

# REPORT/INGXELO

## OF THE CHAIRMAN OF COUNCIL/KASIHLOLO WESIGQEBA



Mr AS Simelane

Chairperson: Unisa Council  
USihlalo: Isigqeba saseUnisa

It gives me great pleasure, on behalf of the Council, to present our report for the year under review.

### OPERATING ENVIRONMENT

We continue to operate in a controversial socio-political environment underpinned by high degrees of uncertainty. Currently we have a third Minister of Education over a 24 month period, and the degree of consultation to get clarity on many material issues continues to be a challenge.

It is encouraging to see that a significant portion of the period under review has been characterised by heightened transformational activity in the country. From a larger South African context, we have seen major changes over late 2017 and early 2018, and the inauguration of a new President has sparked hope for a more favorable outlook for 2018, supported by a stronger global economy.

Ndinovuyo olukhulu, egameni lesigqeba, ukunikezela ngengxelo yalo nyaka uphantsi kwengqwalasela.

### UMHLABA WOKUSEBENZELA

Sisaghubeka ukusebenzela kwindawo exoxisayo kwezentlalo nopolitiko, imeko ephantsi kokungaqiniseki okukhulu. Kungoku nje sinoMphathiswa Wezemfundo wesithathu kwisithuba nje seenyanga ezingama-24, kwaye amalinge okubonisana ngemiba emininzi isanika umngeni.

Kuyakhuthaza ukubona ukuba kuninzi okwenzekayo ngeli xesha lengqwalasela okuluphawu lwenguqu enkulu kwilizwe lethu. Kwimeko yoMzantsi Afrika ngokubanzi, sibone iinguqu ezinkulukazi kwisithuba esiya ekupheleni konyaka wama-2017 nasekuqaleni kowama-2018, kwaye, ukubekwa esikhundleni koMongameli omtsha kuvelise ithemba lezinto ezintsha kunyaka wama-2018, themba elo lixhaswa sisimo soqoqosho esomeleleyo kwihlabathi ngokubanzi.



### 2017 IN REVIEW

A key focus on values in 2017 was the practice of 'inclusivity' to ensure that we always display a spirit of 'oneness' and unity in all we do. To this end, this theme remained 'top of mind' within the realm of every critical strategic decision undertaken by the university.

The university recorded a historic moment during 2017 when we were extremely fortunate to have welcomed our esteemed new Chancellor, President Thabo Mbeki. True to the spirit of inclusivity, we combined the inauguration with our Academic Opening for 2017, and gave our staff the opportunity to be part of the installation of the new chancellor.

We are proud to call ourselves the **leading University** in Africa. Over 2017, we grew our engagement and partnerships with various tertiary institutions across the African continent and these continue to bear fruit as we see further growth in our foreign student intake. At the forefront, investment in the appropriate technology remains key to us increasing our footprint across the continent.

One of the more challenging issues continuing from the prior year is the **#FeesMustFall** debate. We definitely saw more traction on the issue during 2017 and following the submission of the Heher Commission report, our President announced 'Free Higher Education to the poor and working class.' The announcement received mixed reactions. Whilst there was great celebration on the policy finalisation and the relief of a significant financial burden for students, many were still expecting a blanket 'Free Higher Education' concept being implemented. As the largest tertiary institution in South Africa, we celebrate the strides made to encourage and promote access to higher education for a large portion of the South African population and are grateful that a substantial number of our students will benefit from this initiative. The policy will also relieve Unisa of the potential financial loss from those students who would have had to drop out due to financial exclusion. In 2017 Unisa has made available more than R90 million for student bursaries at both undergraduate and postgraduate levels - we see this as part of our continuing vision to **shape futures** and grow South Africa.

### SIQWALASELA OWAMA-2017

Xa sigxila kwiinqobo zokuziphatha ngowama-2017 siphawula ukuba kulandelwe inkqubo 'equkayo' neqinisekisa ukuba sisoloko sibonisa umoya 'wobunye' nomanyano kwinto yonke esiyenzayo. Lo mxholo uye wasoloko 'uphezulu engqondweni' xa bekufuneka kuthathwe izigqibo ezibalulekileyo nezinobunkenenkene apha eyunivesithi.

Iyunivesithi yenze imbali ngowama-2017 ngexesha esithe sanethamsanqa elikhulu ngokuthi samkele obekekileyo owayesakuba nguMongameli, uMnumzana Thabo Mbeki njengeNgqonyela yethu.

Kanye ngokuhambelana nomoya wokuquka, saye sadibanisa ukubekwa esikhundleni kweNgqonyela nokuVulwa Konyaka Wemfundo kowama-2017, saze sanika abasebenzi ithuba lokuba babe yinxalenye yokumiselwa esikhundleni kweNgqonyela entsha.

Sinebhongo ukuzibiza ngokuba siyeyona Yunivesithi Ip-hambili eAfrika. Ngowama-2017 siwakhulisile amathuba entsebenziswano nobuqabane namaziko ngamaziko emfundo ephakamileyo kuyo yonke iAfrika, kwaye la malinge ayaqhuba ukuvelisa iziqhamo ezihle njengoko sibona ukuba ayakhula amanani abafundi bamanye amazwe abaqalisa ukufunda apha. Okuphambili, ukutyala imali kwezobuchwepheshe obufanelekileyo busesisithixo sokwandisa ifuthe lethu kwilizwekazi leAfrika.

Enye yemiba ecele umngeni kunyaka ongaphambili yaba ziingxoxo ezaziwa ngokuba yi **#FeesMustFall**. Ngokuqinisekileyo kwabakho ukuthakruthwano ngalo mba ngonyaka wama-2017, kwaza kwathi emva kwengxelo yeKhomishini kaHeher (Heher Commission), uMongameli wethu wazisa 'Imfundo Ephakamileyo Yasimahla kwabahluphekayo nabaphila ngokuphangela.' Esi saziso samkelwa ngeendlela ezahlukeneyo. Lo gama kwakubhiyozelwa ukufikelela esiphelweni soyilo lomgaqo nkqubo nokothulwa komthwalo onzima wezemali kubafundi, abanye babesalindele 'Imfundo Ephakamileyo Yasimahla' kumntu wonke. Njengelona ziko lemfundo ephakamileyo elikhulu eMzantsi Afrika, siyayivuyela imitsi ethathiweyo yokukhuthaza nokuquzelela ukufumaneka kwemfundo

In the prior year, we also reported on #OutsourcingMust-Fall and I am pleased to report back that the bulk of our **in-sourcing initiatives** have been "bedded down" and the impact can be clearly seen in our financial results, which reflect a significant decline in our outsourcing expense line, and a concomitant increase in full-time employees.

Much time has been spent on recruiting the right caliber of staff during 2016 and this endeavor continued in 2017 to ensure that we have a **fully-fledged Executive Management** team. The details of our Executive Management and new appointments are detailed on page 9.

### EVOLUTION OF STUDENT BASE

In 2017, we have seen pleasing growth in the range and demographics of our student base. We continue to attract a growing number of students emerging from secondary education and looking for affordable and accessible tertiary education. In addition, we have seen an increase in the number of students who are unemployed and are in search of better education opportunities. This paves the way for both Unisa and our Government to consider the challenge that this poses. It is within this context, that there needs to be a process of rethinking the type of facilities that we offer, particularly at our regions. This requires extensive consultation with all stakeholders in order to get the necessary support both institutionally but also from our government, particularly to invest in infrastructure that will assist in increasing our success and throughput rates. While we have always strived to be a critical component in "shaping the future" of our students, we find ourselves now responding to their changing needs, and indeed, we acknowledge the role they will now play in "shaping our future". Of course, this brings with it many challenges, the least of which is access to **appropriate technology**. Distance education is critical to increased access and massification of education as inspired by the Sustainability Development Goals, and online technology is the catalyst for bridging geographic boundaries. Always top of mind for me, will be that we remain wary of adopting global technology platforms and trends, without contextualizing this for our African reality, where bandwidth and connectivity remain expensive and inadequate to cover our continent appropriately.

**Transformation** remains at the top of our agenda. In September 2016, the Council requested Exco to convene a Transformation indaba at Unisa, and this significant milestone was successfully actioned in August 2017. We attracted many eminent speakers including Chief Justice

ephakamileyo kwiqela elikhulu loluntu lwaseMzantsi Afrika, kwaye sinombulelo wokuba baninzi abafundi bethu abaza kuxhamla kweli phulo. Lo mgaqo nkqubo uza uza kunceda iUnisa ukuba ingalahlekelwa yimali ngenxa yabafundi ekungeba bagxothiwe esikolweni kuba ben-genamali yokuhlawula. Ngowama-2017 iUnisa inikezele ngeebhasari ezizizigidi zeerandi ezingama-90 (R90 million) zokufunda ngaphambi nangemva kwesigaba sesidanga sokuqala - le nto siyibona njengenxalenye yombono wethu oqhubekayo wokubumba amakamva nokukhulisa uMzantsi Afrika.

Kunyaka ongaphambili sanika ingxelo ngephulo elalisaziwa ngokuba yi#OutsourcingMust-Fall, ngoku ke ndiyavuya ukuchaza ukuba agqityiwe amalinge amanizi okusebenzisa okwangaphakathi (in-sourcing) kwaye iziqhamo ziyabonakala kwezoqoqosho lwethu kuba zihle ngokubonakalayo iindleko zokusebenzisa okwangaphandle (outsourcing), kwaye liya lisanda inani labaphangeli abasisigxina.

Lininzi ixesha elichithwe ekurhwebesheni abasebenzi abakudidi olufanelekileyo ngonyaka wama-2016 kwaye eli linge liqhubekile ngowama-2017, ngenjongo yokuninisekisa ukuba sineqela elipheleleyo Labalawuli Abaphezulu. Iinkcukacha Zabalawuli Abaphezulu nabaqeshwa abatsha zidwelisiwe kwiphepha le-9.

### UKUGUQUQUKA KWESISEKELO SABAFUNDI

Ngowama-2017 sibone ukukhula okuncumisayo kwiindidi ngeendidi zabafundi abavela kwiimeko ezahlukeneyo. Siyaqhuba ukubizela inani elikhulayo labafundi abasuka kumaziko emfundo yesekondari, abafuna imfundo engabizi kakhulu nefikelelekayo. Ngaphezulu, sibone ukwanda kwenani labafundi abangaphangeliyo nabazama amathuba emfundo angcono. Le nto ilungisa indlela apho iUnisa noRhulumente wethu beya kuqwalasela ngayo umngeni owenziwa yile meko. Le meko yenza isidingo somgaqo nkqubo wokucinga ngokutsha ngezibonelelo esizinizekelayo, ngakumbi kwizithili zethu. Le nto ifuna uthethwano olunzulu nabo bonke abachaphazelekayo, ukuze kufumaneke inkxaso yeziko nekarhulumente wethu, ngakumbi ekutyaleni imali kwizibonelelo ezinokuba luncedo ekukhuliseni impumelelo yethu nezinto esizivelisayo. Nangona besisoloko sisebenzela ukuba yinxalenye ephambili "yokubumba ikamva" labafundi bethu, ngoku sizifumanisa sisabela kwizidingo zabo eziguququkayo, kwaye siyayamkela indima eza kudlalwa ngabafundi "ekubumbeni ikamva lethu".

Ewe, le nto iza nemingeni emininzi, owona mncinane

Mogoeng Mogoeng as our keynote speaker. The discussions were robust and constructive and this has set the tone for the level at which the transformation imperative needs to be deliberated. To this end, I was encouraged by the participation at all levels. What remains now is to consolidate and create a roadmap that will respond to the true and diverse needs of our many stakeholders.

### LEADERSHIP AND GOVERNANCE

From a personal perspective, 2017 has lead the way into more **pro-active leadership** from myself and the Council. Our Council continues to stay close to the issues on the ground while balancing the need to respond to these issues whilst contributing at a strategic level. We have seen 2017 show us the effectiveness of empowerment of **our critical sub-committees**, paving the way for more effective decision making at a Council level. In this report, we have refreshed our Governance section (page 28) to show the dedicated levels of work displayed by my fellow council members who are experts in their requisite fields.

As we continue into 2018, I cannot ignore the many incidents of dramatic failure of governance, ranging across the public and private sector, and including many parties implicated in "state capture". This has resulted in a **weakening of trust** that is being experienced **across the South African public**. At Unisa we acknowledge the many challenges this brings in how we engage with our students, regulatory bodies, suppliers and society at large. To that end, we continue to monitor the contract management process and related service level agreements. We will continue to focus on **proper governance** and ensure that we have the proper resources to address this. As an over-arching theme, we encourage our staff, students and all our representative bodies to behave ethically at all times and continue to uphold the values and integrity associated with the ethos of our university.

### STATUS OF THE UNIVERSITY

The Council is pleased to report a marked improvement in the **operating surplus** for the year and note that the improvement is due to the growing base of students. We continue to focus on financial stability within the context of the difficult macro-economic and regulatory environment outlined above, but also turn our focus to alternative streams of income generation. To that end, while we have been slow to execute on the operationalization of Unisa Enterprises, we are pleased to report that we have appointed a suitable Chief Executive Officer and that the business plan was approved by

ikukufikelela kwezobuchwepheshe obufanelekileyo. Imfundo yeziko elikude ibaluleke kakhulu ekufikeleleni kwabantu bonke emfundweni okukhuthazwa Ziinjongo Zophuhliso Olungapheliyo (Sustainability Development Goals), kwaye ubuchwepheshe beintanethi sisixhobo esingundoqo sokuweza imida phakathi kwamazwe. Into esoloko iphezulu engqondweni yam kukuba kufuneka sihlale sisezingqondweni zokufumana amaqonga neenkqubo ezikhoyo zobuchwepheshe, singakubeki oku kwimeko yethu yaseAfrika, apho ukufikelela kumaza eintanethi kusabiza imali eninzi, nalapho kunzima nokulifikelela lonke ilizwekazi lethu.

Inguqu ihleli ilinqaku eliphezulu kwijenda yethu. Ngenyanga yoMsintsi/uSeptemba wama-2016, iSigqeba sacela ukuba iExco ibize iNgqungquthela yeNguqu (Transformation indaba) eUnisa, kwaye eli nyathelo libalulekileyo laba yimpumelelo ngeyeThupha/Agasti kowama2017. Safumana izithethi ezibalulekileyo ezininzi eziquka iJaji Eyintloko (Chief Justice) uMogoeng Mogoeng owaba sisithethi esiphambili. Zaba shushu, zisakha iingxoxo kwaye oku kwaseka isingqi emasihambe ngayo isantya senguqu. Le ndibano yenza ukuba ndikhuthazeke yindlela abasebenzisana ngayo abathathi nxaxheba. Okuseleyo ngoku kukuqulunqa indlela yokusebenzela ukuphumeza izidingo eziyinyani nezahlukeneyo zabo bonke abachaphazelekayo.

### UBUNKOKHELI NOLAWULO

Xa ndithetha ngawam amava, owama-2017 wahlahla indlela yempumelelo kuhlobo lobunkokheli obukhawulela izinto zingekenzeki, obanceda mna neSigqeba. ISigqeba sisaqhuba ukusombulula iingxaki ezikumgangatho osezantsi nongowabantu, lo gama sikwafaka igxalaba kwimiba yolawulo kwizinga eliphezulu. Owama-2017 usibonise ukusebenza kakuhle kweekomiti ezincedisayo, nezihlahla indlela yokuthathwa kwezigqibo kwisigaba seSigqeba. Kule ngxelo sihlaziye icandelo loLawulo (iphepha 28) ukubonisa ukusebenza ngokuzinikela kwamalungu eSigqeba sam, aziingcaphephe kumacandelo azo.

Njengoko siqhuba kulo wama-2018, andinakho ukuzilibala iziganeko ezininzi zokungaphumeleli kolawulo. Ezi ziganeko ziquka amacandelo kawonkewonke nawabucala, kwaye zikwaquka namaqela amaninzi atyholwa "ngokubamba isizwe ngobhongwane" ("state capture"). Oku kubangele ukuba uluntu loMzantsi Afrika lungamthembi kakuhle urhulumente. Apha eUnisa siyayamkela imingeni emininzi eyenziwa yile meko ekusebenzisaneni nabafundi bethu, amaqumrhu alawulayo, abanikezeli zinkonzo noluntu ngokubanzi. Siyaqhuba ukuphosa iiso elibukhali kwinkqubo



the **Unisa Enterprises** Board, and presented to Council.

In line with the requirements of the Department of Higher Education, on behalf of the Council I would like to note that Unisa was a **going concern** in 2017, and this will continue into 2018.

Unisa operates in an **established control environment**, which is documented and regularly reviewed. This incorporates **risk management** and **internal control procedures**, which are designed to provide reasonable, but not absolute, assurance that assets are safeguarded and that the risks facing the Institution are controlled. Further information on the Council's responsibility for the total process of risk management are outlined on page 55. The review of internal financial controls is ongoing as part of the annual internal audit plan, and their report is outlined on pages 59.

Unisa has not been guilty of any material or immaterial regulatory penalties, sanctions and fines for contraventions or non-compliance with statutory obligations for the year under review.

#### GOING FORWARD

We look forward to the next year when we will commemorate our **145 year anniversary**. This significant milestone will allow us to commit ourselves once again to creating a culture of passion for what Unisa represents, and in the process create a university that is a high performance, service focused and people-centered institution. Coupled with Unisa's commitment to increased access and affordable higher education, our Council approved a **no-fee increase for 2018** which will continue to make our programmes affordable to all South Africans. Such a move requires us to be prudent and efficient in the delivery of our services, without compromising quality.

#### APPRECIATION

My report would not be complete without acknowledging the great work of many people and their ongoing commitment to the development and sustainability of our great institution

I would like to express my deep gratitude to Professor Makhanya and his management team who work tirelessly to deliver our strategy during a turbulent and challenging time. Similarly, I would like to thank my fellow council members for their dedication and support in guiding our Institution, and their eagerness to provide wise counsel. In addition, I would like to extend a warm welcome to our new Council members, Prof AV Magwaza, Mr O Galane, Ms PJ Sekwaila, Prof LI Zungu, Prof BB Senokoane, Prof

yolawulo lwezivumelwano zokusebenzisana/iikontraka nezinye izivumelwano zeenkonziso.

Siza kuqhuba ukugxininisa kulawulo olululo nokuqinisekisa ukuba sinezixhobo ezizizo zokwenza oku. Umxholo wethu owongameleyo kukukhuthaza abasebenzi bethu, abafundi nawo onke amaqumrhu omelo ukuba baziphathe kakuhle maxa onke kwaye sisoloko siphakamisa iinqobo zokuziphatha nemfezeko eyayamene nomthetho wentlalo weyunivesithi yethu.

#### IMEKO YEYUNIVESITHI

ISigqeba sinovuyo ukunika ingxelo yokwanda okubonakalayo kwemali ethe kratya yokusebenza. Sityaqonda ukuba lo kratya wenziwe kukukhula kwenani labafundi bethu. Sitho gqolo sisebenzela uzinzo kwezoqoqosho kule meko inzima yoqoqosho gabalala neyolawulo echazwe apha ngentla. Noxa kunjalo sikwagxininisa kumalinge angamanye okukhulisa ingeniso. Nangona sihambe kade ekuphumezeni ukusebenza kwamalinge oshishino aseUnisa (Unisa Enterprises), sinovuyo ukuchaza ukuba siqeshe uMlawuli Owongameleyo (Chief Executive Officer) ofanelekileyo, kwaye icebo loshishino (business plan) lamkelwa yiBhodi Yamalinge Oshishino aseUnisa (Unisa Enterprises Board), laza lanikezelwa kwiSigqeba.

Ngokuhambelana nemimiselo yeSebe Lemfundo Ephakamileyo, egameni leSigqeba ndithanda ukwazisa ukuba iUnisa ibe liqumrhu elikhulayo ngowama-2017, kwaye oku kuza kuqhubeka nakowama-2018.

IUnisa isebenza kumhlaba ozinzileyo nolawulekayo, oneengxelo ezigcinwayo nohlolwa rhoqo. Le nto iquka ukulawula iimeko zomngcipheko neenkqubo zolawulo lwangaphakathi, ezenzelwe ukuqinisekisa ngokunengqiqo, hayi ngokunyanzelisa, ukuba imithombo yobutyebi igcinwe ngokukhuselekileyo kwaye zilawulwa ngobuchule iimeko zomngcipheko ezijonge iziko. Ulwazi oluthe chatha malunga noxanduva lweSigqeba kwinkqubo yolawulo lomngcipheko lubhalwe kwiphapha lama-55. Uhlolo lweenkqubo zangaphakathi zolawulo lwezoqoqosho luqhubeka lonke ixesha njengexalenye yecebo lolawulo lonyaka loqoqosho lwangaphakathi, kwaye ingxelo yoku ifumaneka kwiphapha lama-59.

IUnisa ayikhange ibe netyala nelaluphi na uhlobo, ayikhange inikwe sohlwayo okanye isithintelo ngenxa yokungalandeli imigaqo.

#### INDLELA EYA PHAMBILI

Sijonge phambili kunyaka olandelayo apho siza kubhi-

PH Havenga and Prof RS Tshaka, and to graciously thank our departing Council members, Dr I Tufvesson, Dr PJA Mphafudi, Prof OE Mashile, Prof NS Eccles and Mrs PS Malema for their contribution, the impact of which will no doubt continue post their departure and into the future.

Last but not least, my gratitude must extend to the academic and support staff for their critical role in the evolution of our fine Institution.

In conclusion, I have full confidence, as we go into a new cycle of renewed hope to build a better South Africa for all, that together with all our stakeholders, we will reach our aspiration to be the most admired and diverse university on the continent, shaping futures in the service of humanity.

yozele isikhumbuzo sokugqiba kwethu iminyaka eli-145. Eli nqanaba liya kusivumela ukuba siphinde sizinikezele ngokutsha ekudaleni inkcubeko yothando olunzulu loku kumelwe yiUnisa, sibuye sidale iyunivesithi esebenza kwizinga eliphezulu, neziko elijolise ekunikezeleni inkonzo nasekukhathaleleni abantu. Ngokudibanisa nokuzimisela kweUnisa ekwandiseni amathuba okufikelela kwimfundo ephakamileyo engabizi mali ininzi, iSigqeba sivumile ukuba inganyuswa imali yesikolo ngowama-2018, nto leyo iya kuqhuba ukwenza iinkqubo zethu zifikeleleke ngokwasezimalini kubo bonke abemi boMzantsi Afrika. Inyathelo elilolu hlobo lifuna sichule ukunyathela kwaye sinikezele iinkonzo ngokufezekileyo, ngaphandle kokuthoba umgangatho.

#### UMBULELO

Ingxelo yam ayinakuba iphelele xa ndingawubaluli umsebenzi omkhulu owenziwe ngabantu abaninzi nabathe gqolo bezinikezele kuphuhliso nokugcina ubume beli ziko lethu libalulekileyo.

Ndithanda ukuvakalisa umbulelo wam ongazenzisiyo kuNjingalwazi Makhanya neqela lakhe elilawulayo elisebenza lingadinwa ekuphumeleleni icebo lethu ngeli xesha lamahla ndinyuka neningeni. Ngokunjalo, ndibulela oogxa bam abangamalungu eSigqeba ngokuzinikela nokunika inkxaso ekukhokeleni eli ziko lethu, nokulangazelela ukunika iingcebiso zobulumko.

Ngaphezulu, ndithanda ukwamkela ngokufudumeleyo, amalungu amatsha eSigqeba, uNjingalwazi AV Magwaza, Mnu. O Galane, Nks. PJ Sekwaila, uNjing. LI Zungu, uNjing. BB Senokoane, uNjing. PH Havenga noNjing. RS Tshaka. Ndibulela ngokungazenzisiyo kumalungu eSigqeba aphumayo, uGqirha I Tufvesson, Gqirha PJA Mphafudi, uNjing. OE Mashile, uNjing. NS Eccles noNks. PS Malema ngendima yabo, endiqinisekileyo ukuba iya kuhlala iqhubeka naxa sebehambile.

Ekugqibeleni, kungekuncinci phofu, umbulelo wam ubhekiswa kubasebenzi becala lezifundo nelenkxaso ngendima yabo yobuchule ekuphuhliseni eli ziko lethu lodidi.

Xa ndiphetha, ndithi ndinesiqiniseko esipheleleyo, njen-gokuba singena kumjikelo omtsha nje, ndinethemba elihlaziyekileyo lokwakha uMzantsi Afrika ongcono, owethu sonke, kwaye thina sonke nabachaphazelekayo, sakufikelela kwiphupha lethu lokuba yeyona yunivesithi ithandwayo nenabantu abahlukeneyo kweli leAfrika, sibumba amakamva kwinkonzo yoluntu.



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