the recognised trade unions representing employees of the University, designated by the trade unions; and
- (i) additional persons as may be determined by the IF and approved by the Council

The second term of the Institutional Forum commenced in June 2004. All the bodies represented in the IF nominated representatives for the new term and members were elected by the academic employees (other than Senate members), administrative employees and service employees.

The UFS Council, at a meeting held on 4 June 2004, granted permission that the Qwaqwa and Vista Campuses may have one representative each on the IF. These are not permanent categories.

The composition of the Institutional Forum is as follows:

COMPOSITION OF THE INSTITUTIONAL FORUM

EXECUTIVE MANAGEMENT

Mnr/Mr LS (Lourens) Geyer (2004/06/30 – 2008/06/30)

Ds/Rev CD (Kiepie) Jaftha (2004/06/30 – 2008/06/30)

COUNCIL

Dr JM (Kobus) Laubscher (2004/06/30 – 2008/06/30)

Dr GPV (Vicky) le Roux (2004/06/30 – 2008/06/30)

SENATE

Prof E (Engela) Pretorius (Vice chairperson) (2004/06/30 – 2008/06/30)
Prof NJ (Neil) Heideman (2004/06/30 – 2008/06/30)

ACADEMIC EMPLOYEES

Dr RH (Roza) van den Berg (2004/06/30 – 2008/06/30)
Dr C (Carlien) Pohl (2004/06/30 – 2008/06/30)

ADMINISTRATIVE EMPLOYEES

Mnr/Mr TOZ (Thabo) Moeng (2004/06/30 – 2008/06/30)
Mnr/Mr TZ (Zag) Choane (2004/06/30 – 2008/06/30)

SERVICE EMPLOYEES

Mnr/Mr VS (Simon) Khosana (2004/06/30 – 2008/06/30)
Mnr/Mr LS (Steven) Khunou (2004/06/30 – 2008/06/30)

STUDENT COUNCIL

Mnr/Mr QR (Quintin) du Plessis (till August 2004)
Mnr/Mr MC (Martin) Botha (till August 2004)
Mnr/Mr A (Alfred) Geldenhuys (from September 2004)
Me/Ms A de Kock (from September 2004)

UNIONS

UVPERSU

Prof JU (Johan) Grobbelaar/Me/Ms A (Anita) Lombard (sekundus)

NEHAWU

Mnr/Mr MG (Gratitude) Nkungwana

QWAQWA-CAMPUS

Mnr/Mr MJ (Jack) Vezi

VISTA-CAMPUS

Mnr/Mr PC (Paseka) Mokoena

CO-OPTED

Mnr/Mr PMB Ramahlele (Chairperson)

4.1.2 Matters on which advice was given to Council in 2004

Council meeting of 4 June 2004

1. The Institutional Forum advised the Council that the Unit for students with disabilities should be extended to accommodate personnel members with disabilities.

2. The Institutional Forum advised the Council that the number of members of the Institutional Forum should be increased to include a representative each of the Qwaqwa and Vista Campuses.

Council meeting of 26 November 2004

The Council was advised that the processes of appointment of a Student Dean and a Vice-dean for the Faculty of Humanities was handled in a fair way.

5. REPORT OF PRINCIPAL ON MANAGEMENT/- ADMINISTRATION

5.1 Managerial/administrative aspects of the operations of the institution including new senior executive/administrative appointments and the achievements of the administrative structures and resources, both personnel and systems, assessed in terms of realistic expectations

Performance management system

During 2004 the development of a performance review system has progressed well and has essentially entailed two simultaneous processes. The first of these was for a technical team, consisting of both internal and external consultants, to undertake a comprehensive study of performance management and review in a higher educational context and secondly to conduct a series of participative workshops with pilot group employees in order to formulate the basis for an institutional performance management system.

These processes have resulted in a set of documents outlining fundamental principles and proposing the way forward. One of these documents is a literature review that involved a critical analysis of case studies conducted at various South African higher education institutions and took cognisance of national higher education policies. Workshops were aimed at testing the performance management theory and practice generated by the technical committee.

Staff development

During 2004 various **staff development opportunities** were provided for both academic and administrative staff, in striving towards achieving the mission and strategic priorities of the UFS:

- ***Implications of diversity in the classroom:*** Providing lecturers with practical advice on the handling of a diverse student population.
- ***Writing of open learning material:*** For new lecturers to acquire the knowledge and skills to incorporate open learning principles in study material.
- ***Module evaluation:*** In preparation for the quality audit in 2006, module evaluation is currently undertaken within the context of quality assurance and program self-evaluation.
- ***Assessment:*** Lecturers are informed about the new paradigm in assessment, namely the two complementary processes of learning for assessment and learning of assessment.
- ***Supervision on postgraduate students:*** Supervisors were trained in postgraduate supervision in order to improve the quality of our post-post-graduate output.

- **Handling of big classes** is a big problem – How can this be done without compromising quality?
- **Telephone etiquette:** Improve the quality of verbal communication and listening skills.
- **Business Afrikaans:** Improving the quality of written communication to internal and external clients.

The above clearly shows that we strive towards the establishment of a high quality skills development system that is cost effective and accountable so that a climate is created where excellence of achievement is not only supported but also encouraged. The following quote motivates the afore mentioned statement: *"High calibre staff provide the key to achieving the higher education institution's primary mission, since the actions in attaining this mission, strive after enhancing individual and institutional effectiveness"*.

AN ENGAGED UNIVERSITY

During his inauguration address in 2003, the Rector, prof. Frederick Fourie has reconfirmed the University of the Free State's commitment to being an engaged university. For this purpose, the University envisages having four flagship projects in the community. These four are the Mangaung University Community Partnership Programme ((MUCPP, already constituted), the Free State Rural Development Partnership Programme (FSRDPP, in the process to be formalized), the Qwaqwa Community University Partnership Programme (QUCDPP, limited progress) and the Lengau Agri Centre, (in the process to be formalized). As these programmes are all based on effective partnerships between the respective communities, service providers (different government departments), and the university, we intend to engage with all other role players in this regard. Essentially, the University of the Free State wants to communicate what we view as our corporate social and financial commitments, as well as the outcomes that we expect from such partnerships. We are currently in a process of consultation with different stakeholders to enable us to gauge the perceptions, expectations and disillusion for each of these programmes.

FINANCE

Turn around strategy

In a speech in February 2000 personnel members were told that the core of the turn strategy was to effect an upward turn of R60 million in the financial position of the University within three years in order to achieve financial sustainability. At the end of the third year, 2003, it is therefore appropriate to determine whether the objective has been achieved and whether the situation has, in fact, been sustained, i.e. is sustainable.

The objective was achieved even better than expected. In the three years 2001 to 2003 more than R200 million could be voted for strategic purposes. Among others this included the allocation for information sources, as percentage of income, being 23 % higher than in 1999, that for research being almost twice as high and salary adjustments

over the past four years time and again being considerably above the inflation rate. In 2004 an additional R80 million will be voted for strategic purposes.

Although the incorporation of the Qwaqwa Campus has resulted in increased pressure on especially the staff of the main campus, it will not have a detrimental effect on the financial position of the main campus in 2004. Because of the fact that no new first-year students are enrolled at the Vista Campus, it is more difficult than in the case of Qwaqwa to assess them separately financially. However, it is expected that the operational expenses will exceed the income of this campus by approximately R3 million in 2004 and urgent attention will have to be devoted to the reutilisation of the campus and staff.

The new funding framework was used for the first time in 2004 to calculate the subsidy allocated to the UFS. Ultimately it was approximately R28 million less than what could reasonably have been expected in terms of the old formula. In addition it would appear that the national planners failed to foresee the sharp increase in student numbers of the last few years. In the financial allocations to universities provision will be made for very little or no growth after 2002, i.e. growth after 2002 is largely left out of account. This will bring considerable pressure to bear on the financial position of the UFS which experienced sharp growth.

HUMAN RESOURCES

▪ **Human Resources Information System**

A new human resources information system (People Soft HR System) was implemented on 01 October 2003. Support in the form of training assisted staff members during this difficult transition process but refinement of data and programmes were crucial. The continuous support from the Computer Services enabled the department to refine some programmes and the benefits of the new system should be experienced in the near future.

▪ **Revision of Policies and Procedures**

The human resources policies and procedures are continuously revised in accordance with labour legislation and national and international best practices. The following policies and procedures have been revised and approved:

- Employment (Recruitment and Selection)
- Leave Policy (**see Annexure A**)
- Study Benefit Scheme
- Policy for a smoke-free workforce (**see Annexure B**)

Good progress has also been made with the revision of the Disciplinary and Grievance Policy and Procedure and the Employment Equity Policy.

- **Incorporation of other Higher Education Institutions**

- **Qwaqwa Campus**

- Negotiations to align the conditions of service between the Main Campus and Qwaqwa Campus, to ensure affordability and financial sustainability of the Qwaqwa Campus, has been concluded and agreements have been signed with the trade unions. The agreements were fully implemented on 01 October 2004.

- **Vista Campus**

- Preparatory discussions have been conducted with Vista Campus and negotiations to align the conditions of service will commence in the near future.

- **Performance Management**

- The PMP Ke Nako project was launched with the objective to develop a performance management system to implement an appropriate remuneration, performance review and human resources development system which supports the strategic priorities by attracting, retaining, motivating and developing people, encourage desired behaviour and promote performance excellence in the core areas of learning and teaching, research and community service, but at the same time reinforcing an ethos of scholarship that upholds the intrinsic nature and integrity of the institution as a place of learning.

- **Job Grading**

- In order to achieve a structured remuneration system 30 benchmark jobs were identified to be graded forming the basis for establishing a job grading structure based on the JE Manager job grading system. A number of staff members were trained as job graders by the consultants, Renwick Reward, using the JE Manager programme. An Audit Committee was also established and trained for the purpose of auditing the outcome of job grading within the institution.

- **Total Package Conversion**

- In November 2002 the Executive Management approved a position paper outlining the principles for a conversion from a traditional remuneration structure (basic salary plus "add on" benefits) to a total package remuneration structure for a pilot group of employees consisting of the three top tiers of seniority (approximately 360 employees).

- **Performance Review System**

- The review of performance is the centre of a Performance Management System that entails development as well as accountability (e.g. remuneration and incentives for good performance).

The development of a performance review system has, essentially, entailed two simultaneous processes. The first of these was for a technical team, consisting of both internal and external consultants, to undertake a comprehensive study of performance management and review in a higher educational context and secondly to conduct series of participative workshops with pilot group employees in order to formulate the basis for an institutional performance review system. These processes have resulted in a set of documents outlining fundamental principles and proposing the way forward with the review system.

Four preparatory sessions were held with all the members of the pilot groups in order to prepare for the implementation of the PMS in the pilot groupings. Four contact sessions, with each of the extended pilot groups, which explain the six steps of the performance review process took place from June 2004 – November 2004, and three of four preparatory sessions were held with the members and was facilitated by the external consultant and demonstrated by context specific examples.

During 2005, six contact sessions, with each of the extended pilot groups, which explain the six steps of the performance review process, will be facilitated by the external consultant and explained by context specific examples. It is foreseen that the PRS process will be rolled out to the wider institution during 2006.

▪ **Skills Development**

Skills development focus on the compilation of a Work Place Skills Plan (WSP) and an Annual Training Report, the establishment, facilitation and maintenance of a Training Committee, compilation of a data base, a critical link between performance management and skills development and the conducting of skills audits. Guidelines regarding the training policy of the institution as well as the process for the allocation and distribution of funds gained from the Skills Levies was proposed.

During 2004 an allocated unit in CHESD was created to take responsibility for managing the training and development of staff. Operation of the unit was aligned with requirements stipulated by legislation and with input from the skills development unit, as well as developmental needs resulting from the performance management system.

▪ **Outward Thrust**

The department actively participated in international, national and regional Human Resources activities. Examples are:

- The Free State Higher Education Consortium. This is a regional committee for Human Resources Management Development practices (HRMD).
- The National Human Resources Directors forum for Higher Education which serves as a platform for sharing of best practices.

- The service on the executive management of the Association of Commonwealth Universities (ACU-HR forum) and the assistance and arrangement of a international congress of this forum at Stellenbosch April 2004.

SYSTEMS

PEOPLESOFT

Two years ago it was decided to purchase the PeopleSoft suite of computer programs to replace the outdated computer systems of the University. PeopleSoft is a sophisticated suite of computer programs used worldwide, its student administration system being used by more than four hundred tertiary education institutions in the USA. The University of Cambridge in the United Kingdom as well as the University of Cape Town are also numbered among the users of the student administration system. In the case of the UFS, the highly reliable and widely accepted Oracle database, which operates on two Sun computers using the Unix system, is used in combination with PeopleSoft. This results in considerable annual savings as it is substantially less expensive than the IBM operating system and its related software. Five smaller Windows NT computers are used to run the applications, among others through load sharing.

The installation of the software was handled by a joint team consisting of staff of KPMG, Computer Services and the users. A start was made with the installation In April 2003 and in November 2003 the human resources system was put into operation. It was followed by the financial system (student debtors excluded) on 1 January 2004. The student system was put into operation in July 2004, somewhat later than planned. Although the PeopleSoft system has been put into operation, the installation is not yet completed and work is still being done continuously, especially on reporting from the new system. The system does not yet meet with universal approval. Hitches still occur and the staff's lack of experience in the use of the new system results in the saying "unknown, unloved" still applying here and there. However, staff members are progressively becoming familiar with the system and it increasingly happens that staff members praise it.

The PeopleSoft system places the UFS in the forefront of tertiary education institutions as far as administrative computer systems are concerned.

5.2 The adequacy of staffing levels, particularly in critical areas

The adequacy of staffing levels, particularly in critical areas, remains a challenge.

In the faculty of Health Sciences this problem was aggravated by the introduction of Scarce Skills Allowances for professional medical staff on the provincial aid joint staff establishments. Universities were not consulted in this regard. To prevent professional medical staff on the University's staff establishment from just applying for existing vacancies on the provincial staff establishment, universities had to approve salary

increases for these staff members despite the fact the Faculty of Health Sciences is operating at a financial loss.

The experience is still that in critical highly specialized fields of science, posts are mostly taken up by white males. Active mentorship programmes undertaken by these specialists, are fortunately starting to bear fruit and the next challenge will be to retain newly qualified specialists from the designated groups despite highly enticing offers from the private sector.

5.3 The extent to which equity targets in the workplace have been realised

Employment Equity Situation

Having Employment Equity as one of the five strategic priorities of the UFS, it was necessary to review the situation and this led to the revision of the Employment Equity Policy. In accordance with the policy a new Employment Equity plan must be developed with specific targets being set by each faculty and support services unit. As stipulated by the policy all appointments will also be monitored by the Employment Equity Officer and Human Resources Dept.

During 2004 the University of the Free State incorporated the Bloemfontein Campus of Vista University and the also took positive steps in improving its staff profile especially in senior staff positions.

The UFS appointed the first female as Deputy Vice-Chancellor: Academic Planning, a black female as Dean: Health Sciences and a black male was appointed as Deputy Vice-Chancellor: Student Affairs. Eight women were promoted in the professional and mid-management positions.

Due to the difficulties involved in recruiting blacks into academia, the University is still committed to the "Grow our own Timber" programme in order to develop, recruit and appoint blacks into academic positions. A similar programme is being applied in the support services where blacks with potential are recruited, trained, mentored and appointed.

UFS EQUITY STAFF PROFILE 31 OCTOBER 2004

HEMIS Category	Male				Female				UFS Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Instruction/Research professionals	51	8	2	261	26	3	2	207	560
Executive/managerial professionals	7	3		40	2			11	63
Special Support professionals	6	1		26	3			60	96
Technical Staff	6	3		17				2	28
Non-professional admin staff	62	6	1	62	57	16	2	243	449
Crafts & trades staff		1		12				1	14
Service Staff	133	6		1	164	8		5	317
Permanent Total *	265	28	3	419	252	27	4	529	1527
Instruction/Research professionals	78	5	4	153	42	3		191	476
Executive/managerial professionals				4				2	6
Special Support professionals	3			21	5			53	82
Technical Staff	31		3	36	27	2	5	57	161
Non-professional admin staff	77	6		60	61	6	1	207	418
Crafts & trades staff					1			1	2
Service Staff	13			1	9	3		1	27
Temporary Total *	202	11	7	275	145	14	6	512	1172
UFS Total	467	39	10	695	398	41	10	1041	2701

HEMIS PERMANENT/TEMPORARY DEFINITION

- A person is a permanent staff member if he/she contributes to an approved retirement fund of the institution.
- All other persons are to be classified as having temporary employment status.

% Change in UFS EQUITY PERMANENT STAFF PROFILE: 2004 compared to 2002

PERSONNEL CATEGORY	RACE				
	AFRICAN	COLOURED	INDIAN	WHITE	TOTAL
Instruction/Research Professional	178.57%	133.33%	-	-11.05%	-0.51%
Executive/Administrative/Managerial Professionals	14.29%	50.00%	-	18.18%	18.87%
Specialist/Support Professionals	50.00%	0.00%	-	17.81%	19.23%
Technical Employees	75.00%	-25.00%	-	-33.33%	-18.42%
Non-professional Administrative Employees	83.78%	155.56%	200.00%	0.00%	13.09%
Crafts/Trades Employees	-	0.00%	-	0.00%	0.00%
Service\Employees	-7.41%	-42.31%	-	-53.85%	-12.30%
TOTAL	19.14%	15.22%	600.00%	-5.49%	1.67%

HEMIS PERMANENT/TEMPORARY DEFINITION

- A person is a permanent staff member if he/she contributes to an approved retirement fund of the institution.
- All other persons are to be classified as having temporary employment status.

0% = no change

- = change could not be calculated as either 2002 or 2004 figure blank

In 2004 an audit was done on the classification of staff in the HEMIS personnel categories, therefore persons could have moved between categories. The sub-totals and totals do not reflect these movements.

Comments:

- Expenditure on employment equity at the UFS

YEAR	AMOUNT	% INCREASE
2002	226,019.00	
2003	2,395,241.00	959.75
2004	3,397,687.00	41.85

- Allocation for employment equity at the UFS

YEAR	AMOUNT	% INCREASE
2002	4,000,000.00	
2003	3,000,000.00	(25.00)
2004	3,000,000.00	0.00

5.4 The quality of information available to management and the administrative processes

The University has a small but effective and efficient Management Information office responsible for HEMIS reporting and also for supplying relevant information for strategic planning, rolling plans, quality assurance including programme self-evaluation, monitoring student enrolments, success rates, throughput and graduation rates, etc. The office also handles all *ad hoc* requests for management information from functional units within the University as well as outside *ad hoc* requests for statistical data on the University.

5.5 Student Services and extra-curricular activities

With regard to Student Services refer to par. 1.4.14

Extra-curricular activities: KOVSCOM

Purpose

To develop the full potential of student volunteers in order for them to render community service to the broad community of Bloemfontein without forced academic pressure. This opportunity equips them to become involved in community service development once they have completed their studies.

Projects

- Omega Service Centre for the Aged in Heidedal. (70-80 elderly). The centre qualifies as an Assisted Living for the Aged Centre.

- Faculty and Associations
 - Four Empowerment clinics in the larger Mungaung area. All clinics focus on building the learners' self-esteem.
 - Reading for the Blind students.
 - Psychology Student Association – 28 projects at 5 institutions.
 - Four Blood donations clinics.
- Residence Projects
 - 19 Residences participated in ±100 projects.
 - One Wall-painting project.
- Therapeutic Horse Riding
 - Two schools and Hospice involved - ±25 projects.
- Youth and Differentiated Projects
 - Seven institutions ± 73 projects.

5.6 Relationships with the community, both academic and service

Service Learning Modules and Partners

Students participating in service learning modules supported by Joint Education Trust (JET):*

Higher Education Institutions	Student Level					
	1 st year	2 nd year	3 rd year	4 th year	Masters	TOTAL
CUT	25	8	109	10		152
PENTECH	175	140	60	61		436
RAU				542		542
UCT			120	259	101	480
UFS	864	432	256	449	232	2 233
UND	186	128	158	61	23	556
UNITRA	241	144	322	151		858
UNP	10	54	319	45	9	437
UWC			51	567	18	636
WITS	76	187	204	93	40	600
TOTAL	1 577	1 093	1 599	2 238	423	6 930

*Presentation by Mr Jo Lazarus of the Joint Education Trust, Community - Higher Education - Service Partnerships (CHESP): *National Perspectives on Community Engagement & Service Learning* at the University of the Free State Community Service Work Seminar on 25 & 26 May 2005

Conclusion: From the data provided above it can be concluded that the University of the Free State has made substantive progress in being an engaged university. Specifics are provided in the data summarised in the tables below.

University of the Free State:

Humanities

Lecturer:	Dr E.N. Maleté
Department:	African Language
Module details:	Terminography and Lexicography
E-mail:	maleteen@qwa.uovs.ac.za
Tel:	058 713 0211 / X 2436
Student number:	

Staff number:	
Community partner:	Makwana Mr. K.P.D. Maphalla
Service sector partner:	Department of Agriculture Mrs. Alta Meyer

Lecturer:	Ms Lindie Coetzee
Department:	B.Soc.Sc. Human and Societal Dynamics
Module details:	
E-mail:	groenedc.hum@mail.uovs.ac.za
Tel:	401 2611
Student number:	
Staff number:	
Community partner:	Schools and communities Dr. Retha du Plessis Dr. Doreen Atkinson
Service sector partner:	Aurora, Department of Education, Municipalities of Philippolis, Springfontein and Trompsburg. Mnr. Sello Ntaitsane Mnr. Smock

Lecturer:	Mr P.A. Venter
Department:	Drama and Theatre Arts
Module details:	Program for the Arts
E-mail:	venterp.hum@mail.uovs.ac.za
Tel:	051 448 3942
Student number:	
Staff number:	
Community partner:	Department of Education Mrs. M. Smit
Service sector partner:	PACOFs Mr. S. Leeuwe

Lecturer:	Miss. L. Naudé
Department:	Psychology
Module details:	B.Psych Programme (School counseling and Psychometric assessment)
E-mail:	naudel.hum@mail.uovs.ac.za
Tel:	051 401 2189
Student number:	
Staff number:	
Community partner:	Dr. Viljoen School Mr. F. Schoon
Service sector partner:	Child and Family Welfare Mrs. M. Johnson

Economic and Management Sciences

Lecturer:	Mr. I.A. Mohan
Department:	Accounting
Module details:	Financial Accounting
E-mail:	mohania@qwa.uovs.ac.za
Tel:	058 713 0211 X 2075
Student number:	
Staff number:	
Community partner:	Makwane Small Scale Farmers Ms. Tshidi Mota
Service sector partner:	Department of Agriculture Mr. Meshack Petlane

Lecturer:	Mrs. H. van Heyningen
Department:	Industrial Psychology
Module details:	Training Management (B.Com)
E-mail:	heyningh.ekw@mail.uovs.ac.za
Tel:	401 3345
Student number:	
Staff number:	
Community partner:	Heidedal, Mangaung (via MUCPP), Langenhovenpark and Fichardt Park, Phillipolis. Ronel Jacobs, Margaret, Corne, Retha
Service sector partner:	MLM etc.

Natural and Agricultural Science

Lecturer:	Mr. R. Lentsoane
Department:	Plant Sciences
Module details:	Plant Propagation and alternative cultivation techniques
E-mail:	lentsoaner@qwa.uovs.ac.za
Tel:	058 718 5332
Student number:	
Staff number:	
Community partner:	Makwane Mrs. Tshidi Mota
Service sector partner:	Department of Agriculture (Thabo Mofutsanyana District) Mrs. Alta Meyer`

Lecturer:	Prof. J.D. Smit / Gerhard Bosman
Department:	Argitecture
Module details:	Ontwerp (B Arch Stud en B Arch)
E-mail:	smitjd.SCI@mail.uovs.ac.za
Tel:	401 2332 / 2197
Student number:	

Staff number:	
Community partner:	FSRDPP
Service sector partner:	
Lecturer:	Dr. W.T. Nell
Department:	Agricultural Management
Module details:	Strategic management in Agriculture
E-mail:	nellwt.sci@mail.uovs.ac.za
Tel:	401 2557
Student number:	
Staff number:	
Community partner:	Kaalspruit Dairy Farmers
Service sector partner:	Department of Agriculture Ms. Claurina Johanne

Lecturer:	Me. Elizabeth de Ridder
Department:	Bouwetenskappe
Module details:	Meestersgraad in Stads- en Streekbeplanning (Ruimtelike Beplanning vir Toerisme)
E-mail:	driddere.sci@mail.uovs.ac.za
Tel:	051 401 2795
Student number:	
Staff number:	
Community partner:	Philippolis R. Doreen Atkinson
Service sector partner:	Kaponong Munisipaliteit

Health Sciences

Lecturer:	Dr. R. Myburg
Department:	Nursing
Module details:	Midwifery (undergraduate) post partum care
E-mail:	gnvkrm.md@mail.uovs.ac.za
Tel:	401 2684
Student number:	
Staff number:	
Community partner:	
Service sector partner:	Nasional Hospital

Lecturer:	Prof. M.W. Krause
Department:	Fisioterapie
Module details:	Rehabilitasie en gemeenskapsgesondheid (FST 309, FST 409)
E-mail:	gnftmwk.md@mail.uovs.ac.za
Tel:	401 3290
Student number:	
Staff number:	
Community partner:	Twelling School, MUCPP, Boichuco Aftree Huis.

	FSRDPP.
Service sector partner:	Munisipale klinieke

Lecturer:	Ms Lingiwe Nogabe
Department:	Nursing
Module details:	Community-based Nursing
E-mail:	nigabel.md@mail.uovs.ac.za
Tel:	041 2962 / 082 702 0835
Student number:	
Staff number:	
Community partner:	Community around Bothlehad School
Service sector partner:	Mr Mokete Peterson (Bothlehad School)

Lecturer:	Ms Marry Purcell
Department:	Nursing
Module details:	Voorgraadse verpleegkunde (Tuisversorging)
E-mail:	sealel.md@mail.uovs.ac.za
Tel:	041 2962 / 082 702 0835
Student number:	
Staff number:	
Community partner:	
Service sector partner:	Tswaraganang tuisversorgingsgroep

Lecturer:	Ms Julie MacKenzie
Department:	Nursing
Module details:	Voorgraadse verpleegkunde (2de jaars)
E-mail:	Gnvkjm.md@mail.uovs.ac.za
Tel:	401 9165
Student number:	
Staff number:	
Community partner:	

Lecturer:	Dr. B. de Klerk
Department:	Geneeskunde
Module details:	MBCbB, Gesondheid en Siekte in Bevolkings (MEX 314)
E-mail:	gngmbdk.md@mail.uovs.ac.za
Tel:	051 405 3137
Student number:	
Staff number:	
Community partner:	Hospice, APD, KANSA, Tshepo foundation, Free State Aftercare, Sussana Coetzee, Lettie Fouche, Martie du Plessis, Tsepo House, Diesprodukte, Aandrus ouetehuis, Aurora, Ons Kinderhuis, Auksano, Lebhone House.

Service sector partner:	Hospice, APD, KANSA, Tshepo foundation, Free State Aftercare, Sussana Coetzee, Lettie Fouche, Martie du Plessis, Tsepo House, Diesprodukte, Aandrus ouetehuis, Aurora, Ons Kinderhuis, Auksano, Lebone House.
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Theology

Lecturer:	Dr. Jan Albert van den Berg
Department:	Teologie
Module details:	Pastorale Terapie (MA / MTh)
E-mail:	vdbergja.hum@mail.uovs.ac.za
Tel:	401 9066 / 083 297 2619
Student number:	
Staff number:	
Community partner:	
Service sector partner:	GSL Mangaung Maksimum Sekuriteits Gevangenis Dr. Dawid Kuyler Nasionale Hospitaal – Bloemfontein Dr. Kobus Myburgh

Lecturer:	Prof. Pieter Verster
Department:	
Module details:	Praktiese sending en gemeenskapsdiens
E-mail:	versterp.hum@mail.uovs.ac.za
Tel:	401 2972 / 051 436 4466
Student number:	
Staff number:	
Community partner:	
Service sector partner:	NGKA

SERVICE RELATIONSHIP WITH COMMUNITY

**University of the Free State
Chief Directorate Community Service**

**Progress Report No: 3
1 March 2003 - 28 February 2005**

List of Abbreviations

CBIS	Community Based Information Systems
CHESP	Community Higher Education Service Partnership
CCSC	Central Community Service Committee
CS	Community Service
CSL	Community Service Learning
CSL & R	Community Service Learning and Research
CSU	California State University
CUT	Central University of Technology
FSRDPP	Free State Rural Development Partnership Programme
HE	Higher Education
HEQC	Higher Education Quality Assurance Committee
HOS	Higher Education Studies (HOS 717 – official course code)
IDP	Integrated Development Plan
JET	Joint Education Trust
MUCPP	Mangaung University Community Partnership Programme
QA	Quality Assurance
SLQA	Service Learning Quality Assurance
UFS	University of the Free State
UNISWA	University of Swaziland

1. Introduction

This third progress report follows on progress report number two that covered the period from 1 April 2002 to 28 February 2003 and covers the period from 1 March 2003 to 28 February 2005.

2. Format of the Report

The report will endeavour to highlight the most important developments in the Community Service (CS) environment of the UFS for the above period. This will be done by contemplating the progress made in the institutionalisation of CS at the UFS, the development and implementation of Community Service Learning (CSL) and Community Service Learning Research (CSL & R) at the UFS and the practical implementation of community service policies at the MUCPP and FSRDPP flagship projects in the province. The review will take the form of a report on the activities of the past years (as indicated in the dates above) and a preview of the year to come will be viewed under challenges for 2005 – 2007 to coincide with the approved strategic period for the Strategic Plan of the UFS.

3. Institutional Integration of Community Service at UFS (2003 – 2004)

Institutionalisation	<ul style="list-style-type: none">• Allocation of grant from CHESP for UFS for 2003 and 2004.• Establishment of CS committees in all six faculties at the UFS.
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	<ul style="list-style-type: none"> • Growing understanding of and support for vital importance of CS at tertiary education institutions by executive management of UFS. • Greater participation of staff members of UFS in CS initiatives such as Central Community Service Committee (CCSC). • Inclusion of CSL & R as evaluation criteria in UFS PMP ke Nako process. • Growth in activities at MUCPP, FSRDPP and Qwaqwa Campus. • Growth in number of staff members at UFS involved in presentation of CS-related papers at national and international CS conferences. • Development of criteria and methodology for applying for funding allocation for development of CS module by departments at UFS. An amount of R480 000 made available for development of CS modules by academic departments. • Specialised semester module in CS to be offered by programme for Higher Education Studies in 2005.
Important Events	<ul style="list-style-type: none"> • Informative workshop by CS directorate for the disabled community (May 2003). • Hosting of visiting group of students from Fresno State University under Profs. R. Berrett and Y. Oheneba-Sakyi. Introduction to MUCPP, FSRDPP and related CS activities. (25 May - 6 June 2003). • Second CS Conference: The Integration of Community Service and Research – more about Elephants and Ivory. (16-17 October 2003). • Conference on Higher Education Curriculum and Society: Relevance, Quality and Development. Theme of Integration of Community Service Learning and Research into Academia presenter by Prof. F. Fourie, Rector of UFS. (1-2 April 2004). • CS workshops on learning techniques for educators and research results presented by Prof. R Berrett of California State University, Fresno, USA. (2-4 August 2004). • Award of Honorary Doctorate to Prof. R. Bringle of Indiana University-Purdue University Indianapolis for contribution in the field of CS at UFS Centenary Graduation Ceremony (14 October 2004). • Menuha workshop on adaptation of CS to strategic priorities of UFS (9 – 11 February 2005). • Realignment of flagships for implementation of broader CS policies and strategic objectives at UFS. (Workshop on 17 February 2005 and strategic planning on 14 – 17 April 2005.) Process to be facilitated by Centre for Development Support. • CS Seminar on the way forward to be held on 25 and 26 May 2005 with a special focus on the reformulation and redesign of the CS policy for the UFS.
Development and implementation of	<ul style="list-style-type: none"> • See 4 below

Community Service Learning Programmes	
UFS Flagship Projects	<ul style="list-style-type: none"> • See 5 and 6 below
Marketing and Communication	<ul style="list-style-type: none"> • Community Service website further developed and maintained • Newsletter (CommTalk) to appear at least twice a year. Current publications in March and October 2003; January and October 2004 and fifth edition to follow soon. • Distribution of CommTalk to all stakeholders, partners, funders, alumni, etc. • Strengthening the liaison with the Department for Strategic Communication at the UFS. • Facilitation of effective participation of CS committees in faculties.

4. Development and Implementation of Community Service Learning (2003 – 2004)	
Institutionalisation and implementation of CSL policy objectives (2003 – 2004)	<p>Objective 1: Institutional integration, policy revision and risk management</p> <ul style="list-style-type: none"> • Inputs delivered at CS faculty committees. • Input at activities of the CS working group. • Menuha workshop on adaptation of CS to strategic priorities of UFS (9 – 11 February 2005). • Realignment of flagships for implementation of broader CS policies and strategic objectives at UFS. (Workshop on 17 February 2005 and strategic planning on 14 – 17 April 2005.) <p>Objective 2: Integration with curriculum and programme development</p> <ul style="list-style-type: none"> • Lectures on CSL to applicable students involved at UFS. • Input delivered on development of CSL modules for implementation as flagships. ? • Facilitation of modules for funding. <p>Objective 3: Recognition to and support of staff members</p> <ul style="list-style-type: none"> • Appointment of Dr M Erasmus as Senior Lecturer responsible for development, implementation and establishment of CSL. • Presentation by Prof. R. Bringle to staff members. • Facilitation of three working sessions by Prof. Rich Berret for staff members. • Utilising CHESP funds for attendance of capacity-building courses (in-service training and short courses) by staff members. • Introduction of HOS (Higher Education Studies) 717 module of CS. • Support to staff members in research on CSL and writing of articles in this regard.

Objective 4: Development of partnerships

- Cooperation with CUT on SL during Innovation Summit.
- Presentation of CSL concept during partnership building of FSRDPP.
- Assistance to FSRDPP in partnership building in Philippolis.
- Information sharing with UNISWA and Vaal University of Technology regarding CSL at UFS.

Objective 5: Marketing of and fundraising for CS

- Organising of capacity-building activities.
- Maintenance of CS webpage and sharing of information with partners.

Objective 6: Promotion of research on CS

- CHESP research – facilitation of questionnaires and focus group results.
- Acta Academica Supplementum on Sustainable Development (3 articles).
- Acta Academica Supplementum: Service Learning Research (1 article).
- Consultations with students involved in postgraduate study in CS.
- Academic assistance to student on “Accessibility of HE for students with disabilities”.

Objective 7: Quality assurance on CS and impact studies

- Successful negotiations with Quality Assurance Department of UFS regarding inclusion of CSL in evaluation questionnaire for programmes.
- Assistance to Prof. M Fourie for her presentation regarding SLQA at HEQC Seminar.
- Inputs delivered to QA portfolio committee of Faculty of Humanities on SLQA.

Objective 8: National and provincial integration and international cooperation

- Participation in CHESP activities leads to intensive networking at other HE institutions.
- Organise and facilitate visits of Profs. Berrett and Bringle.
- Assistance in organising of Innovation Summit at CUT.
- Organising of visits for staff members of UNISWA and Vaal University of Technology.
- Visits to universities in New Zealand and Netherlands in 2003/2004

Additional objective: Student Participation in CS

- Organising inputs and interactions of CSL students during CSU Fresno visit.

Challenges for 2005 – 2007

Objective 1: Institutional integration, policy revision and risk management

- Re-alignment of CS policies during May 2005.
- Clarification of terms such as “responsiveness”, “community engagement”, “service learning and “community service”.
- Stronger alignment of CS activities with strategic priorities of UFS.
- Possible institutionalisation of risk management unit.
- Successful realignment of FSRDPP and MUCPP as flagships of UFS.

Objective 2: Integration with curriculum and programme development

- Closer co-operation with CS committees in faculties of UFS.

Objective 3: Recognition to and support of staff members

- HOS 717 presented to staff members embarking on doctoral studies.
- Reward excellence in integration of CSL & R in faculties.

Objective 4: Development of partnerships

- Re-alignment of flagships i.t.o CSL.
- Propagating of partnership formation on strategic level, especially with prominent government structures.

Objective 5: Marketing of and fundraising for CS

- Facilitation of new modules that will be funded.
- Negotiations with CHESP/JET for application of funding left in reserves.

Objective 6: Promotion of research on CS

- Purchasing of programmes for analysis of qualitative data and for training in its utilisation.
- Design and development of electronic questionnaires for processing of pre and post implementation data on UFS systems.
- Conferences for 2005:
JHB University 17-18 March
SAARDHE – 27 – 29 June
Michigan SL Research Conference – November 2005.
HERSSA Conference – September 2005

Objective 7: Quality assurance on CS and impact studies

- Participation in HEQC and CHESP/JET development of measurement criteria for good practice in CSL. Meeting in Johannesburg on 2 February 2005.
- Liaison with Dr L van der Westhuizen (institutional quality assurance) and Prof. J Hay (programme

	<p>evaluation).</p> <ul style="list-style-type: none"> • Development of CS impact study instrument. <p>Objective 8: National and provincial integration and international cooperation</p> <ul style="list-style-type: none"> • Participation in CHESP activities. • Close liaison with CUT and other tertiary education institutions. • Visits to universities in Australia (March-April 2005) and USA (November 2005). <p>Additional objective: Student Participation in CS</p> <ul style="list-style-type: none"> • Closer involvement of students in CSL initiatives. • Possible creation of advice committees with student representation and representation of important external partners.
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5. Mangaung University Community Partnership Programme (MUCPP) (2003 – 2004)	
Institutionalisation and implementation of MUCPP policy objectives (2003 – 2004)	<ul style="list-style-type: none"> • Strengthening of MUCPP through ongoing contact and partnership with municipalities, donors, tertiary education institutions, government agencies and departments, consultants and private institutions. • Menuha workshop on adaptation of CS to strategic priorities of UFS (9 – 11 February 2005). • Realignment of flagships for implementation of broader CS policies and strategic objectives at UFS. (Workshop on 17 February 2005 and strategic planning on 14 – 17 April 2005.)
Current projects for implementation of policy objectives	<ul style="list-style-type: none"> • Economic/Agricultural programmes. • Health programmes. • Sport and recreation programmes. • Youth Development/Service Learning Programmes (Counselling, Sport, Management, Anthropology, Human Resource Development, Construction, etc.) • Construction programmes. • Administration.
Challenges for 2005 - 2007	<ul style="list-style-type: none"> • Further development of MUCPP, as partnership, in assisting development of disadvantaged communities in Mangaung. • Refining of the vision, mission and objectives of MUCPP. • Rolling out of vision, mission and objectives in such a way that Integrated Development Plans (IDPs) of Mangaung, Motheo and Free State are met. • Linking with CS objectives of UFS CS policy. • Successful realignment of MUCPP as UFS flagship.
6. Free State Rural Development Partnership Programme (FSRDPP) (2003 – 2004)	
Institutionalisation and implementation of FSRDPP policy objectives (2003 – 2004)	<ul style="list-style-type: none"> • Adoption of holistically integrated approach to community service to be implemented in a gradual manner. (04/2003) • Creation of interim executive management committee to identify interest groups and nurture partnerships.

	<p>(04/2003)</p> <ul style="list-style-type: none"> • Working seminar for identification of further interest groups. (08/2003) • Creation of development triangle inclusive of Trompsburg, Springfontein and Philippolis. (2003 – 2004) • Working seminar representative of departments at UFS, service sector and community representatives. Interest groups furthered process of partnership formation. Task team appointed to develop partnerships. (08/2004) • Working seminars planned for 2005. • Menuha workshop on adaptation of CS to strategic priorities of UFS (9 – 11 February 2005). • Realignment of flagships for implementation of broader CS policies and strategic objectives at UFS. (Workshop on 7 February 2005 and strategic planning on 14 – 17 April 2005.)
Current projects for implementation of policy objectives	<ul style="list-style-type: none"> • Community Based Information Systems (CBIS) project. • CS projects for UFS students – Nursing, Management Training and Social Work Students. Physiotherapy and Anthropology to follow. • Coffin making and printing project for income generation and job creation • Sponsorships of school equipment by Investec.
Challenges for 2005 - 2007	<ul style="list-style-type: none"> • Support and implementation of current CSL programmes. • Creation of a feasible management structure for development triangle. • Support and implementation of new CSL programmes. • Recognition to staff involved. • Building of further partnerships. • Marketing and fund-raising. • Research. • Quality control • National and International processes of CSL and research. • Successful realignment of FSRDPP as UFS flagship.

7. QwaQwa (2003 – 2004)	
Institutionalisation and implementation of FSRDPP policy objectives (2003 – 2004)	<ul style="list-style-type: none"> • Development of CSL modules in the fields of SeSotho; veterinary parasitology; accounting and medical parasitology. • Ms M Maduna leaves employ of the UFS.
Current projects for implementation of policy objectives	<ul style="list-style-type: none"> • Continuation and preservation of current ongoing CS programmes and initiatives.
Challenges for 2005 - 2007	<ul style="list-style-type: none"> • Strengthening of CS programmes and initiatives on Qwaqwa Campus as part of UFS strategic priorities. • Establishment of third flagship initiative on Qwaqwa Campus for implementation of CS and CSL modules.

5.7 Changing patterns in providing academic courses

The University of the Free State continued in 2004 with expanding its programme offerings, in line with the programme approach that was adopted a number of years earlier. Programmes have specifically been developed and accredited that are focused on the variety of needs of a diverse client population: examples are BA (Economics) and BA (Management) that offer access to economics and management to learners who previously had to enter via the Economic and Management Sciences route; the need in the ever growing field of Sport Medicine has been addressed through an M Med (Sport Medicine); the development of tourism in South Africa has been taken a step further via the B Com (Tourism Management) and the rapid expansion of informal Housing and issues regarding Urban Planning have been taken care of through the B of Land and Property Development Management (Housing) Honours and newly developed B of Spatial Planning Honours. The good work done by the SA Revenue Services is now complemented by the PG Dip in Tax Strategy and Management. Support to local and provincial government officials are facilitated through the last qualification accredited in the Governance and Political Transformation programme, namely the Ph D.

A further development in 2004 was the establishment of stringent quality control for the growing short learning programme field. A rigorous process is followed to ensure that all short learning programmes are of a high quality and can be credited to formal programmes in most instances.

The following qualifications have been accredited fully during 2004, and are in different stages of implementation:

- Certificate in Education
- Diploma in Fine Arts
- Advanced Diploma in Nuclear Medicine Radiography
- BA (Economics)
- BA (Management)
- B Com (Tourism Management)
- National Professional Diploma in Education
- B Ed Hons
- B of Land and Property Development Management (Housing) Hons
- B of Spatial Planning Hons
- Postgraduate Diploma in Tax Strategy and Management
- M of Sport Medicine
- Ph D (Governance and Political Transformation)

From the above exposition it is evident that the University of the Free State makes a huge effort to stay in touch with and ahead of societal, political, economic and educational needs of the people it is serving.

5.8 A statement of self-assessment of the achievement of the Principal in attaining objectives set for the period under review with summary detail of realised achievements (self-evaluation)

The vision of the University is to be an excellent, equitable and innovative university. Given this vision and the mission of the University, the Executive Management has improved its strategic planning significantly during the last few years. Given the diversity of a university,

and the varied plans and different functioning of various faculties, this always is quite a difficult task.

However, following a strategic planning 'bosberaad' or 'lekgotla' in January of 2004, a very systematic and comprehensive document was produced, setting out the specific goals and objectives, steps, timeframes and persons or agencies responsible. These related to the strategic priorities of the Executive Management (see section 1.3.6 above):

- Quality and excellence
- Equity, diversity and redress
- Financial sustainability
- Regional co-operation and engagement
- Outward thrust, nationally and internationally

These priorities were to be specified, in the weeks following, in faculty and support services divisional plans for 2004. Specific challenges were identified that emanate from the five strategic priorities, as well as from national policy imperatives. Some of the challenges, within the ambit of each strategic priority, were addressed by means of actions which were mostly implemented in the relevant line functions and managed by the line managers concerned.

The overall strategic plan was subsequently approved by Senate and the University Council.

The outcome of this process was that, to a large extent, strategic *alignment* was achieved between university strategic priorities and planning on the one hand, and faculty and support division priorities and plans on the other. This was done whilst respecting the disciplinary diversity intrinsic to the university, and without unduly constraining the initiatives and creativity of faculty.

This process contributed significantly to the efficient and effective implementation of the plans, avoiding inconsistencies and attaining synergies and efficiencies where possible. At the end of 2004, when reporting back to Senate and Council, it was possible to report significant successes in implementing the plans and projects of January 2004.

As can be expected, though, a number of unforeseeable factors did impinge on the management process. These were largely related to student politics and related broader political factors, and the complexities of the two incorporations of Qwaqwa and Vista Bloemfontein. Especially the handling of political cross-winds, much of it instigated by Sasco students who earlier disrupted the SRC election and subsequently were arrested, demanded a huge amount of top management time, distracting attention and creativity from the effective management of strategic projects and the core business of the university, i.e. to service students and society at large. (These cross-winds also affected and actually involved some staff members on the Vista campus.) All in all these events demanded an inordinate amount of top level time from the UFS management.

Nevertheless, from a management perspective, 2004 was a good year. With 2004 also having been the Centenary of the UFS as a higher education institution – with several notable events which also signaled the transformation that has already taken place at the UFS and which celebrated our diversity and ability to build bridges across age-old divides – we can look back at 2004 with not unjustified satisfaction. But, of course there always are things that we wanted to do but didn't have time and energy for, or things that we would have wanted to do better, or distractions that we would have preferred to avoid.

Alas, the management of a university, and especially a multilingual and multicultural – but also historically Afrikaans – university, in these times of transition, renewal and transformation, continues to be deeply characterized by demand overload.

Still, it is a privilege to be part of these times, making history day by day, challenging perceptions and stereotypes, building new alliances, braking into new ways of thinking and doing, trying to ensure that the UFS plays its intellectual leadership role in the Free State, South Africa and Africa.



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Prof FCvN Fourie
Rector and Vice-Chancellor

6. REPORT ON INTERNAL ADMINISTRATIVE/- OPERATIONAL STRUCTURES AND CONTROLS

The University maintains systems of internal control over financial reporting and safeguarding of assets against unauthorized acquisition, use or disposition of such assets. Such systems are designed to provide reasonable assurance to the University and Council regarding the preparation of reliable published financial statements and the safeguarding of the University's assets.

The internal control systems includes a documented organizational structure and division of responsibilities, established policies and procedures, which are communicated throughout the University, and the careful selection, training and development of its people.

Information systems utilizing modern information technology are in use throughout the University. All have been developed and implemented according to defined and documented standards to achieve efficiency, effectiveness, reliability and security. Accepted standards are applied to protect the privacy and ensure the control over all data including "back-up" procedures. The systems are designed to promote ease of use for all users. The development, maintenance and operation of all systems are under the control of competently trained staff.

In utilizing electronic technology to conduct transactions with staff and third parties the control aspects are given close scrutiny and procedures designed and implemented to minimize the risk of fraud or error.

The Internal auditor monitor the operation of the internal control systems and report findings and recommendations to management and the Council through the Audit Committee. Corrective actions are taken to address control deficiencies and other opportunities for improving the systems when identified. The Council, operating through its Audit Committee, provides oversight of the financial reporting process.

There are inherent limitations in the effectiveness of any system of internal control, including the possibility of human error and the circumvention or overriding of controls. Accordingly, even an effective internal control system can provide only reasonable assurance with respect to financial statement preparation and the safeguarding of assets. Furthermore, the effectiveness of an internal control system can change with circumstances.

The University assessed its internal control systems as at 31 December 2004 in relation to the criteria for effective internal control over financial reporting described in its Financial Policy document. Based on its assessment, the University believes that, as at 31 December 2004, its systems of internal control over financial reporting and safeguarding of assets against unauthorized acquisitions, use or disposition, met those criteria.

In other matters on the agendas of the Audit Committee there were no outstanding items that exposed the University to loss arising from undue material risk.



Gert van den Berg
Internal Auditor



dr. J.M. Laubscher
Chairperson: Audit Committee

7. REPORT ON RISK EXPOSURE ASSESSMENT AND THE MANAGEMENT THEREOF

7.1 Identification, assessment and management of risk

“Risk can be defined as a potential threat or possibility that an action or event will adversely or beneficially affect an organisation’s ability to achieve its objectives”.

The exposure of the University to specific “risk events” has been assessed, advisory and decision-making structures established, line management responsibilities and accountabilities allocated and monitoring mechanisms created.

The University’s assessment and management of risk is briefly described by the following categories of risk, risk register (management positions and structures) and actions taken (also refer to par. 6 of the Report).

CATEGORY	RISK REGISTER	RISK ASSESSMENT AND MANAGEMENT
<p>▪ Financial category</p>		
<p>i) Financial instruments:</p> <ul style="list-style-type: none"> - Interest rate fluctuations - Unanticipated loss of capital 	<p>Director: Financial Administration, Executive Management, Director: Budgets, Chief Director: Operations and Audit Committee of Council</p>	<p>Continuous assessment of market fluctuations (i.e. return on investments) and alternatives weighed up accordingly. Interest rate risk, exchange rate risk and credit risk are addressed. Loans e.g. are restructured in order to gain cost benefit. Financial instruments are thereby applied in order to reduce uncertainty over future cash flow arising from movements in interest and exchange rates and to manage the liquidity of cash resources. All interest rate transactions are subject to approval by the Director: Financial Administration before execution. Quarterly financial reports are submitted to and discussed with Exco.</p>
<p>ii) Currency and foreign exchange.</p>	<p>Director: Financial Administration</p>	<p>Monitored on a daily basis.</p>
<p>iii) Fees increase effects</p>	<p>Director: Financial Admin, Director: Budgets</p>	<p>Reconciliation and internal budgetary reallocations if necessary.</p>

iv)	Physical disaster – fire, flood	Chief: Director: Community Services and Vice-Chancellor. Executive Management, Council Committees and Council	Policies and procedures regarding safety risks are put in place and linked to evacuation drills. Disaster Fund, administered through the Rector's Office.
v)	Uncompleted contracts	Chief Director: Operations and Director: Physical Resources and Special Projects	Risks covered by specific clauses taken up in contracts entered into by the UFS.
vi)	Liquidity – inability to raise funds	Presently not a risk.	-
vii)	Intake – declining student numbers	Vice-Rector : Academic Planning and Planning Unit Registrar: Student Academic Services and Access Committee	Refer to par. 1.1 of the Report regarding pro-active enrolment planning and management of growth in student numbers as operational plan derived from financial sustainability as strategic priority for 2004.
viii)	Fraudulent activities – staff and students/contracts/ tenders	Director: Internal Audit and his Unit	Audits on internal financial procedures/controls and forensic investigations are executed when necessary. Direct reporting to the Rector and Vice-Chancellor and Audit Committee of Council.
ix)	Credit – non-payment of amounts due	Director: Financial Administration and his Department	Management of non-payment by different debt collection strategies. In 2003 a significant amount was collected of outstanding monies due since 2001 and 2002.
x)	Inadequate or lapsed insurance cover.	Chief Director: Community Service, also responsible for managing health and safety regulations and insurance matters with applicable staff	Continuous assessment of insurance cover versus capital risk areas.
xi)	Change: structural	Director: Physical Resources and Special Projects; Resource Committee and Executive Committee and Council	Refer to par. 1.4.6 on “changes in the permanent infrastructure e.g. plant and buildings”. The Structural Plan aims at optimal utilization of existing physical structures in order to accommodate changing needs (upgrading and conversions). Where deemed necessary, new buildings (e.g. the student centre) are erected in association with development companies in order to share

		risk and benefit between the University and private sector enterprise.
xii) Change: operational (internal and external imperatives)	Chief Director: Operations and Executive Management	Implementation of recommendations of a management capacity audit of especially top management (Coetzee and Koorts audit). Internal reorganization of human capital ensures the best fit between the changing needs of a modern higher education environment and the skills profile available within existing staff.
▪ Non-financial category		
i) Competitive attractiveness	Director: UFS Marketing, Deans of Faculties and Executive Management	Assessment of market forces impacting on the UFS's strategic priorities and operational plans. Also refer to par. 1.4.13.
ii) Campus unrest	Vice-Rector: Student Affairs, Dean of Students and SRC; Rector and Exco (when necessary)	Monitoring Committee, consisting of management and student leaders defusing potentially explosive situations.
iii) Reputation – damage to image	Rector, Exco, Executive Management, Council and every staff member and student of the UFS	The Department of Strategic Communication being the professional advisory unit to management and Council on such risks.
iv) Threats to health and safety	Chief Director: Community Service, also responsible for managing health and safety regulations with applicable staff	The OHS Act and applicable university policies applied.
v) Operational – process inadequacies	Vice-Rector: Academic Planning with the Unit for Quality Assurance	Regular quality assurance audits on institutional policies, procedures and events like student registration, exams and strategic planning exercises. Quality assurance of academic programmes through self evaluation and professional boards (where applicable).
vi) Operational – security inadequacies	Chief Director: Community Service, assisted by a consultancy team	An audit of security risk areas was executed in 2003 by contracting external specialists. Risk areas were identified and plans drawn up and implemented in order to counter such risks. The plans are implemented according to

		the priority of the UFS's infrastructure plan.
vii)	Personnel – incompetent staff	Director: Human Resources and relevant line managers Refer to par. 1.4.9 (b) on reporting on Performance Management System and par. 5.1 on Staff Development.
viii)	Compliance – laws, procedures	Registrar: General and Registrar: Strategic Planning Institutional governance and liaison with Department of Education and Ministry of Education on policy matters. Facilitating the approval of contracts (supervised by a contracted law firm).
ix)	Country local – political/economic/social	Executive Management collectively and every line manager Rector and Vice-Chancellor Planning Unit assessing internal and external forces and imperatives on strategic direction Annual strategic planning of Executive Management, followed by strategic and operational plans of each unit within the institution – linked to the budgetary process. Monitoring through self- and institutional assessment of progress. Adaptations made where necessary.
x)	Country foreign – political/economic/social	Vice-Rector: Academic Operations with the Director: Research and International Office Regular international contact through participation in conferences abroad and formal agreements with institutions of international standing.
xi)	HIV/AIDS	Vice-Rector: Student Affairs with the HIV/Aids Unit Guided by the HIV/Aids Policy and preventative programmes and launching of actions and monitoring of case statistics.
xii)	Operational – process failures, e.g. information	Chief Director: Operations with the Director: Computer Services and his staff Registrar: Information and Computer Services and Registrar: General A project team is appointed to come up with a proposal on an electronic document management system.



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Prof FCvN Fourie
Rector and Vice-Chancellor

8. ANNUAL FINANCIAL REVIEW – REPORT OF THE CHIEF DIRECTOR: OPERATIONS

8.1 General

In the consolidated financial statements all activities falling under the control of the Council are reported. In addition it includes the results of the Kovsie Alumni Trust, the Lila Theron Trust, as well as the Insula Trust (dormant).

8.2 Budget process

The University's budget process started with the top management's summit, which was followed at the beginning of the following year by the management summit, where the strategic plan (priorities, challenges, projects and actions) for the next three years was established. The Executive Management were subsequently informed about the budget parameters for the following year. This step in the budget process was hampered by the lack of guidelines from the authorities. The Department of Education, for example, made no announcement about state funding for the next triennium, while the announcement was made so late in 2003 (in December) that it was impossible to take it into account in the budget process. Executive Management took a standpoint on the probable budget parameters, whereafter deans and heads of support service departments were informed of the standpoint and invited to submit their budget applications for the next calendar year, taking into account the strategic plan and objectives, the ability of the University to make available financial resources, and with an indication of how the activities of their faculties/departments would contribute to achieving the objectives.

In considering the budget applications and the allocation of the financial resources, a significant part of the expected income (16 % in 2004) was reserved for specific strategic application, with the aim, among others, of ensuring the long-term sustainability of the University.

8.3 Budget control

The financial systems have been set up in such a way that a manager cannot spend more money than he/she has at his/her disposal. Although control is not absolute, it is nevertheless sufficiently effective.

8.4 Funding framework

Since 2004 the University has been receiving the State's contribution on the basis of the new funding framework. This funding framework is a strong mechanism that enables the Minister of Education to steer higher education. In contrast to the Sanso subsidy formula, the new funding framework is not used to calculate how much subsidy universities should receive in total, but serves as mechanism to divide the amount the State can make available between universities. The Minister uses the funding framework among others to limit the growth in student numbers, and has informed this University that the number of subsidised students are limited to the 2002 numbers plus 5 %. The growth phase is therefore, at least as far as subsidised students are concerned, something of the past for the time being. As current (2004) student numbers are considerably higher than 2002 + 5 % (in fact, the Main Campus is equal to 2002 plus 27 %), the effective limitation in the State's contribution places great pressure on the University's resources. This is aggravated by the load that the incorporation of the Qwaqwa Campus and the Bloemfontein Campus of Vista University places on the UFS.

8.5 Investment policy

Since 1986 the University has been using financial asset managers to manage the University's long-term investments in terms of a prescribed mandate. The mandate authorised the asset managers to manage the University's investment funds within a balanced portfolio. Current wisdom would have it that an asset manager is not necessarily able to manage all different asset classes equally well, and in December 2003 it was decided to give specialist mandates to asset managers. The decision was carried out in the course of 2004. Among others this led to a shift of assets between asset managers.

8.6 Income statement

- 8.6.1 Recurring income grew by 12,8 % to R751,6 million, while recurring expenditure increased by 16,3 % to R702,9 million. As a result of this, the operating surplus decreased from R62,2 million in 2003 to R48,6 million in 2004. The decrease is largely due to the increase in the spending on specific funded activities that increased by almost R16 million.
- 8.6.2 Staff remuneration costs increased from 52,9 % to 54,8 % of recurring income. Half the increase is the result of the incorporation of the Bloemfontein Campus of Vista. Staff remuneration costs in the latter case amounted to almost 90 % of the income.
- 8.6.3 Investment income: Profit on realisation. The change in the investment policy and the shift between asset managers led to the realisation of part of the investments, resulting in an exceptionally large profit on realisation of R50,3 million. However, no more than R5,2 million of this relates to the current bookyear.

8.7 Balance sheet

8.7.1 The incorporation of the Bloemfontein Campus of the Vista University led to an increase of R45,1 million in assets and liabilities on 2 January 2004.

8.7.2 Funds increased from R738,8 million to R900,8 million. This can be ascribed partly to:

	x R1 million
Incorporation Vista	40,3
Consolidation Lila Theron Trust	3,9
Operating surplus	101,8
Unrealised profits as a result of growth in value of investments	30,6
- Ditto -	<u>15,</u>
	<u>161,3</u>

8.7.3 Cash and cash equivalents show a decrease of almost R41 million. Short-term investments to the amount of R92 million that were called up and received before 1 January 2005 are, however, shown partly under investments and partly under debtors (R67 million). The actual cash balance is approximately R50 million more than a year before.

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Prof D A Viljoen
Chief Director: Operations

Approved by UFS Council on 10 June 2005

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Mr Justice S P B Hancke
Chairperson of Council