

NWU BUSINESS SCHOOL OPERATIONAL PLAN (2021)

Strategic Goal 1: Pursuing academic excellence						
Pursuing academic excellence guided by ethical considerations.						
Goal		Action steps		Tasks and performance targets	Due date/ Feedback	Responsible
1.1	Excellence through innovative approaches in: Teaching and learning	1.1.1	Inspire academic excellence while accommodating different world views, paradigms and competitive theories.	Implement in task agreements of lecturers.	Continuous	Program managers Prof JA Meyer
		1.1.2	Inspire academic excellence while always be relevant and innovative			
		1.1.3	Inspire academic excellence while accommodating the latest technology			
1.2	Excellence through innovative approaches in: Research	1.2.1	The establishment of criteria for quality innovative research that is solution driven.	Implement in task agreements of lecturers	31/12/2021	Director of the BS Prof Christoff Botha Dr Joseph Lekunze
		1.2.2	The establishment of criteria for quality innovative research that addressess relevant challenges.	Implement the research outputs in task agreements of lecturers	31/12/2021	Director of the BS Prof Christoff Botha Dr Joseph Lekunze
		1.2.3	The creation and expansion of niche research areas/clusters.	Implement the research outputs in task agreements of lecturers	Continuous	Director of the BS Director of the BS Prof Christoff Botha
1.3	Excellence through innovative approaches in: Community engagement	1.3.1	Promote community engagement which is relevant and obeys to social justice	Monitor the amount of involvement		Prof JJ Prinsloo Ms N Khumalo
		1.3.2	Identification of community outreach and involvement opportunities	Keep track of the identification of areas of involvement		Prof JJ Prinsloo Ms N Khumalo
		1.3.3	Expand the community outreach and involvement of the Business School (faculty and students) to create value for the community	Monitor the amount of involvement		Prof JJ Prinsloo Ms N Khumalo

1.4	Ethical considerations, processes and conduct	1.4.1	Ensure that students, faculty and all stakeholders are aware of the values of the BS.	Establish and reinforce the values	Continuous	Director of the BS
		1.4.2	Establish a culture of ethical behaviour and good governance	Establish and reinforce the values		Director of the BS
		1.4.3	Apply the concept of Botho / Ubuntu – building communities	Establish and reinforce the values through projects		Director of the BS The whole school
		1.4.4	Nurturing the notion of social justice	Establish and reinforce the values through projects		Director of the BS The whole school

Strategic goal 2: Equipping individuals and organisations with a dynamic integrative learning experience

Providing programmes that develop strategic thought leaders by utilising innovative teaching and learning methods through a multimodal approach.

Goal		Action steps		Tasks and performance targets	Due date / Feedback	Responsible
2.1.a.	Delivering a quality MBA programme that develops our graduates as strategic thought leaders who can serve the country, its people and the African continent	2.1.1	The acquisition and maintenance of our international accreditation (AMBA) for the MBA programme.	Refer to <i>Improvement Plans</i> for a detailed implementation plan for the application for AMBA accreditation. Re-accreditation improvement plan: October 2021 Re-accreditation: October 2021	Continuous	Director of the BS Prof AM Smit Dr Johan Jordaan
		2.1.2	The acquisition of the Association of African Business Schools (AABS) accreditation.	Refer to the conditions set by AABS. Complete initial application.	31/12/2021 Continuous	Director of the BS Prof AM Smit
		2.1.3	Investigate the possibility of an American accreditation (AACSB International). AACSB – The Association to Advance Collegiate Schools of Business).	Compile a plan to investigate this and to possibly execute it. Target: Plan	Continuous	Director of the BS Prof AM Smit
		2.1.4	Investigate the possibility of an AMBA and BGA accreditation in combination	Compile a plan to investigate this and to possibly execute it. Target: Plan	Continuous	Director of the BS Prof AM Smit
		2.1.5	Implement the concept of strategic thought leaders through the curriculums of most modules	Monitor the implementation of strategic thought leaders application through core activities	Continuous	Director of the BS Prof AM Smit Program leaders
2.1.b.	Delivering a quality Post-graduate Diploma in Management (PGDip) that develops our graduates as strategic thought leaders who can serve the country, its people and the African continent	2.1.1	Establish programme management group for PGDIP and provide feedback to EXCO and Establish module groups and provide feedback to EXCO	Set fixed monthly meeting dates on calendar		Prof JA Meyer Prof N Mouton Prof C Botha
		2.1.2	Revise the admission requirements which will include 2 year full time work experience.	Provide feedback on outcome to relevant stakeholders.	In progress	Prof JA Meyer Prof N Mouton EXCO
		2.1.3	Compile administrative process manual	Process manual to be compiled and adhered to	In progress	Prof JA Meyer Prof N Mouton

		2.1.4	The establishment of an address for the Post-graduate Diploma in Management.	Install name boards and appoint support staff where necessary.	Continuous	Prof JA Meyer Dr Johan Jordaan
		2.1.5	The expansion of the staff capacity to ensure the presentation of a quality Post-graduate Diploma in Management (manager and support staff).	The recruitment and contracting of quality presenters for the Post-graduate Diploma in Management.	Continuous Annual report	Prof JA Meyer Prof N Mouton
		2.1.6	Strengthening of the current student enrolment on the 3 sites of delivery.	Number of students (total number of applications according to set goals).	Continuous Annual report	Prof J Meyer Prof N Mouton Dr Johan Jordaan
2.2	Continuous refining of quality assurance processes and mechanisms	2.2.1	Ensure sustained and scheduled quality assurance of the all the programmes	Quarterly progress reports to the Director: Business School.	Quarterly	Prof AM Smit
		2.2.2	Monitor the implementation of the improvement plans that flow from the evaluation of the AMBA accreditation	Quarterly progress reports to the Director: Business School. Implementation of comments and recommendations by AMBA.	Continuous Annual report	Prof AM Smit
		2.2.3	Monitoring of student evaluations and the planning and implementation of interventions to improve quality.	Average student evaluations increase. Implement feedback from students	Continuous Annual report	Prof AM Smit Dr Johan Jordaan
2.3	Utilising synchronous and a-synchronous teaching and learning activities to deliver our programmes at different sites of delivery while ensuring that all students have the same learning experience.	2.3.1	The investigation and monitoring of the synchronis and asynchronis modes of delivery.	Investigate the different options	Feedback Annual report	Director of the BS Prof J Meyer Dr Johan Jordaan
		2.3.2	To expand online – and distance education within an approved model to manage distance learning within the NWU Business School	Explore the development of current and alternative multimodal ICT modes for teaching and learning for implementation in support of NWU Business School programmes.	In Progress	Deputy Director T&L
2.4	Empowering individuals with an integrated learning experience and a social responsiveness to take the lead as strategic thought leaders for pressing challenges.	2.4.1	Identify the unique challenges of the country and how the BS can contribute towards them	Continuous reporting to Director: NWU Business School.	Continuous Annual report	Prof J Meyer Prof N Mouton Dr Johan Jordaan
		2.4.2	Identify opportunities to stimulate economic recovery of South Africa	Reporting on the progress with regard to the prevention of plagiarism.	Continuous Annual report	Prof J Meyer Prof N Mouton Dr Johan Jordaan

		2.4.3	Identify the unique challenges of the country and how the BS can contribute towards them like addressing Small business development and corruption	Report and improvement plan as well as recommendations about the improvement of assessment.	Continuous Annual report	Prof J Meyer Prof Nelda Mouton Dr Johan Jordaan
		2.4.4	Identify modules which could accommodate the attributes of strategic thought leaders	Develop monitoring reports about student performance with regard to success rates, completion rates and fall-out rates for all Business School programmes.	Continuous Annual report	Prof J Meyer Prof Nelda Mouton Dr Johan Jordaan
		2.4.5	The continuous striving to enrol higher profile students for teaching-learning and short courses.	Monitor the current profile of students and regularly report to the Director of the Business School about progress.	Continuous Annual report	Prof J Meyer Prof Nelda Mouton Dr Johan Jordaan
		2.4.6	Improve student development and support. Be aware of students needs and to be accommodative	Monitor the student application and selection ratio (MBA and Post-graduate Diploma in Management).	Continuous Annual report	Prof J Meyer Prof Nelda Mouton Dr Johan Jordaan
2.5	Embracing the management of diversity	2.5.1	Set rules that accommodates diversity in syndicate groups	Monitor groups		

Strategic goal 3: Solution driven research

Providing relevant and innovative business research solutions based on sound ethics which impacts management- and leadership challenges in our community, country and the African continent.

Goal		Action steps		Tasks and performance targets	Due date / Feedback	Responsible
3.1	Innovative and impact-driven business research built on ethical scholarly engagement.	3.1.1	The establishment of impact criteria for quality research to promote academic and business excellence.	Availability of quality research criteria.	Feedback Annual report	Prof Y du Plessis Prof CJ Botha Dr J Lekunze
		3.1.2	Active encouragement and incentivisation of staff to do quality research on relevant topics, such as social corporate responsibility, corruption, small businesses, entrepreneurship and sustainability.	Number and quality of outputs within the relevant research area.	Feedback Annual report	Prof Y du Plessis Prof CJ Botha Dr J Lekunze Study Leaders
		3.1.3	Educate faculty about the correct ethics application process to improve the throughput of applications.	Feedback from ethics committee	After each ethics committee meeting	Ethics committee Prof SP v/d Merwe
		3.1.4	Establish the optimum staff: student ratio to facilitate quality research outputs.	Agreement with lectures/supervisors on number of research outputs	Feedback Annual report	BS Director Prof Y du Plessis Prof CJ Botha Dr J Lekunze
3.2	Mobilise resources to enable a supportive research-enabled environment	3.2.1	Improve the time management of academic staff with regard to teaching-learning, research and marketing of expertise by means of participation in the HEMIS Academic Timesheet (HAT) system.	Monitor participation in HAT with goal of 40% research time. Monitor with performance agreement.	Annual KPA discussion	Director of the BS
		3.2.3	Investigate and apply for research funding opportunities (e.g. NRF) in which NWU Business School researchers can participate.	Total research funding awarded.	Annual report	BS Director Prof Y du Plessis Prof CJ Botha Dr J Lekunze Staff as researchers
		3.2.4	Investigate international research funding opportunities that the NWU Business School staff can participate in.	Monetary value of research funding.	Annual report	Dr J Lekunze Prof Y du Plessis Prof CJ Botha

		3.2.5	Investigate the incentives that are currently available to encourage research and collaborate with faculty to develop new incentive models, where applicable, on a continuous basis.	Coordinate with Prof Babs Surujlal	Feedback	Prof Y du Plessis Prof CJ Botha Dr J Lekunze
		3.2.6	Make funds available for the establishment, maintenance and expansion of formal national and international research collaboration agreements.	Monetary value of funding.	Annual report	BS Director
		3.2.7	Educate staff with regard to the list of accredited journals (DoE, ISI, and IBSS), impact factors to be more visible as researchers.	Making available of lists and monitor outputs with the aim on quality outputs.	Annual report	Prof Y du Plessis Prof CJ Botha Dr J Lekunze
3.3	Create a research-oriented culture which enhances the research profile regarding total research outputs in accredited national- and international journals as well as in business related forums and media.	3.3.1	Increase the number of research outputs of enrolled master's degree and PhD students.	Number of outputs per students.	Annual report	Prof Y du Plessis Prof CJ Botha
		3.3.2	Arrange research output workshops and article writing workshops for staff and deserving students	Number of workshops: number of outputs	Annual report	Prof Y du Plessis Prof CJ Botha
		3.3.3	Increase the number of PhD students and throughput	Number of students. See Faculty plan goals (NWU Business School's goals).	Annual report	Prof Y du Plessis Prof CJ Botha
		3.3.4	Position researchers internationally.	Integrate with internationalisation strategy.	Annual report	Prof Y du Plessis Prof CJ Botha
		3.3.5	Focus on recruitment and selection of post-graduate students in identified areas, including promotion of internationalisation.	Percentage of international students.	Annual report	Prof Y du Plessis Prof CJ Botha
		3.3.6	Increase the total number of publication units in subsidy-carrying journals per academic member of staff.	Monitor and report. [Table format – build in targets].	Annual report	Prof Y du Plessis Prof CJ Botha
		3.3.7	Set two manuscripts that are ready for submission at accredited journal as prerequisite for the acquisition of a PhD.	Monitor and report.	Annual report	Prof Y du Plessis Prof CJ Botha
		3.3.8	Increase research output (mini-dissertation, D (x3) and publication units) per academic member of staff.	Monitor and report.	Annual report	Prof Y du Plessis Prof CJ Botha
		3.3.9	Improve the mini-dissertation vs. publication unit in subsidy-carrying journal ratio of the NWU Business School.	Monitor and report.	Annual report	Prof Y du Plessis Prof CJ Botha

		3.3.10	Participate in NRF research chair programme.	The research chair programme.	Annual report	Prof CA Bischoff Prof CJ Botha
		3.3.11	Investigate the application of post-doctoral fellows to improve research outputs.	Monitor and report.	Annual report	Prof Y du Plessis Prof CJ Botha
		3.3.12	Ensure that all School research committees function at its optimum levels	Active Committee(s) Scientific committee, Ethics committee Minutes	Feedback meetings	Prof CJ Botha Dr J Lekunze
3.4	Develop research competence of academic staff and students to become thought leaders which addresses relevant management and - leadership challenges within our communities, country and the African continent	3.4.1	Continuous training of staff in the writing of articles, books, research tools for qualitative and quantitative methods and statistical techniques.	Part of performance discussions and staff development: Document and monitor. Workshops promoted	Annual KPA discussion	BS Director
		3.4.2	Position researchers as national leaders in their fields of expertise and focus areas of the school.	Professional publications in national and international media. Monitor and report.	Annual report	Prof S v/d Merwe Prof CJ Botha
		3.4.3	Increase the publication units in high impact accredited journals (ISI, IBSS).	Number of publication units.	Annual report	Prof CJ Botha Prof S v/d Merwe
		3.4.4	Increase the number of publication units in international journals.	Number of publication units.	Annual report	Prof S v/d Merwe Prof CJ Botha
		3.4.5	Monitor the research development programme and increase the opportunities for research leave for academic staff.	Monitor continuously.	Annual report	Prof CJ Botha Prof S v/d Merwe
		3.4.6	Create opportunities and encourage staff to become actively involved with editorial committees of subsidy-carrying journals.	Number of services on editorial committees (total number and number per member of staff).	Annual report	Prof S v/d Merwe Prof CJ Botha
		3.4.7	Encourage staff to register at subject associations and make funding available for memberships.	Number of registrations with subject associations (total number and number per member of staff).	Annual report	Prof S v/d Merwe Prof CJ Botha
		3.4.8	Monitor the involvement of staff as reviewers for accredited journals.	Number of referent reports (total number and number per member of staff).	Annual report	Dr J Lekunze Prof CJ Botha
		3.4.9	Enhance the amount of research outputs in terms of the schools' focus areas.			Dr J Lekunze
		3.4.10	Increase the number of publication units in accredited journals that have been extracted from mini-dissertations.	Number of publication units.	Annual report	Prof S v/d Merwe Prof CJ Botha

		3.4.11	Refine the allocation model of mini-dissertations to staff (quotas, capacity, work load, use of external staff).	Monitor continuously.	Annual report	Dr J. Lekunze Prof S v/d Merwe Prof CJ Botha
		3.4.12	Establishment of a student evaluation questionnaire for the evaluation of the quality of the study supervision.	Compile questionnaire and perform continuous evaluation (after the examination of the mini-dissertation or PhD) of the quality of study supervision.	Annual report	Dr J Lekunze Prof S v/d Merwe Prof CJ Botha
		3.4.13	Present workshops to students to improve quality of research	Number of workshops and attendance	Annual Report	Dr J Lekunze
		3.4.14	Active and continuous expansion of capable external examiners (academics, students, industry).	Revisit current policy and processes at the appointment and set policy.	Annual report	Dr J Lekunze (Research Office) Study leaders
		3.4.15	Active and continuous training to improve the efficiency of the ethics applications and throughput time.	Monitor throughput of successful ethics applications	Annual report Annual report	Dr J Lekunze (Research Office) Study leaders.
3.5	Establish integrative business management and leadership research focus areas that are multi-disciplinary.	3.5.1	The identification of possible focus areas for the execution of applied and cross-filed research. (Refer to the 'clusters') and focus areas	Revision, expansion and description of research focus areas (Clusters). Areas of research excellence: Agriculture Business Management, Entrepreneurial Management, Mining Management Organisational Behaviour and Project Management.	Feedback Annual report	Prof CJ Botha Dr J Lekunze
		3.5.2	List of research focus areas and the communication thereof to the students. Revisit the subject groups/clusters and establish the expansion of the of cluster leaders' tasks and responsibilities.	Available list per academic/cluster and communication with students. Current clusters: • Human Resource Management: Prof Leon Jackson • Finances: Prof AM Smit • Entrepreneurship: Prof Stephan van der Merwe • General management : Prof RA Lotriet • Operations and Information Management: Dr Johan Jordaan	Feedback Annual report	Prof S v/d Merwe Prof CJ Botha Dr J Lekunze
		3.5.3	Ensure that the scientific committees and the ethics committee are working fluently	• Feedback from scientific and ethics committees every 2 weeks.	Feedback Minutes of meetings	BS Director Cluster leaders Prof RA Lotriet Prof CJ Botha Dr J Lekunze

		3.5.4	Purchase research tools and techniques	Make budget available and monitor		BS Director
		3.5.5	Implement all research output processes	Monitor and feedback		Dr J Lekunze
		3.5.6	Implement a research data base, research management system and e-filing system	Monitor and feedback		Dr J Lekunze
3.6	Establish collaborative international business research relationships through active partnerships	3.6.1	Encourage staff to participate in local and international subject association conferences.	Amount of conferences attended	Feedback Annual report	Prof CJ Botha Dr J Lekunze
		3.6.2	Conference participations should be linked to formal network and collaboration agreements as well as number of research paper/ chairs/ speakers outputs.]	Amount of conference papers delivered Amount of guest speakers Amount of research chairs	Feedback Annual report	BS Director Cluster leaders Prof CJ Botha Dr J Lekunze
		3.6.3	Encourage staff to work at an internationally recognised university for periods of six months or more (long leave/sabbatical).	Number of members of staff who have spent time at other universities.	Annual report	Prof CJ Botha
		3.6.4	Proactive search for comparative studies between South Africa and other countries-Africa and the BRICS countries	Number of comparable studies (set goals).	Annual report	Prof Y du Plessis Prof CJ Botha Cluster leaders
		3.6.5	Identify and implement over-arching research projects in collaboration with national and international research partners in order to make more relevant contributions.	Number of collaborative research projects: national and international.	Annual report	Prof CJ Botha Dr J Lekunze

Strategic goal 4: Operational autonomy and financial sustainability

Self-managed, financially-viable business school with a strong client focus.

Goal		Action steps		Tasks and performance targets	Due date/ Feedback	Responsible
4.1	Effective and efficient management of the NWU Business School within the approved mandate of autonomy	4.1.1	The establishment of the optimal management- and financing model for the NWU Business School.	Implement the chosen model. [Refer to necessary documentation].	Continuous	Director of the BS Prof JA Meyer
		4.1.2	Adjustment of the management model of the Business School in line with its autonomy			
		4.1.3	Adjustment of the financing model of the NWU Business in line with its autonomy			
		4.1.4	Finalise the financial model of the BS 3 rd. income stream finances			
4.2	Utilisation of available technology for administrative and management purposes.	4.2.1	The establishment of suitable structure for management of the NWU Business School	Monthly meeting.	Continuous	Director of the BS Prof JA Meyer
		4.2.2	The effective documentation of all discussions and decisions during meetings (agenda, minutes, documents).	Agenda and minutes.	Continuous	Director of the BS Prof JA Meyer
		4.2.3	The electronic archiving of all documents (meeting information).	Safe-keeping of all documentation.	Continuous	Director of the BS Prof JA Meyer
		4.2.4	The implementation of an effective information system with available technology			Director of the BS Prof JA Meyer Prof AM Smit
4.3	Sound financial management and reporting	4.3.1	Collecting and reporting of available of financial statements.	Effective reporting.	Annual report	Director of the BS Prof JA Meyer
		4.3.2	Increase the NWU Business School's third-money stream income.		28/02/2022	Mr Morne v/d Bergh
		4.3.3	Establishment of an executive education strategy			
		4.3.4	Establishment of growth goals per year (growth of at least 20% per annum).			

4.4	Creating an environment conducive to the effective functioning of the Advisory Board.	4.4.1	Appointment of suitable candidates for the NWU Business School advisory board.	Current advisory bureau members: • Chairperson: Prof Raymond Parsons • Executive Dean: FEMS: Prof Sonia Swanepoel • Director: NWU Business School • Secretary (Admin, meetings) • Mr Stavros Nicolaou (Aspen) • Mr Mzolisi Diliza (Strategic Partners) • Mr Christo Botes (Business Partners) • Mr Len Hansen (Astral Foods) • Mr Nico Vermeulen (NAAMSA) • Ms Charlotte Makoena (Sasol) • Mr Dewald Olivier (Alumni Association)	Continuous Annual report	Director of the BS Prof R Parsons
		4.4.2	The establishment of Terms of Reference for the activities of the Advisory Board.	Ground rules available. TOR	Completed	Director of the BS Prof R Parsons NWU-Management committee
		4.4.3	The continuous monitoring of the effectiveness of the advisory board	Measure impact and contribution.	Continuous Annual report	Director of the BS Prof R Parsons
		4.4.4	Building healthy relationships with the members of the Advisory Board to the mutual benefit of the NWU BS and the Board.	Measure impact and contribution.	Continuous Annual report	Director of the BS
4.5	Effective maintenance, development and utilization of infrastructure	4.5.1	The acquisition and maintaining of suitable own buildings (lecture halls and office space) at the three delivery points. • K14 in Potchefstroom • Vanderbijlpark Campus • Building at Mafikeng		Continuous	Director of the BS
		4.5.2	The effective management and optimal utilisation of BS's building infrastructure.	Optimal utilisation of available building infrastructure.	Continuous	Director of the BS
4.6	Establish an inclusive and transparent internal governance model.	4.6.1	The effective functioning of the EXCO	Monitor with feedback and minutes	Continuous	Director of the BS

Strategic goal 5: Commercialisation of expertise and skills

Commercialising through industry engagement and fulfilling a public intellectual role.

Goal		Action steps		Tasks and performance targets	Due date/ Feedback	Responsible
5.1	The effective branding of NWU Business School's Executive Education.	5.1.1	Establish alternatives and present it to the NWU Business School Exco	Possible alternatives: • Short course office • NWU Business School executive education • NWU BS-Ed	31/12/2021	Mr M v/d Bergh Director of the BS Prof CA Bisschoff
				Implement chosen trademark.	Continuous	Mr M v/d Bergh Prof CA Bisschoff
		5.1.2	The establishment of the NWU Business School executing education trademark on all the sites of delivery.		31/12/2021	Director of the BS
		5.1.3	Improve innovation as culture within the NWU Business School should budgetary provisions for such activities be made.	Establishment of goals and linking with KPA discussion.	Annually Annual report	Mr M v/d Bergh
		5.1.4	The proactive building of healthy relationships with the key stakeholders indicated by the model.	• Suggested actions: • The appointment of a Corporate Relationship Officer, whose primary responsibility is building long-term relationships with key corporate and public enterprises. • The aggressive marketing of NWU-Business School courses and other services (consultations and contract research). • Hosting events such as breakfasts and other networking opportunities. • Distribution of information (newsletters, brochures, reports).		
		5.1.5	Investigate the current operations of the short course office (we need the best name for this – we are broader than executive education) and establish procedures and working methods to optimise it.	Implement executive education strategy.	Continuous Annual report	Mr M v/d Bergh

		5.1.6	The updating of existing core programmes (FMP, MBP, AMP and Project management) to adapt to the dynamic business world and changes in client needs.	Monitor relevance of programmes.	Continuous Annual report	Mr M v/d Bergh
5.2	Building capacity within the Executive Education environment.	5.2.1	Clarify the roles and responsibilities (post clarification) of everyone involved in executive education.	Clear roles and responsibilities. Job descriptions.	Continuous Annual report	Mr M v/d Bergh
		5.2.2	The expansion of NWU Business School consultations – on group and individual bases.	Identify opportunities such as the post Covid implications, SMME's; Opportunities in the mining and agriculture environment.	T	Continuous Annual report Mr Morne v/d Bergh
		5.2.3	The expansion of the staff capacity within executive education specifically for identified niche areas, such as fighting corruption.	Identified niche areas	31/12/2021	Mr M v/d Bergh
5.3	Refining the quality assurance processes and mechanisms within the Business School.	5.3.1	Evaluation of student evaluations and initiate corrections, if necessary.	Acceptable student evaluations according to the set norms.	Continuous	Prof JA Meyer Mr M v/d Bergh Prof AM Smit Program manager
		5.3.2	Place emphasis on the small issues – nameplates, water, equipment, refreshments	Student evaluations.	Continuous	
		5.3.3	The compilation of a standard checklist that should be followed to ensure that no unnecessary errors occur.	Use of checklist.	Continuous	
		5.3.4	Make executive education activities part of the task agreements and performance evaluations.	Establishment of goals and linking with KPA discussion.	Continuous Annual report	Director of the BS
		5.3.5	Investigate the incentives that are currently available and develop new incentive models where applicable, on a continuous basis.	Monitor the involvement of permanent academic staff in third-money stream activities to prevent burnout	Continuous Annual report	
5.4	Capitalising on symbiotic relationship with industry	5.4.1	The expansion of the staff capacity within executive education specifically for local and provincial levels	Implement commercialisation plan of the NWU Business School. Implement executive education strategy	Continuous Annual report	Mr M v/d Bergh
		5.4.2	Defining opportunities in the changing context such as -after Covid - to fight corruption and - Small Business development	Identify areas for building relationships.	Continuous Annual report	Mr M v/d Bergh

		5.4.3	The establishment, maintenance and expansion of collaboration agreements with training partners.	Implement executive education strategy.	Continuous Annual report	
		5.4.4	The expansion of NWU Business School consultations – on group and individual bases.	This aspect is a great gap and there is a great opportunity in the Vaal Triangle region and surroundings to expand especially the group consultations.	Continuous Annual report	Mr M v/d Bergh

Strategic goal 6: Internationalisation

The proactive expansion of / and maintenance of international collaborative relationships.

Goal		Action steps		Tasks and performance targets	Due date/ Feedback	Responsible
6.1	The proactive expansion of the footprint of the Business School.	6.1.1	Compile a strategy for the expansion of the footprint of the NWU Business School.	Compile the plan.	First phase: 31/07/2020 Annual report	Prof Y du Plessis Director of the BS Prof JJ Prinsloo
		6.1.2	Propose an internationalisation strategy to the Exco of the NWU Business School for approval.	Approval of the plan.	Concept: 31/10/2020	
		6.1.3	Systematic implementation of the plan.	Reaching targets (ticking off of completed actions).	Continuous	
		6.1.4	Contacts schools or institutions and compile a list of the collaboration agreements.	List of collaboration agreements.		Prof Y du Plessis
		6.1.5	Judge the existing agreements and investigate the possibilities where the NWU Business School will benefit from becoming part of it.			Prof Y du Plessis
		6.1.6	The formalisation of the NWU Business School's future collaboration with regard to these agreements.			
6.2	Create an empowered environment for the establishment, maintenance and expansion of international business relationships	6.2.1	The formalisation and maintenance of existing international collaborations.	Close of formal collaboration agreements. Documents (MoU) in writing. Place it in Portfolio of Evidence.	Continuous Annual report	Director of the BS Prof R Ravinder Prof JJ Prinsloo
		6.2.2	The proactive encouragement and expansion of international involvement in teaching-learning, research and community involvement.	Implement strategy. Examples: • Exchange schemes for students and lecturers. • International moderators. • International examiners. • Guest speakers during study schools. • Formal international research fellows.	Continuous Annual report	Prof Y du Plessis
		6.2.3	The coordination with all international initiatives with the programme leaders of teaching-learning, research and commercialisation of expertise.	Number of exchange schemes. See above.	Continuous Annual report	Director of the BS Prof Y du Plessis

		6.2.4	Make funds available for the establishment, maintenance and expansion of formal international research collaboration agreements.	Budget.	Annual budget	Director of the BS
		6.2.5	Compile a report template to monitor feedback to international study- or conference visits.	Number of contacts.	31/10/2015 Annual report	Prof Y du Plessis
		6.2.6	The establishment, maintenance and expansion of executive education programmes internationally through technology.	Number of international programmes.	Continuous Annual report	Mr M v/d Bergh
6.3	The recruitment of quality international students and faculty	6.3.1	The thorough documentation of the current international student enrolments at the NWU Business School (teaching and research).	Submit a report about the NWU Business School's current enrolments of international PhD students.	Annual report	Prof Y du Plessis
		6.3.2	The active search for formal student exchange possibilities and the implementation thereof.	Number of exchange agreements and student numbers.	Annual report	Prof Y du Plessis
		6.3.3	Monitor and evaluate the progress in reaching the enrolment plan for international students at the NWU Business School.	Expansion of the NWU Business School footprint (plot it and monitor continuously).	Annual report	Prof Y du Plessis
		6.3.4	Strategic plan to expand student enrolments from outside the existing areas.	Implementation plan with goals and targets (table format).	28/02/2021 Annual report	Sales and Marketing Prof CA Bischoff Prof JJ Prinsloo
		6.3.5	The establishment and maintenance of student exchange schemes with BRICS countries.	Refer to the envisioned exchange between us and China and possibly Brazil.	Continuous Annual report	Director of the BS Prof Y du Plessis
		6.3.6	Maintaining and expansion of the PhD group in Gaborone, Botswana	Expansion of the group into other clusters, not only the Entrepreneurship Cluster	Continuous Annual report	Prof SP v/d Merwe Prof Y du Plessis
6.4	Strategic alignment of core activities with the NWU strategy and relevant stakeholders.	6.4.1	Development of an alignment strategy.	Alignment strategy	Continuous Annual report	Director of the BS

		6.4.2	The monitoring of the effectiveness of the focus adjustment and the making of corrections where necessary.	Measurements: • List of contact persons in the corporate enterprises. • Degree of mutual communication. • Number of visits. • Number of events (e.g. breakfasts) launched. • Value of new business.	Continuous	Director of the BS Prof JA Meyer Prof AM Smit
6.5	Collaboration and liaison with identified international role-players.	6.5.1	Establishing sustainable partners	International strategy		Director of the BS Prof Y du Plessis
		6.5.2	The establishment and implementation of strategies to expand the number of international programmes.			Prof Y du Plessis
		6.5.3	Expanding international student enrolments within the capacity constraints			Prof Y du Plessis
		6.5.4	Complete documenting of geographic profile of the current students in teaching-learning and the commercialisation of expertise (third-money stream).	Document profile (current situation).	31/12/2021 Annual report	Prof JA Meyer Prof N Mouton Dr Johan Jordaan Program manager

Strategic goal 7: Stakeholder engagement

The engagement with stakeholders to add value to the Business School.

Goal		Action steps		Tasks and performance targets	Due date / Feedback	Responsible
7.1	Continuous building of the NWU Business School's brand	7.1.1	Develop a trademark positioning strategy for the NWU Business School that takes into account the business schools unique positioning and strong points.	Revisit and document a trademark positioning strategy for the NWU Business School. (Completed)	31/12/2020 Annual report	Prof CA Bisschoff Prof JJ Prinsloo Media coordinator
		7.1.2	See to that the NWU Business School's positioning is aligned with the Institutional and Campus positioning.	Implement alignment.	Continuous Annual report	Prof CA Bisschoff Prof JJ Prinsloo Media coordinator
		7.1.3	Align all marketing- and communication material with the corporate identity manual.	See to that alignment takes place.	Continuous Annual report	Prof CA Bisschoff Prof JJ Prinsloo Media coordinator
		7.1.4	Develop an internal consciousness campaign around corporate identity	Develop campaign and implement.	Continuous Annual report	Prof CA Bisschoff Prof JJ Prinsloo Media coordinator
		7.1.5	Monitor the impact of promotion campaign	Monitoring of the impact of the promotion campaigns	Continuous Annual report	Prof CA Bisschoff Prof JJ Prinsloo Media coordinator
		7.1.6	The development and maintenance of an independent NWU Business School webpage for the communication of information, news and achievements of the NWU-BS and its staff.	Outcome: Effective NWU Business School webpage. (Completed) Address:		Director of the BS Prof CA Bisschoff Prof JJ Prinsloo
			The optimal utilisation of social media for the communication of information, news and achievements of the NWU Business School and its staff.		Continuous monitoring Annual report	Prof CA Bisschoff Media coordinator
7.2	Promote an effective communication and liaison programme to alumni	7.2.1	Development and implementation of an NWU Business School alumni strategy.	Implement NWU Business School alumni strategy.	31/12/2021	Director of the BS Alumni officer
		7.2.2	Appointment of a NWU Business School alumni chairperson and -management.	Functional management.	31/12/2021 Monitor effectiveness	Director of the BS Alumni officer

		7.2.3	Compile a constitution or basic ground rules (if necessary) for the NWU Business School alumni.	Constitution.	31/12/2012	Director of the BS Alumni officer
		7.2.4	Scheduling of NWU Business School alumni meetings, establish Alumni chapters and roadshows.	Schedule. Minutes.	As scheduled	Director of the BS Alumni officer
		7.2.5	The optimal utilisation of the alumni for the acquisition of financing (sponsors, donors, financing of events) for NWU Business School activities.	List of donors.		Director of the BS Alumni officer Prof R Parsons
		7.2.6	Optimal utilisation of alumni for the expansion of the NWU Business School image and trademark.	• Build long-term relationships. • Make a list of actions (courses, collaboration agreements) that have been launched and that are a direct result of this relationship. • Monitor actions launched and its effectiveness.	Continuous Annual report	Director of the BS Alumni officer
7.3	Developing a culture and system of life-long learning and continuous professional development.	7.3.1	Identify opportunities for life-long learning			
		7.3.2	Market the identified opportunities and monitor progress			
7.4	Expand the community outreach and involvement of the Business School (faculty and students) to create value for the community.	7.4.1	Formalise and document the existing community involvement projects of the Business School.	Report to the Director: NWU Business School.	Annual report	Director of the BS Prof JJ Prinsloo
		7.4.2	Develop community involvement strategies for the Business School based on the framework for community involvement as formulated by the Institutional Office.	Identify needs of communities on a continuous basis. NWU Business School Community involvement strategy.	Annual report	Director of the BS Ms N Khumalo Prof JJ Prinsloo
		7.4.3	Implement the framework for community involvement projects by means of coordinating and communication of the overarching purpose of projects as part of the core business.	Implement the community involvement strategy.	Annual report	Director of the BS Ms N Khumalo Prof JJ Prinsloo
		7.4.4	The establishment of a mechanism to determine the need of the communities.	NWU Business School Community involvement strategy.	Annual report	Director of the BS Ms N Khumalo
		7.4.5	Encourage staff to make their expertise available without compensation.	NWU Business School Community involvement strategy.	Annual report	Director of the BS Ms N Khumalo Prof JJ Prinsloo

		7.4.6	Foster a greater awareness of importance of community involvement.	NWU Business School Community involvement strategy	Annual report	Director of the BS Ms N Khumalo
		7.4.7	Make community involvement part of the task agreement and performance evaluation.	NWU Business School Community involvement strategy.	Annual report	Director of the BS Prof JJ Prinsloo
		7.4.8	The embedding of community involvement in the budget as part of the Business School's social responsibility.	NWU Business School Community involvement strategy.	Annual report	Director of the BS Ms N Khumalo Prof JJ Prinsloo
		7.4.9	Implement suitable recognition for exceptional community involvement on a project and individual basis.	Implement community involvement strategy.	Annual report	Director of the BS Ms N Khumalo Prof JJ Prinsloo
		7.4.10	Expand the community projects to one project per subject group (cluster).	Implement community involvement strategy.	Annual report	Director of the BS Ms N Khumalo Prof JJ Prinsloo
		7.4.11	Put quality assurance mechanisms in place for community involvement. Determine the standard and monitor the impact of the NWU Business School's projects with regard to community involvement.	Business School Community involvement strategy.	Annual report	Director of the BS Ms N Khumalo Prof JJ Prinsloo
		7.4.12	The proactive utilisation of community projects to improve the image of the NWU Business School.	Business School Community involvement strategy.	Annual report	Director of the BS Ms N Khumalo Prof CA Bisschoff
		7.4.13	The proactive integration of mutual interaction between the commercialisation of expertise and community involvement.	Business School Third-money stream strategy and Community involvement strategy.	Annual report	Director of the BS Ms N Khumalo Mr M v/d Bergh
		7.4.14	Develop an internal communication plan to present the NWU Business School's community projects to the greater public.	To introduce via national and local press as well as social media the NWU Business School's community projects.	Annual report	Ms N Khumalo Prof CA Bisschoff Media coordinator Prof JJ Prinsloo
7.5	Increased engagement with industry	7.5.1	Formalise and document the existing collaboration with industry projects of the Business School			All lecturers
		7.5.2	Develop strategies for the Business School to increase industry collaboration.			All lecturers
		7.5.3	Encourage staff to be involved in industry with consultations and research			All lecturers
		7.5.4	Develop new partnerships with industry for the Business School to identify the needs of			All lecturers

			industry			
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