

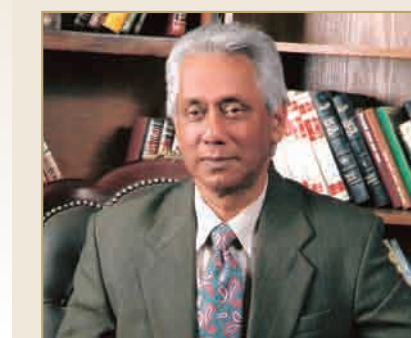
Report

The year 2008 has been one of steady progress and consolidation for the Durban University of Technology from its difficult period of internal governance and merger challenges. Establishing a unifying culture for the new Institution will obviously take time but its foundations are being solidly laid. It is my pleasure to report on the sound professional relationship that is being forged between the new Council, the Executive Management and other stakeholders of the Institution.

During the course of the year the Vice Chair of Council, Ms Gugu Moloi stepped down from the post but will continue as a member of Council. Council wishes to place on record the excellent service rendered by Ms Moloi during her tenure and is pleased to welcome

Ms M Mogodi-Dikgetsi as the new Vice-Chair of Council. Council also approved the appointment of two new members Ms Zubie Seedat and Ms Thelma Louw. The appointments of Professor T Andrew (Executive Dean of the Faculty of Engineering and the Built Environment) and Professor A Jordaan (Director of Postgraduate Support and Development) as acting Deputy Vice-Chancellors were approved by Council.

In order for the Council to function efficiently, democratically and transparently a number of new initiatives were taken during the course of the year. First, following each Council Meeting, a communique is issued to the University Community, which sets out the highlights and main outcomes of each meeting. Feedback indicates that such reports are informative and well received. Second, in order for Council to be apprised of outstanding work that is being accomplished in the Institution, it was decided that one Department or Constituency would be invited to make a brief presentation of its work at each Council Meeting. Two presentations were made in 2008. The first was by Dr Kate Wells on the research activities of the



Dr Jairam Reddy
Chair of Council

Siyazama Project, an initiative of the Department of Visual Communication Design. The second was by Mr Stuart Macpherson of the Department of Electrical Engineering who spoke about the DUT Indlebe Radio Telescope. Both presentations were impressive and the projects were acknowledged as making seminal contributions to the knowledge base of the country.

Quality Assurance is now a defining feature of the higher education sector across the world. As every sector of the Institution is assessed during the process, the Council of DUT deemed it necessary to have itself evaluated. Following extensive discussion it was agreed that Dr Len Konar be invited to make a presentation on the King Report II on corporate governance. This was made at the Council final meeting of the year on 22 November. The presentation was enlightening and a wide ranging question and answer session followed. The mechanisms and procedures of the process are being currently given attention and it is hoped that it will be instituted in 2009. If it succeeds it may well be the first such evaluation in the country and will be an important step for both accountability and improving the performance of Council.

It is gratifying that the University has kept its expenditure within the balanced budget approved by Council. While the financial picture of the Institution looks generally good, student debt and the high cost of maintaining the student residences are of concern and has to be addressed by Executive Management and Council in the coming years. Agreement was reached with Unions in phasing out the practice of encashing accumulative leave instead of taking it. This will contribute to a better financial outlook for DUT. Council would like to express appreciation to both Executive Management and Unions for the agreement.

Other important activities of note in 2008 at DUT were the following:

- The International Centre on Non-Violence (ICON) will widen its remit and look at matters such as racism and other forms of discrimination. This will complement the work of both the HESA and DOE task teams charged with investigating and reporting on racism and other forms of discrimination which may be prevalent at universities
- DUT, along with other universities, has received DOE funding for managing the HIV/AIDS pandemic on campuses
- The Minister of Education has agreed to review the new Higher Education Qualifications Framework which would have affected the universities of technology adversely
- In May of the year DUT hosted the conference of the South African Society of Cooperative Education (SASCE). It was attended by local and international participants from ten international countries. At this conference, the South African Technology Network (SATN) was launched. SATN was formed to strengthen the areas unique to universities of technology.
- A Technology Transfer Office has been established to facilitate initiatives by academic departments in areas such as incubation, establishment of technology stations, patents, artifacts, innovation and the commercialization of research
- Internationalisation is a current trend of universities. To this extent, DUT has been involved in a number of initiatives: student exchanges with Ravensburg University of Applied Sciences, Germany; staff visits to the Loerrach University of Applied Sciences funded by the Baden-Württemberg government, Germany; a major effort with Finnish universities in developing performance indicators for UoTs
- In addition to the block grant and the National Student Financial Aid Scheme (NSFAS) funding, DoE grants of nearly R4 million received for teaching development and over R9 million received for research will be major incentives for developing these important areas of academic activity
- The Higher Education Quality Committee (HEQC) conducted an audit of DUT from 13-17 August 2007. The Audit Report was received in October 2008. DUT received six commendations for good practice and twenty one recommendations for improvements. An improvement plan is being formulated and will be submitted to the HEQC early in the new year. Council takes note of the considerable preparatory work that

was undertaken by the Centre for Quality Promotion and Assurance, the task teams and staff to ensure that the audit process was conducted smoothly

- Restructuring has placed four Directorates: Centre for Research Development, Postgraduate Development and Support, Technology Transfer and Innovation and International Education and Partnerships under the Deputy Vice-Chancellor Technology, Innovation and Partnerships.

In conclusion, 2008 has been a stable, productive and satisfactory year for DUT. For this achievement, Council wishes to place on record its sincere appreciation to the Executive Management, academic and non-academic staff and students who have worked both conscientiously and cooperatively. The forthcoming year promises to be one with concerns, challenges and opportunities. The global financial crisis, which has affected every country including South Africa, the forthcoming elections and the continuing demand for high level skills and university graduates will place unprecedented demands on the Institution. These are the challenges that face DUT in the years ahead.

Dr Jairam Reddy
Chair of Council



Council Meetings and Attendance

COMMITTEES	NO. OF MEETINGS	AVERAGE % OF ATTENDANCE
Council	5	65%
Executive Committee	6	83%
Finance Committee	3	61%
Audit Committee	2	60%
Human Resources and Remuneration Committee	4	78%

NAME OF COUNCIL MEMBER	COMMITTEE					
	COUNCIL	AUDIT	JOINT AUDIT & FINANCE	FINANCE	EXCO	COUNCIL HUMAN RESOURCES & REMUNERATION
	NO. OF MEETINGS IN 2008					
	6	2	1	3	4	4
NO. OF MEETINGS ATTENDED BY INDIVIDUAL COUNCIL MEMBERS IN 2008						
Prof T Andrew	2 [2mtgs held since appt as DVC: AC (Act)]	Advisory	0	0 [1mtg held since appt as DVC: AC (Act)]		
Ms C T Duba	6					
Prof N Gawe	4	Advisory	1	3		4
Mr K Hoosain	3	1	1	3	1	2
Mr T Ikolafeng	1		0	1		3
Mr M S E Kharwa	6		Non-voting	Non-voting		3
Dr F Kitchin	6					
Mr N Luthuli	5		1	3		
Mr C Lyall-Watson	4	1	0			4
Ms T Louw	2 [2mtgs held since appt]					2 [2mtgs held since appt]
Cllr W L Mapena	3					
Mr L K T Mehta	4	2	1			
Ms A de Meyer	3					2
Mr N Miya	3					
Ms I Mkhari	2		0	2		
Ms M Mogodi-Dikgetsi	5	1		2 [2mtgs held since appt]	4	2
Mr K S Moodley	5					
Mr O Mooki	2					
Ms M Motumi	6				4	
Mr Z Nyuswa	3					
Mr P Nxumalo	5		0	2		
Prof R du Pré	6	Advisory	1	3	4	4
Dr J Reddy	6	1	1	2	4	2
Dr V Reddy	6					
Dr L Samuels	6				4	3
Ms Z K Seedat	2 [2mtgs held since appt]					
Mr M Shange	6		1	3	4	
Dr J Volmink	3				1 [2mtgs held since appt]	
Average Percentage of Attendance	76%	60%	67%	76%	91%	75%

: Not applicable

Report of the Vice-Chancellor

Message from the Vice-Chancellor

The year 2008 was a seminal year for Durban University of Technology. DUT was a result of a merger in 2002 between Technikon Natal and ML Sultan Technikon. While it was a voluntary merger, it nevertheless had the usual number of challenges and problems faced by all other institutions which merged as part of the changed South African Higher Education Landscape in 2004/05 onwards. In addition, while the constituent institutions were two similar institutional-types, namely technikons, they however had different cultures – academic, religious, colour, nationality, language, etc. and this had to be taken cognisance of and managed over the period of the merger.

In the midst of all the mergers and name changes, the Minister of Education also re-designated Technikons as Universities of Technology in 2003 and the first Technikons became Universities of Technology in 2004, followed by the rest in 2005. However from 2002, the merged institutions in Durban operated under the name of Durban Institute of Technology and by the time Technikons were designated Universities of Technology, DIT was well into the merger process and continued until the process was completed in 2007. By 2007 DUT had appointed a new Council, a new Vice-Chancellor and a new Deputy Vice-Chancellor: Academic. Thus by the end of 2007, when Management decided that the merger needed to be consolidated and rounded off, it then began the next step in the process and that was changing DIT (renamed DUT in 2006) into an actual University of Technology.

DUT changed its name from Durban Institute of Technology to Durban University of Technology at the beginning of 2006 to bring it in line with the rest of the sector, and in January 2008 embarked on the next major mission of its young life, and that was to transform itself into a University of Technology. This will probably take between 5-7 years, although the Australian experience indicates that a merged/refocused institution takes about 10-15 years before its takes on the true shape of, and be recognised as a University of Technology.



Transforming from a “Technikon” to a “University of Technology”

In light of the above, DUT set out in 2008 to put in place the required structures for a university of technology. Amongst these were changes in the management structure and the re-designation of one to the DVC posts to drive the process of a University of Technology. The DVC: Finance and Information Services post was re-designated as DVC: Technology Innovation and Partnerships upon the resignation of the previous DVC. The number of directorates which are unique in universities of technology, and essential for such development and growth, were also created, namely: Technology Transfer and Innovation, Postgraduate Development and Support, International Education and Partnerships and a change in focus of Research Management and Development to concentrate on Research Capacity Development. The major challenge in the institution was to inculcate the culture of applied research, technology and knowledge transfer and Innovation which are hallmarks of a university of technology.

Statement on Internal Administration/ Operational Structural Controls

Changing the way we work as a University of Technology

In 2008, DUT also addressed the way academics worked and the way faculties were structured. The decision to change from four to six faculties in 2007 was consolidated in 2008 and the departments, departmental heads, deputy deans and departmental secretaries were also finalised.

In addition, within the faculties, the "technikon period" of 40 minutes was changed to the "university hour" which is a 50 minute lecture session plus 10 minutes for movement between lecture rooms. Faculties also began to address the issue of over-teaching which was a characteristic of technikons, but which had to be addressed in universities of technology. Faculties are also looking at semesterisation and modularisation to improve the quality of teaching and learning.

A major push was also made in the following areas: an improvement in the qualification levels of staff to meeting and national and international benchmarks of a university and those set by the Department of Education (DoE), namely that 40% of staff should have doctorates and all permanent teaching and research staff should have a minimum of a Masters degree. Secondly, DUT began to address the high dropout rate and increasing the success and graduation rate to bring this in line with the DoE benchmarks, and, thirdly to address the number of students enrolled in postgraduate students and bring this up to levels acceptable for a university of technology. Lastly, DUT has also begun to address the adverse salary: income ratio to bring this within the acceptable DoE range of 58-62%.

Going Forward

Going forward, DUT is mindful that it is 3-4 years behind the rest of the UoT sector in transforming to a university of technology. However in the midst of the changes, DUT is continuing to address staff qualifications, the quality of teaching and learning, the increase

in the number of staff undertaking research of an applied nature and to build the required capacity, and in streamlining the way in which the support services provide support and assistance to the academic division. Uppermost in the minds of everyone is that the core business of a university is the academic business, and determined efforts are being made to direct resources and staffing to the academic sector and ensure that DUT provides the quality education required of a University of Technology.

After a number of turbulent merger years, DUT has begun to stabilise. Management has followed the path of fiscal prudence and DUT is now beginning to consistently reflect a surplus and a positive cash flow. Vigorous efforts are also being made to increase third stream income through technology transfer, contract research and fundraising.

Adapting to Change

Change is difficult and human beings do not respond easily to change. We are however mindful of the fact that internal and external forces require that we change i.e. from a technikon to a university of technology and that we meet benchmarks set for the entire higher education sector. Additionally, industry has certain expectations of DUT and so does the international world in its partnerships with DUT which requires us to observe relevant standards of the Department of Education. Thus whether we like it or not change has to take place. What we at DUT need to do is to look at the best way in which we can do it and find ways to enjoy the change that has to take place. For this to happen, staff at all levels have to move out of their comfort zone and begin to embrace the challenge, undertake to change, and implement the change in order for DUT to take its place not only in the national family of universities and universities of technology but also in the world out there.

Finally, we have to educate for the world of work and must ensure that our students are employable. This is the litmus test of DUT as a University of Technology and a higher education institution, namely, providing relevant programmes of a high quality that produces competent graduates who can take their place in society and the workplace, and make the world a better place in which to live.

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

It includes a well documented organisational structure and division of responsibilities, established policies and procedures, which are communicated throughout the University, and the careful selection, training and development of its staff. Internal Auditors monitor the operation of the internal control systems and report findings and recommendations to Executive Management and the Council. Corrective actions are taken to address control deficiencies and other opportunities for improving the system 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 systems of internal control, including the possibility of human error and the circumvention of overriding of controls. Accordingly, even an effective internal control system can provide only reasonable assurance with respect of financial statement preparation and the safeguarding of assets. Furthermore, the effectiveness of an internal control system can change with circumstances.

The Durban University of Technology assessed its internal control as at 31 December 2008 in relation to the criteria for effective internal over financial reporting described in its Internal Control Manual. Based on its assessment, the University believes that as at 31 December 2008, its system of internal control over its operational environment, information reporting and safeguarding of assets against unauthorised acquisition, use or disposition met these criteria.


Vice-Chancellor
Prof. R.H. du Pré



MANAGEMENT AND CONTROLS OF THE CONSEQUENCE OF RISK

The Risk Committee consists of all Senior Managers of the University and reports to the Audit Committee which, in turn, reports to the Council of the University. The Risk Committee is chaired by the Vice-Chancellor.

The process for the identification of risks is an objective-driven process which assesses the impact that risks would have on the achievement of the objectives of the University. Furthermore, the Risk Management Committee identifies the key mitigating strategies, risk owners and timelines for the risks identified. The process further applies a rating based on the quality of control, thereby ranking risks and setting priorities. The top risks are addressed through action plans put in place with responsibilities assigned to the relevant risk owners. The University also maintains a risk register which is updated annually.

The roles and responsibilities of the Risk Committee include the following:

- This Committee coordinates all risk matters of the DUT.
- Ensures consistency of risk management practices and reporting throughout DUT to enable consolidation of results.
- Assists the Executive Leadership with the discharge of its responsibility to comply with any statutory or regulatory requirements by facilitating the development, establishment and maintenance of an efficient and effective risk management process.
- Liaises with Internal Audit to facilitate the generation of a risk-based internal audit plan.
- Financial quantification of losses or potential losses as a result of risk events.
- Where gaps in the risk management process are observed, the Risk Management Committee will facilitate the process to ensure that management action plans are sufficient and adequate to close the gaps, thereby ensuring the effectiveness of risk management processes.
- Ensures that risk management is aligned throughout DUT to ensure that no duplication occurs and all risk management silos are integrated.

- Risk Management reporting from all environments will be done through the Risk Management Committee.
- Deals with whistle blowing matters in the appropriate manner (assessing whether there is future risk and monitoring management strategies that have been put in place as a result of the whistle blowing).
- Undertake training (through the Risk Committee Chairperson) within the University regarding risk management, as and when required.

The university recognises that identifying and managing risks is critical to ensuring that its strategic and operational goals and objectives are met.

In the period under review the Risk Committee identified, amongst other things, the following significant risk areas for which action plans and mitigating controls have been put in place :-

- Planned enrolment targets not being met
- Cash flow problems and potential large bad debt write-offs
- Over-reliance on grants and subsidies in relation to other forms of income
- Increasing incidents of student unrest
- Vacant positions not timeously filled with appropriate staff
- Inadequate facilities management, including maintenance of buildings
- Loss of high calibre staff

FINANCIAL RISKS

Decisions on the level of risk undertaken are confined to the Executive Management Committee that has established limits by transaction type and by counter party. Trading for speculative purposes is prohibited. All interest rate derivative transactions are subject to approval by the Chief Finance Officer before execution. The University is adequately covered in terms of its insurance policy against fire and allied perils, business disruption, theft, money, fidelity, public liability, accidental damage and employer's liability.

A detailed breakdown of the University's financial risk exposure is reflected in Note 18 of the Consolidated Financial Statements.



Chair of the Risk Committee
Prof R du Prè

REPORT OF PRINCIPAL ON MANAGEMENT/ADMINISTRATION

The DUT Strategic Plan 2009-2018 forms the framework for the institution for the next nine years. This is informed by the reconfiguration of the Higher Education system into three types of universities namely the Traditional, Comprehensive and the Universities of Technology. DUT was designated as a University of Technology (UoT) in 2004 and very specific goals inform the strategic plan and further, the Department of Education (DOE) has prescribed that the institution meet its student graduation rate target of 22,5%. Sixty percent of academic staff must obtain their masters and 40% must have achieved their doctorates by 2012. These are some of the benchmarks that need to be met.

DUT has made tremendous progress in improving its graduation rate which stands at 20% (from a base of 18%). Presently 29% of staff have masters and 7.5% have doctorates. Steady progress is being made in reaching the required DOE targets.

To operationalise the strategic plan, the institution has rolled out a performance management system. The system cascades the goals into concrete objectives and timeframes. The system includes regular performance reviews which will track the progress towards the 2012 target date.

The plans and goals are resourced through the budgeting process which identifies medium and long term financial, capital and human resources planning needs. The process of merging of structures and grading and placement of staff, has been concluded. This brings to the end eight years of lengthy negotiation arising out of the merger. The number of staff has remained relatively constant in light of the capping of student enrolment to 22 226.

An Equity Report is compiled by the Manager: Equity on an annual basis giving the equity targets and the current status of the university. At the level of employing new staff, the profile of the department's equity is considered before an appointment is made.

There is a Management Information System in place and the records are updated by the Human Resources department on a continuous basis. The details of all the staff members who are employed at DUT are on this database and all types of management reports are drawn from this database.



Given the limited resources available to the sector, the individual departments continue to provide services at an acceptable level. There were however areas that could have performed better which will be addressed in 2009.

The Department of Student Governance and Development provided a number of developmental programmes which attempted to ensure that the SRC played a more constructive and integral role in the governance of the university. Such programmes were welcome, however they need to be increased so that the SRC becomes more inclusive in their interactions with the university community. Both the Midlands and the Durban choirs performed extremely well at the national level with both of the choirs winning various categories in which they participated. Residences are always contentious issues at universities. At the beginning of the year the university had to secure more accommodation for students. It is pleasing to note that within Residences various initiatives were undertaken to ensure that Residences are viewed not as housing but rather as centres of learning.

In 2007 the Department of Student Counselling and Health forwarded a proposal to Higher Education HIV/AIDS Programme (HEAIDS), a Higher Education South Africa (HESA) initiative, for funding of the university's HIV/AIDS programme. The university received R2.5m from HEAIDS and R250 000 from the DOE for its projects in HIV/AIDS. The project commenced in May 2008 with the appointment of 14 staff tasked with the responsibility of up-scaling Voluntary Counselling and Testing (VCT) up take, integrating HIV/AIDS into the curriculum and developing and implementing various programmes that would highlight HIV/AIDS issues. This programme has received wide acclaim as being one of the better programmes in Higher Education.

Our students have excelled in sports. Our men's and women's hockey teams were national champions as were our men's volleyball team. This was a remarkable achievement as the team was national champions for an unprecedented 10 times. The university's basketball, hockey, football and volleyball teams were also provincial champions. Students of the university were also chosen to represent South Africa in the following codes: athletics, football, karate, kung-fu, hockey and volleyball. The Sports Department also hosted the 2008 African Volleyball Olympics qualifiers in which 12 countries participated. In addition the 2008 African Volleyball Club Champions was hosted, in which 16 clubs representing 14 countries participated. It was also in 2008 that the university won the bid to host the 2010 Street Children's World Cup.


Professor Nqabomzi Gawe
DVC: Institutional Support



Statement on Corporate Governance

The Council

The composition, powers and responsibilities of the Council are in accordance with the Higher Education Act No 101 of 1997, the Durban University of Technology's Statute, and the Code of Conduct for Council members. Their responsibilities include the ongoing strategic direction of the University, approval of major developments and policies and the receipt of regular reports from Executive Management on the day to day operations of the University. Council comprises thirty members, nineteen of whom (that is 63%) are external members who are neither employees nor students. The role of the Chairperson of the Council is clearly separated from that of the University's Chief Executive, the Vice-Chancellor. The Council met six times in 2008 and in addition held a Workshop where they discussed, inter alia, the role of Council in a changing higher education landscape and the distinguishing role of a University of Technology.

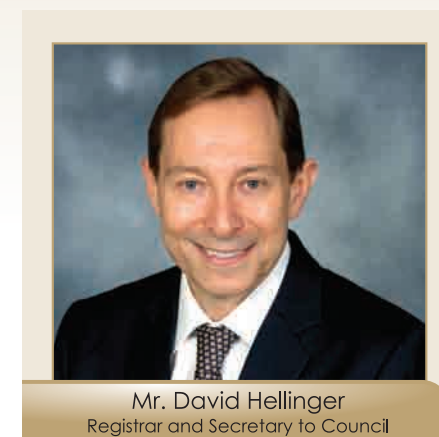
Council Committees

An Executive Committee, Finance Committee and Audit Committee are Committees of Council prescribed in the Statute of the Durban University of Technology. In addition Council has a Human Resources and Remuneration Committee. All of these Committees are formally constituted with terms of reference and comprise mainly external members of the Council. In addition one external Council member serves on each of the University's Senate, Institutional Forum, Honorary Degrees Committee, Student Services Board and Institutional Strategic Planning Committee.

Further details of the Council Committees:

Executive Committee which inter alia:

- (a) acts on behalf of the council in urgent matters with subsequent reporting to Council;
- (b) considers and makes recommendations to the Council on matters referred to the Council by committees of the Council, the Senate and its committees, Executive Management, and joint committees of the Council and the Senate thus serving as a "clearing house" for the Council;



- (c) makes recommendations on appeals by staff members who have been found guilty of misconduct;
- (d) investigates and finalises any matters delegated by the Council;
- (e) makes recommendations to the Council on policy issues;
- (f) refers any matter which it deems necessary in the interest of the University to the Senate or any committee;
- (g) acts on behalf of the Council with full powers during the University's vacation period, and
- (h) considers nominations for vacancies on Council for recommendation to Council.

Finance Committee which:

- (a) recommends to Council the University's annual revenue and capital budgets which includes students' residences;
- (b) monitors performance in relation to the approved budgets for Council.



The Finance Committee must inter alia:

- (a) formulate, develop, maintain and recommend to Council all policies in respect of all matters pertaining to the financial management and administration of the institution;
- (b) recommend to Council all matters of a financial nature;
- (c) appoint and mandate signatories to all documents, cheques and agreements of approved transactions of a financial nature;
- (d) recommend to the Audit Committee any amendments to the financial rules with a view to enhancing financial control and administrative efficiency;
- (e) recommend to Council the annual financial statements of the University for each year;
- (f) ratify all tenders approved by the Tender Committee.

Audit Committee which provides assistance to Council with regard to inter alia:

- (a) ensuring compliance with applicable legislation and the requirements of regulatory authorities; matters relating to financial and internal control, accounting policies, reporting and disclosure;
- (b) the activities, scope, adequacy and effectiveness of the internal audit function and audit plans;
- (c) reviewing and recommending to Council all external audit plans, findings, problems, reports and fees;
- (d) reviewing and recommending to Council all internal audit plans, findings, problems, reports and fees;
- (e) ensuring compliance with the University's Codes of Ethics and Conduct;
- (f) assisting in the evaluation of the adequacy and effectiveness of systems of all internal controls, accounting practices, human resources practices, information systems and auditing processes applied in the day to day management of the

institution and recommending to Council any policies and procedures to give effect thereto;

- (g) recommending to Council the appointment of the internal and external auditors;
- (h) recommending to the Finance Committee the approval of the Annual Financial Statements.
- (i) ensuring compliance with all areas of risk and the management thereof. The Vice-Chancellor's Risk Committee reports to the Audit Committee.

Both the internal and external auditors have unrestricted access to the Audit Committee, which ensures unimpaired independence. They also attend Audit Committee meetings.

Human Resources and Remuneration Committee which inter alia:

- (a) formulates the conditions of service of employees of the University in accordance with the Higher Education Act (Act No. 101 of 1997) for approval by the Council;
- (b) recommends to Council to amend the conditions of service in accordance with the Basic Condition of Employment Act, the Labour Relations Act and related legislation;
- (c) ensures compliance with all labour related legislation;
- (d) develops, creates, reviews and amends all policy relating to conditions of employment at the University for approval by Council;
- (e) ensures that there is a mechanism developed to allow for all statistics and data to do with human resources that reflects the current situation and that a report on these is submitted at each meeting;
- (f) ensures that the best practice, as appropriate for the University, is established and operating efficiently within the University including job grading systems and performance management systems;
- (g) develops and submits to Council a remuneration policy appropriate for the University;

- (h) ensures that there is a mechanism developed to allow for all statistics and data to do with all remuneration matters and that a report on these is submitted at each meeting.
- (i) Considers and recommends to Council on matters relating to inter alia general remuneration policy, actual and benchmarked remuneration for the higher education sector, remuneration of members of Council, performance management incentives and bonuses, executive remuneration and general staff remuneration;
- (j) Recommends to Council on mandates for annual salary reviews;

Staff and Student Participation

The Durban University of Technology uses a variety of participating structures for issues which affect employees and students directly and materially. Insofar as staff are concerned, three trade unions enjoy organizational rights, namely the National Union of Tertiary Employees of South Africa (NUTESA), the National Educational Health and Allied Workers Union (NEHAWU) and the Tertiary Education National Union of South Africa (TENUSA).

Each trade union elects one academic staff member to sit on Senate, two staff members to sit on the Institutional Forum and three staff members to sit on the Health and Safety Committee, Skills and Professional Development Committee and Employment Equity Committee respectively. The Unions also have observer status on the Selection Committees for all staff and have membership on Selection Committees for Executive Managers and the Professorial Committee.

In addition three seats on Council, one on each of the Finance Committee and the Human Resources and Remuneration Committee of Council, and four on the Institutional Forum are reserved for elected staff members.

The participation by students in decision-making is ensured by the membership afforded to the Students' Representative Council (SRC) of various formal and working committees.

In terms of the highest decision-making bodies, the SRC appoint two members on the Council, three members on each of the Senate and Institutional Forum, one member on each of the Executive Committees of Council and Senate, one member on the Finance Committee of Council and four members on the Student Services Board. Furthermore one SRC member sits on each of the Tender Committee, the Institutional Services Board, the Library Committee, the Selection Committees for Executive

Managers and the Student Disciplinary Tribunal. They also serve on the HIV/Aids, Financial Aid, Fees and House Committees. Students also have representation on all Faculty Boards.

Statement on internal administrative/operational structures and controls

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

Internal Auditors monitor the operation of the internal control systems and report findings and recommendations to Executive Management and the Council. Corrective actions are taken to address control deficiencies and other opportunities for improving the system 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 systems of internal controls, including the possibility of human error and the circumvention of 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 Durban University of Technology assessed its internal controls as at 31 December 2008 in relation to the criteria for effective internal over financial reporting described in its Internal Controls Manual. Based on its assessment, the University believes that as at 31 December 2008, its system of internal controls over its operational environment, information reporting and safeguarding of assets against unauthorised acquisition, use or disposition, met these criteria.

Statement on Ethics

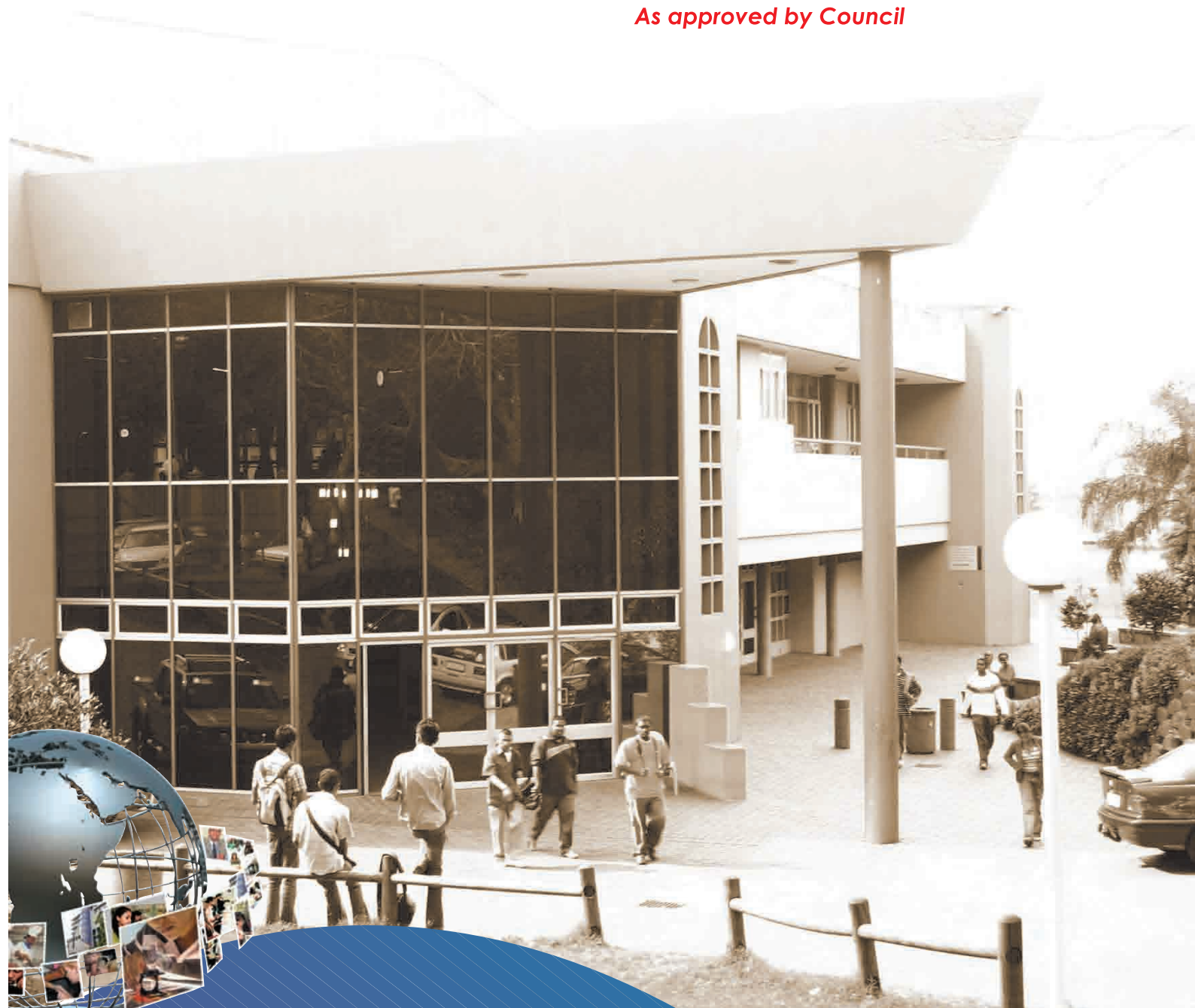
The University's Code of Ethics as approved by Council is a statement of the ethical principles, values and behaviours expected of the staff and individuals associated with the University. Such persons are required to be careful, honest, responsible and efficient and to avoid impropriety or the appearance of impropriety in order to preserve the resources and assets of the University for the public good. The Code also seeks to promote the highest standards of scientific and professional integrity and to give due consideration to the ethical issues arising from the activities of the Institution.

As approved by Council

Report of the Senate to Council: on teaching, research, and extension



- DVC: Academic Report
- Centre for Excellence in Learning and Teaching (CELT)
- Centre for Quality Promotion and Assurance (CQPA)
- Library Report
- Technology, Innovation and Partnerships (TIP)



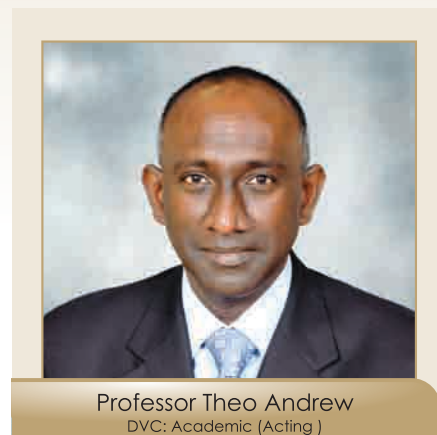
DVC: Academic Report

The year 2008 for the Durban University of Technology (DUT) was a year spent consolidating the academic architecture affirming and entrenching the core values and characteristics of the University of Technology (UoT), and improving the effectiveness of the various management structures within the University. As a result of the restructuring of the academic architecture in 2007 six faculties were formed out of the four. Executive Deans were appointed to lead the two new faculties in 2007/08 and in 2008 these new faculties were embedded.

The UoTs are relatively new in South Africa but have been in existence for more than 20 years in other countries. The recently appointed Vice-Chancellor (August 2007) played a key role in the establishment of UoTs in South Africa and has come to DUT with both local and international knowledge about UoTs. High on the agenda for 2008 was the strategic intervention and investment in improving the qualifications of staff, in particular, increasing the number of staff with masters and doctoral degrees. The Postgraduate Directorate, the Directorate for Technology Transfer and Innovation and the Directorate for Research Capacity Development, all under the office of the Deputy Vice-Chancellor for Technology Innovation and Partnerships has been set up and/or restructured to give effect to the strategic intervention. There is a significant number of staff who have registered for the higher degrees in 2008. In addition, there has also been a significant increase in postgraduate student registrations (not members of staff).

Another new directorate that was set up in 2008 is the International Education and Partnerships. During 2008 a number of international benchmarking exercises were conducted by various sectors of the University. Our international collaborations have increased and has given effect to staff exchange, student exchange and bilateral projects. DUT will be hosting 20 German students in 2009 for example.

The number of applications for enrollment at both undergraduate and postgraduate levels from foreign countries has also increased in 2008/09.



The six Faculties i.e. faculty of Arts and Design, Accounting and Informatics, Applied Sciences, Management Sciences, Engineering and the Built Environment and Health Sciences continue to produce high quality career orientated graduates and our alumni continue to occupy high places in the industry. The quality assurance system plays a crucial role in ensuring that the programmes offered at DUT are always relevant and exceed minimum standards. The throughput rates have increased to the satisfaction of the DoE and so have our graduation rates. Innovative teaching and learning practices and more appropriate management of the student's learning have certainly assisted in the increased throughputs.

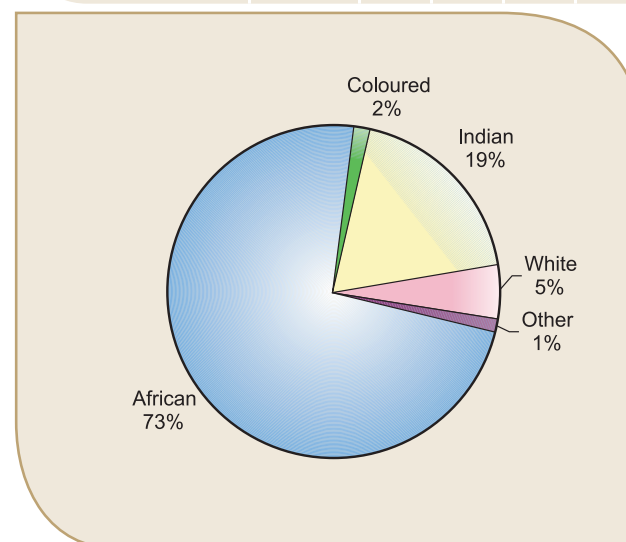
While 2008 was certainly a year where much has been achieved, DUT sadly lost some valued staff members through tragic circumstances, one being the previous DVC: Academic, Professor Lionel Slammert. They shall be remembered for their contribution made to DUT.

The year 2009 started with much turmoil with respect to staff and student protests. We are nevertheless determined to move ahead with achieving our vision. The revised strategic plan that sets out our direction for the next five years was approved by the University Council in November 2008. We are determined to give effect to this plan.

Student Profile and Academic Success Rates

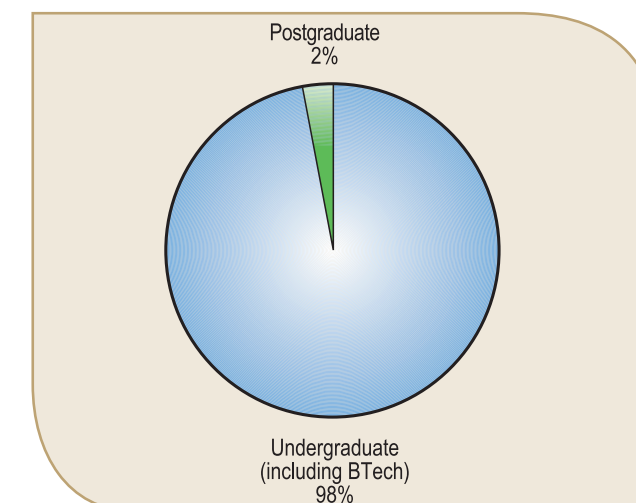
Composition and Size of student body - 2008

African	Coloureds	Indians	Whites	Other	Total
16139	356	4064	1177	230	21966



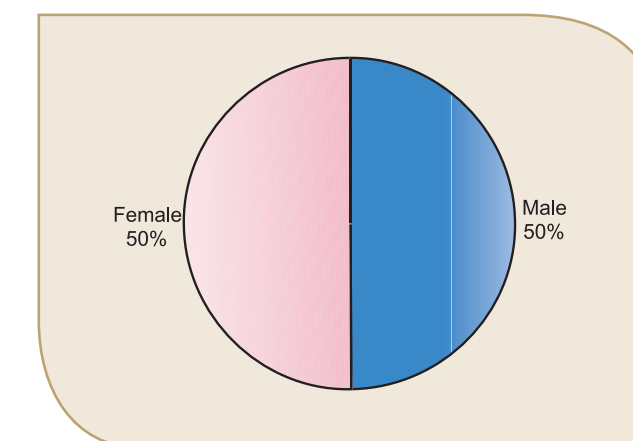
Undergraduate /Postgraduate Headcount

Undergraduate (including BTech)	Postgraduate	Total
21602	364	21966



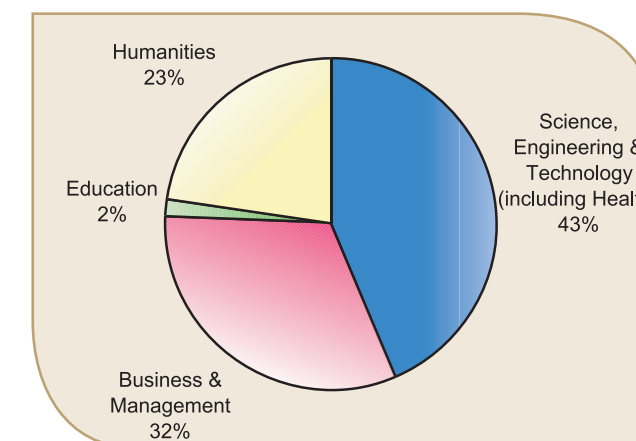
Headcount Enrolment by Gender

Male	Female	Total
10941	11025	21966



Enrolment per Full-Time Equivalent

Science, Engineering & Technology (including Health)	7205
Business & Management	5314
Education	276
Humanities	3739
Total	16534



Academic Progress in 2008

Graduates per Faculty according to level of study for 2008

Level	Accounting and Informatics	Applied Sciences	Arts and Design	Engineering and the Built Environment	Health Sciences	Management Sciences	Total
National Certificate					75	3	78
National Higher Certificate	194						194
National Diploma	766	276	392	548	248	777	3007
Bachelor of Technology	149	44	201	256	184	285	1119
National Higher Diploma					13		13
Master of Technology	2	6		5	40	6	59
Doctor of Technology	1				2		3
Total	1112	326	593	809	562	1071	4473

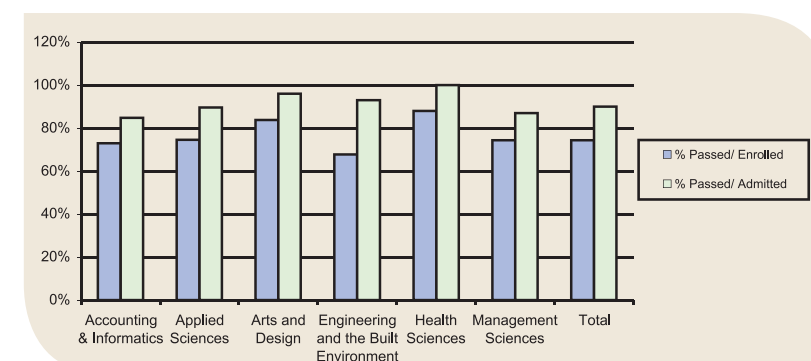
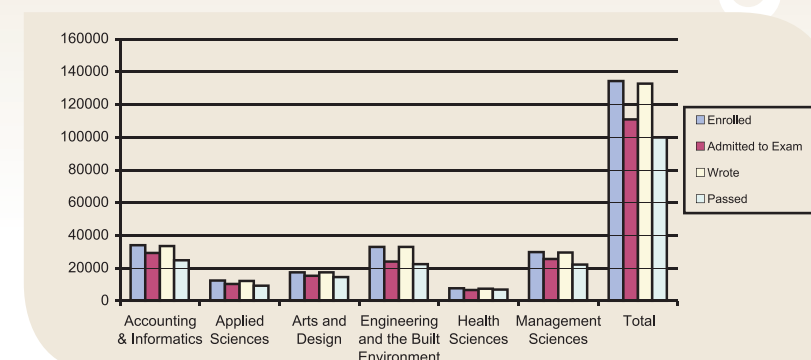
Graduates by Faculty per Race and Gender for 2008

Faculty	Female					Female Total	Male					Male Total	Grand Total
	African	Coloured	Indian	White	Other		African	Coloured	Indian	White	Other		
ACCOUNTING AND INFORMATICS	572	7	75	1		655	364	5	83	5		457	1112
APPLIED SCIENCES	117	1	81	10		209	89	3	21	4		117	326
ARTS AND DESIGN	232	9	40	83		364	137	4	21	67		229	593
ENGINEERING AND THE BUILT ENVIRONMENT	130	2	56	6	1	195	321	14	202	72	5	614	809
HEALTH SCIENCES	225	7	121	58		411	64	1	40	45	1	151	562
MANAGEMENT SCIENCES	486	22	140	3	2	653	286	6	95	24	7	418	1071
Total	1762	48	513	161	3	2487	1261	33	462	217	13	1986	4473

NB: As per 2nd Hemis submission

Summary of Exam Statistics per Faculty for 2008

Faculty	Subject Enrolments				% Passed/ Enrolled	% Passed/ Admitted
	Enrolled	Admitted to Exam	Wrote	Passed		
Accounting and Informatics	33896	29110	33514	24690	73%	85%
Applied Sciences	12243	10169	12119	9115	74%	90%
Arts and Design	17402	15181	17341	14571	84%	96%
Engineering and the Built Environment	33023	24039	32770	22330	68%	93%
Health Sciences	7705	6696	7475	6769	88%	100%
Management Sciences	29868	25515	29467	22181	74%	87%
Total	134137	110710	132686	99656	74%	90%



ACCESS TO FINANCIAL AID & PROVISION THEREOF AND FINANCIAL AID FOR STUDENTS - (SENATE REPORT)

Total number of students applied for Financial Aid (2008)	9599
Total number of successful students	8911
Total number of unsuccessful students	688

SPECIAL NOTES:

The Department of Financial Aid applied the criteria based on academic performance and financial need. The NSFAS National Means Test was implemented to determine financially needy students. The unsuccessful students (688) did not qualify for financial aid based on the following reasons:

- Poor Academic performance
- High household incomes

The allocation of Funds for 2008 were as follows:

- **NSFAS & NSFAS NGOs**

Total amount allocated	R115, 077, 865-00
Total number of students assisted	8562

- **DUT ADMINISTERED BURSARIES:**

Total amount allocated	R990, 884-00
Total number of students assisted	234

- **DUT - SCHOLARSHIPS (Undergraduates)**

Total amount allocated	R4, 260, 309-00
Total number of students assisted	683

Centre for Excellence in Learning and Teaching (CELT)

The dedication and commitment of the Centre for Excellence in Learning and Teaching (CELT) staff working on learning and teaching projects has resulted in the achievement of amongst other things, the Senate approval of a revised assessment policy, Senex support for Vice-Chancellor's Teaching Excellence Award to be implemented for the first time in 2009 to academic staff and recognition as one of the top Higher Education Institutions offering a staff development programme for academic staff to develop and enhance web-based learning across all Faculties. The staff in CELT have assisted educators at DUT towards improving learning and teaching regardless of the absence of a clear mandate and permanently appointed Director for the past three years.

There continues to be an increased enrolment for students gaining access to DUT academic programmes through the Recognition of Prior Learning (RPL) process which is co-ordinated through CELT guiding and advising RPL candidates and the academic departments to assess the existing competencies and achievements of the candidates before enrolling them for the appropriate subjects in the programmes. The current RPL policy has been reviewed to meet the needs of the institution and align practice with national norms and submitted to Senex for approval. The staff from CELT are actively engaging with staff from other universities on a National project for the development and review of the SATAP tests as well as for the National Benchmarking Test (NBT) which will be implemented for the first time in 2010.

The SATAP testing procedure for selection and placement of students offered by CELT has been used extensively by academic departments; especially to place students on the Department of Education (DoE) funded extended curriculum programmes.

Curriculum development workshops, opportunities for sharing best practice and attendance at national symposia and conferences for academic staff teaching on the extended curriculum have been facilitated and co-ordinated by the staff in CELT responsible for managing the DoE training budget for extended curricula programmes awarded to DUT. Through this budget, Prof Ian Scott from UCT (adviser to DoE on extended curriculum programmes) presented the case for such programmes at a well attended two day workshop for Executive Deans and their staff at DUT.



Professor Thengani Ngwenya
Director: Centre for Excellence in Learning & Teaching (CELT)

Generally, the departments offering the extended curricula programmes have reported successes in the recruitment and throughput of students on these programmes with the marked exception of programmes in the Faculty of Engineering and the Built Environment who have not been able to meet their target number of students enrolled on the programmes.

Support for student academic development is provided through the training of tutors and collaborating with academic staff that were awarded the teaching development grants funded by the DoE. The application made by CELT through the Faculty of Art and Design to include the Post Graduate Diploma in Higher Education on the DUT PQM has been approved by the DoE and the process of receiving HEQC accreditation to actually offer the programme as a staff development initiative has been started.

Staff who have successfully completed the Pioneers programme which is based on the web-based learning outcome of the PGDHE were awarded their certificates of achievement at the annual e-learning day. CELT has two Blackboard certified trainers who offer the Pioneers and Trailblazers programme to promote the use of web-based learning across all faculties. A teaching development grant funded project - the use of mobile-learning for podcasting - for the professional development of junior lecturers in the Faculty of Health Sciences was launched with a seminar and workshop presented by the Education Manager at Apple IMC, for Executive Management and staff at DUT.

To support the new Faculty structure, CELT has assigned four staff members from the Centre to be responsible as Learning and Teaching co-ordinators within the Faculties. There are currently insufficient staff in CELT to assign one member per Faculty.

These staff liaise with the Executive Deans and their programme co-ordinators to ensure that the Faculty academic development needs are being met.



A self-study for transformation in Higher Education (SeStuTHE) research group which is primarily for the academic staff teaching on the extended curriculum programmes has been established to develop critical reflective personal and professional practice at DUT.

This project plans to impacting positively on the undergraduate throughput by raising the quality of learning, teaching and assessment through transforming educational practice; locating curricula culturally so that learners can learn more easily and effectively, and simultaneously increasing the number of masters and doctoral qualifications among DUT educators (and others) to meet the minimum requirements for educator qualifications in (higher) education. The establishment of this research group was initiated after the visit in July 2008 by Professor Peter Taylor from Curtin University of Technology. He presented a workshop on "Researching your practice" for academic staff on the Induction programme offered by CELT for new staff and a faculty wide seminar on "Masters and Doctoral programmes at Curtin University of Technology" during which time he shared examples and exemplars from the research work of his masters and doctoral students.

Prof Taylor's research activities include Transformative Teaching and Learning, Culture Studies Research, Self-study Research and Narrative Research Writing and he is widely published in these. Other national and international links with University of KwaZulu-Natal, Universidade Pedagogica in Mozambique, University of Bath-UK and First Nations Institute in Canada will provide visiting scholars to promote the work of the SeStuTHE research team in 2009.

Unfortunately, we bid farewell to three staff this year - two curriculum developers and a specialist computer technician. The specialist computer technician post was filled but the two curriculum developer posts have not yet been filled to assist staff to meet the challenges and opportunities that the new Higher Education Qualifications Framework presents for the universities of technology.