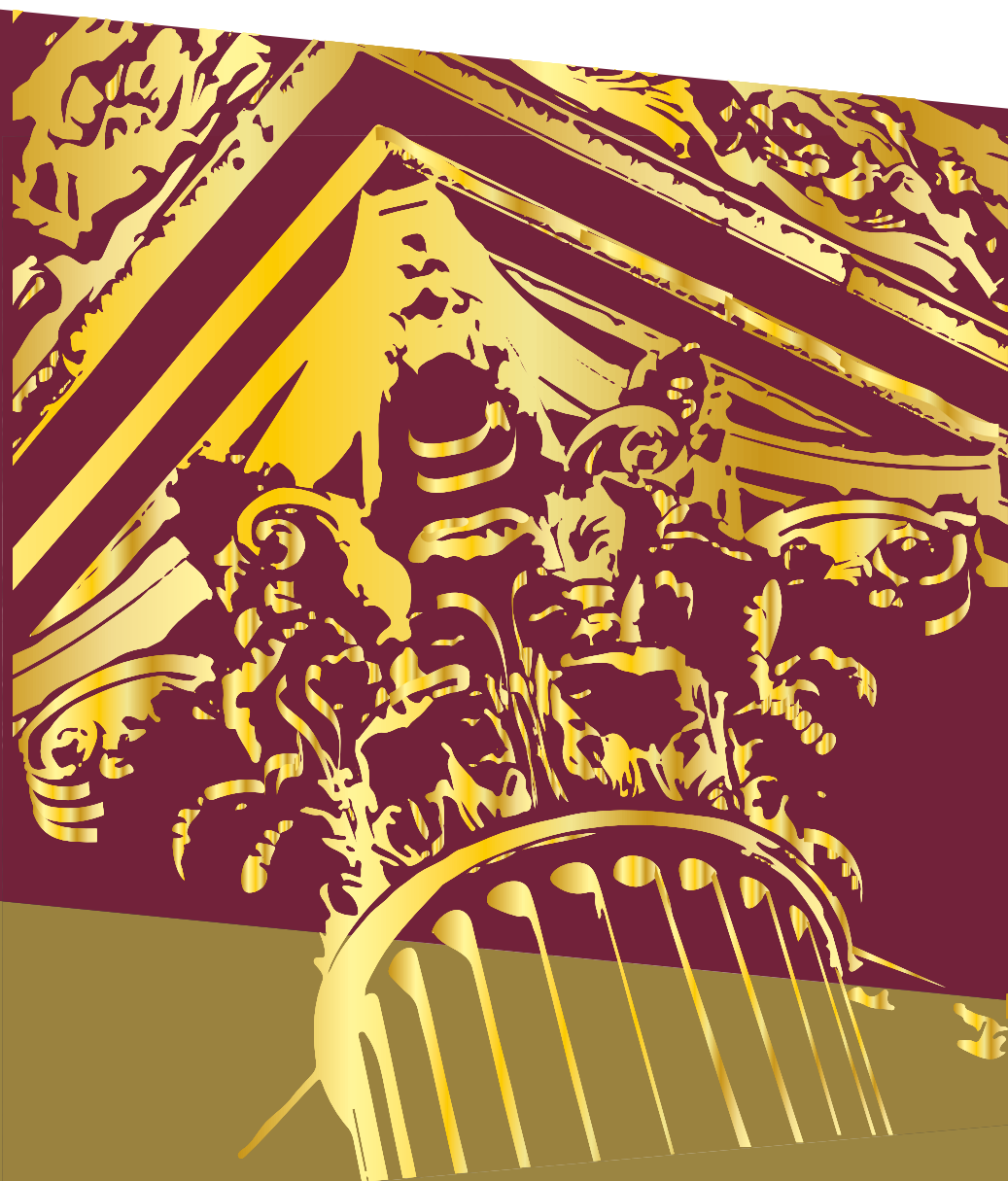


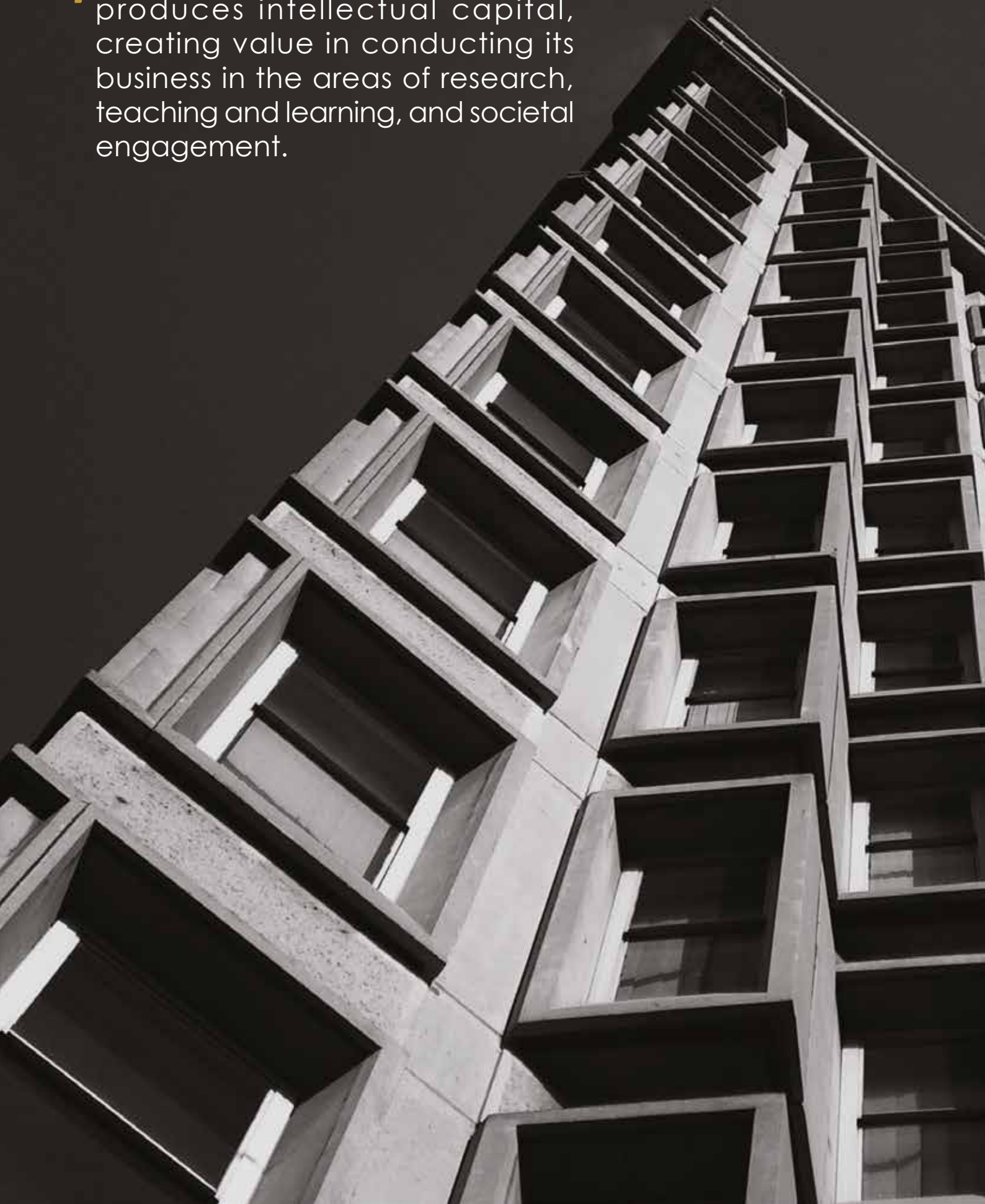


UNIVERSITY OF THE
WITWATERSRAND,
JOHANNESBURG



INTEGRATED Report 2014

This report provides a concise and high-level summary on how the University of the Witwatersrand produces intellectual capital, creating value in conducting its business in the areas of research, teaching and learning, and societal engagement.



CONTENTS

Message from the Chairman of Council	4
Message from the Vice-Chancellor	6
OVERVIEW	8
Who we are	8
Our values	9
Wits facts and figures	10
University Management Structure	12
Senior Executive Team	14
Faculty and School Organisation	15
Institutes and Research Units	16
International Standing and Global Excellence	18
OUR STRATEGY	20
Academic Excellence and a Distinct Wits Experience.....	21
Research and Knowledge Leadership	21
Innovation and Social Leadership	21
An IT-Savvy University	22
Extensive Networks and Partnerships	22
Wealthy and Well Resourced	22
Excellence in Governance, Management and Support Services	23
OUR BUSINESS MODEL	24
ACHIEVEMENTS	25
Wits experience and academic excellence	25
Research and Knowledge Leadership	30
Innovation and Social Leadership	36
An IT-Savvy University	39
Extensive Networks and Partnerships	40
FINANCE	43
GOVERNANCE	54
Excellence in Governance, Management and Support Services	54
Composition of the University Council	55
University Governance Structure	58
Transformation Imperatives	59
Occupational Health and Safety	62
Risk Management	63
University Risk Dashboard	64
Quality Assurance	66
Infrastructure and Sustainability	68
Monitoring and Evaluation of Strategic Performance	75
Institutional Performance Scorecard 2014	76
WHERE TO FROM HERE?	78
Wits University Chancellor.....	80

MESSAGE

from the Chairman of Council



Dr Randall Carolissen

This report represents a collective view on the University's strategic priorities and the institution's performance in 2014 in this regard. It offers the perspective of both Council and the University management as the pre-eminent and most senior structures of governance and management within the institution. As is well known both in the University community and in civil society, the Council of the University of the Witwatersrand provides strategic leadership on governance matters and discharges its statutory responsibilities as prescribed by the Higher Education Act.

Wits is an internationally recognised institution, committed to providing high-quality and competitive education, founded on excellent academic standards, cutting-edge research, and public engagement through productive partnerships with leading global institutions. This commitment is framed by the necessity to respond to national imperatives, and to ensure local relevance and recognition of our status as an African institution.

Guided by Council's strategic framework, the University has positioned itself as an increasingly prominent leading research-intensive university with a focus on postgraduate programmes, which comprise 34% of the 2014 enrolment. While the admissions policy of the University accentuates redress and equity, it also considers the national shortage of skills in science, engineering and technology. In 2014, just under half of Wits' enrolment came from the Science, Health Sciences and Engineering faculties.

In accordance with its governance mandate, Council undertook a review of all sub-committees of Council and Senate and adopted a Code of Conduct. Considerable progress was made towards finalising guidelines to manage protests on campus. This followed the adoption of the 'Statement of Principles and Values Regarding Protest' by Senate and Council in recent years. Council also reviewed and strengthened fiduciary oversight over all commercial subsidiaries of Wits.

Access to higher education remains elusive for large sections of our society. For the 2014 academic year approximately 47 000 students applied for admission to the University. Of these, 21 936 applicants were deemed eligible for degree studies (as opposed to Diploma or Higher Certificate studies as defined within the new National Senior Certificate). Only 12 501 of these applicants met the University's entry requirements relating to the qualifications for which they applied. Approximately 6 000 students were finally enrolled.

University resources remain a challenge as a result of declining government subsidy and affordability limitations on student fee increases. In 2014, student fee income exceeded state subsidies and grants. The University is fortunate in that it maintains its strong focus on third-stream income. The University completed a number of infrastructure projects, including the upgrade and maintenance of facilities, machinery safety compliance and large capital expenditure. In 2014, the University allocated R12 million to special projects that supported the Vision 2022 Strategic Framework. This fund helped the University community to become more innovative in support of the Top 100 goal that is the cornerstone of the University's strategic plan.

Council continuously monitored and evaluated the strategic and operational risks faced by the University and by 2014 had embedded risk governance into all faculties, schools and support services. One of the University's key risks relates to its deficient ICT infrastructure and capacity. A

second vulnerability is the lack of a sustainable funding model. During the year, Occupational Health, Safety and Environmental (OHS&E) Management was prioritised at Wits through the establishment and activities of an OHS&E Office.

During the year under review Professor Andrew Crouch was appointed as the Vice-Principal and Professor Martin Veller was appointed as the Dean of Health Sciences. Ms Linda Jarvis and Ms Carol Crosley were appointed as the Chief Financial Officer and the University's Registrar respectively. The portfolio of Student Affairs now reports directly to the Vice-Chancellor and Principal through the Dean of Student Affairs, who is also a member of the Vice-Chancellor's Office. This completed the executive structuring that the Vice-Chancellor, Professor Adam Habib, initiated at the time of his appointment in February 2013.

The transformation governance of the University is managed under the auspices of various committee structures, including the Transformation Steering Committee (TSC) led by the Vice-Chancellor and sub-committees of the University Forum. The University's fourth Employment Equity Plan (2015–2019) was finalised to replace the current plan which expired at the end of 2014. The University submits its Employment Equity Report to the Department of Labour in January each year. Despite the great progress made, national challenges in the transformation of the academic sector remain, including at Wits. Sexual Orientation and Gender Identity Advocacy programmes continue to promote the Wits Pride project, which is now in its sixth year. The Safe Zones project involves advocacy through research, seminars and public lectures and the training of faculty members and students as Safe Zone allies. The Drama for Life programmes and a host of HIV prevention and awareness campaigns add to the suite of activities in these areas. To ensure benefit equalisation and reduced administration costs to members, the Council approved the transfer of remaining members of the NEHAWU Wits Provident Fund into the University of the Witwatersrand Retirement Fund on a Section 14 Transfer basis.

The year 2014 was not without challenges. Wits, like all South African universities, is not immune to the dynamics imposed by a society that is striving for a better dispensation than under its brutal apartheid past. Universities are increasingly challenged to catalyse and provide impetus to the transformation imperatives of society at large, which brings into sharp relief the deficits in tertiary education capacity. Wits continues to assert itself as a leading voice in the higher-education sector. The Vice-Chancellor and Principal was elected chairperson of Higher Education South Africa, which is the forum of university vice-chancellors, while the Chairperson of Council was elected onto the Executive Committee of the University Council Chairpersons Forum. These developments position Wits to play a prominent role in shaping the review of higher education in particular and public discourse in general.

MESSAGE

from the Vice-Chancellor



Vice-Chancellor Adam Habib

The 2014 Integrated Report represents a consolidated perspective of the Executive Management and governance structures on how the University pursued and achieved its strategic priorities in this given period. It also demonstrates the Senior Executives and Councillors commitment to observing basic governance principles in the manner in which we conduct our teaching, research, and operational activities.

Two compatible sets of principles should govern the executive and strategic operations of South African universities. The first, found in the preamble of the South African Constitution, demands that public institutions simultaneously address the historical disparities bequeathed by apartheid and build a collective national identity. The second, written in the manifesto and architecture of any great university, is the imperative to be both nationally responsive and cosmopolitan at the same time. The responsibility of the executive in the university is not to undertake one or the other, but to advance all of these priorities simultaneously. A performance scorecard has been established at Wits University to enable assessments towards these collective goals on an annual basis. The senior executive team and their respective line units made significant advances towards these goals in 2014, and achieved most of the performance objectives as set out in the institutional performance scorecard and their operational plans.

Wits is renowned for its intellectual leadership and commitment to nurturing critical thinkers, creative innovators, problem posers and problem solvers who can operate effectively across disciplines and sectors. We are immensely encouraged by our continuous growth in numbers of senior, rated academics and young, emerging scholars, which bodes well for the present and future of our world-class institution. Our intention to further entrench our position as 'an internationally leading, research-intensive university located in Africa' will require us to continue doing the following: produce cutting-edge, internationally recognised research; establish and maintain scholarly networks in our research strengths; improve peer recognition; and attract distinguished academics. Wits needs to garner its collective energies in this regard, and remain focussed on the strategic goals encapsulated in its Vision 2022.

Our efforts have already been rewarded. Wits now features in the top 201 to 300 category of the 2014 Academic Ranking of World Universities, which was released in August 2014 by the Center for World-Class Universities at Shanghai Jiao Tong University. In the past year, four South African universities, namely Wits, UCT, Stellenbosch University and the University of KwaZulu-Natal, have been recognised by the prestigious Shanghai Ranking, which focusses primarily on the quality of scholarship at universities. Wits was also ranked the highest university in Africa according to the Center for World University Rankings, which emphasises the quality of the graduates produced by universities.

As another endorsement of our collective efforts, Wits secured significant external funding for its research and teaching initiatives during 2014. Acting through the Wits Mining Research Institute, the University submitted proposals to the Mine Health Safety Council, as one of the 4 parties to the MHSC virtual centre and these proposals total R25m; Professor Lee Berger received a firm commitment for a grant of R27 million for his work in palaeontology; and a US-based donor committed R10 million for the funding of two existing research chairs in economic development. In addition, the University received a donation of R100 million from a long-time supporter of Wits. This donation will be deployed towards the academic agenda and a task team will deliberate on the precise initiatives to be supported in this regard.

Wits has also provided ongoing leadership in developing world-class yet locally responsive teaching and learning initiatives. The University's strategic priorities include improving throughput rates and creating an environment in which students can be successful, and this requires raising the profile of teaching and learning. Our statistics show that about 50% of students in South Africa leave university without a qualification. In an institutional attempt to address this national challenge, Wits is revitalising its academic support programmes by establishing a teaching and learning academy which enables the early identification of struggling students and the provision of tutorial and other support interventions. Coupled with this is the identification of opportunities for innovation in teaching and learning which requires looking beyond what we currently do well at Wits, identifying the great ideas of tomorrow, and putting these into practice. The use of innovative technologies will also be key to transforming the learning experience of our students.

As a world-class, urban institution, one of our priorities is to mesh our University with the heart of our local environment. To this end, we have initiated an exciting project to rejuvenate our Braamfontein and Parktown precincts. Our aim is for these areas to serve as not just intellectual and knowledge nodes, but also affordable spaces for our staff and students to live and play. We have developed visionary plans in this regard which have been shared with our Council and other stakeholders. Various engagements have also taken place with municipal officials, property developers and other interested parties.

Another milestone in 2014 was the establishment of an admissions policy for our undergraduate medical programme that simultaneously addresses demographic diversity and academic capability. The new admissions policy was developed by a task team and approved by our Council for implementation in 2015. This is an important step for Wits as it signals our commitment to addressing the historical inequalities bequeathed by our racialised past. It also advances Wits as a university that is both globally competitive and locally relevant by increasing access to quality education, especially for those students from our most deprived and marginalised communities.

I am confident that with the support of the University executive, management, academic staff, professional and administrative staff, students and key stakeholders, Wits will be doing more great things from hereon and will continue to serve as a powerful agent for the kind of economic, political and social change that will build our city, our province, our country and, ultimately, our world.

OVERVIEW

Who we are

Wits is a gateway to research and intellectual engagement in Africa

The University of the Witwatersrand is a research-intensive university located in the heart of Johannesburg, a dynamic, metropolitan, world-class African city. The University's distinctive capabilities have contributed to the global research and development agenda through leading-edge scholarship and produced global citizens who are passionate about intellectual and social engagement. We aim to build on this reputation aggressively by intensifying our efforts to create an environment conducive to elevating the standard and impact of research, quality of teaching and learning, and the rigour of intellectual and social engagement to new heights.

Wits aspires to be a leading world-class research-intensive university in Africa, firmly embedded in the international top league universities by 2022.

Becoming part of top-league world universities is not something that is achieved by self-declaration. It is a status conferred by the global higher education community, academics and communities of peers. Wits has achieved the status of being a world-class research-intensive university in a number of ways, including international rankings.

Our values

The legacy of the University's successes is founded on values that we are not willing to compromise. These are:

Independent enquiry and trust. Academics and students will demonstrate the capacity to function independently in line with the quality standards, principles and values of the University and in accordance with the mandates and responsibilities that may impact on particular areas of work.

International engagement. Members of the University have roles as public intellectuals, members of the global civil society and as intellectual leaders. These roles find expression through curricula and research demonstrating commitment to our local context, but understanding our role as a globally relevant university.

Intellectual excellence and integrity. All those associated with the University are active participants in an intellectual community and the work they do must be characterised by the highest standards of intellectual integrity.

Academic freedom and institutional autonomy. This includes but is not limited to protecting our right to decide who we teach, how we teach, what we teach and what research we undertake. At Wits we will be guided by international standards of intellectual excellence.

Collegiality. The University is a collegial community of scholars, which is more than a constellation of economically driven relationships, within a legally constituted organisational structure.

Social engagement and responsiveness. Members of the University have roles as public intellectuals, members of the society and intellectual leaders. These roles find expression through curricula and research.

Diversity. A sufficiently diverse range of knowledge areas should be maintained and reflected in teaching and research – including an explicit commitment to cross-cultural accessibility and internationalisation.

Accountability. Wits governance structures are inclusive and broadly representative, which includes the onus of deliberating on all points of view.

Debate and critical engagement. The University's intellectual project is an educational one predicated on intellectual depth and robust engagement.

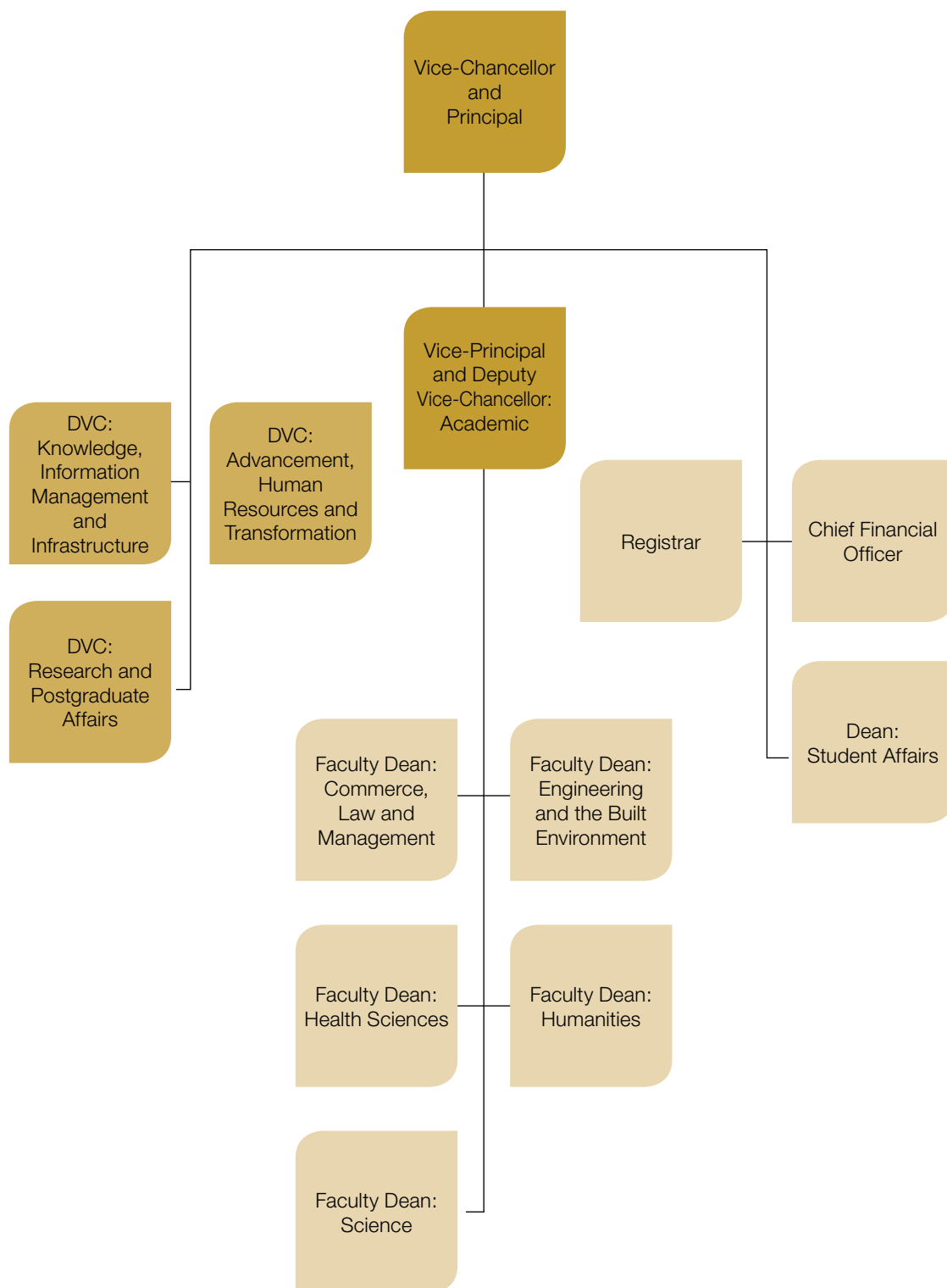
Wits Facts and Figures

Student Data	2013	2014
Total Number of Student Headcount Enrolments	31 168	32 535
Female	54.59%	54.54%
Postgraduate	32.33%	33.76%
International	10.40%	10.25%
South African Black Students	55.35%	56.76%
Undergraduate Success Rates	83.98%	85.33%
Postgraduate Success Rates	70.19%	72.99%
Staff Data		
Total Number of Full-Time Permanent Academic Employees Staff Headcount	1 018	1 093
Female	48.33%	47.45%
South African Black Full-Time Permanent Academic Employee Staff Headcount	31.27%	32.89%
International	28.68%	28.01%
% Full-Time Permanent Academic Employee Staff with PhDs	59.04%	61.98%
% Full Professors among Full-Time Permanent Academic Staff	14.24%	14.92%
Number of A-Rated Researchers	15	21
Number of other NRF-Rated Researchers	239	311
Number of SARCHI Research Chairs	22	21
Postdoctoral Research Fellows	101	201
Research Publication Units per Full-Time Permanent Academic Staff	1.34	1.16
Total Research Output Units per Permanent Academic Staff FTE	2.61	2.34
Total Number of Academic Employee Staff Headcounts with FTE Availability $\geq$ 50%	1482	1488

- The University of the Witwatersrand is an internationally leading research-intensive university located in Africa.
- The University of the Witwatersrand is structured into five faculties which comprise 34 schools.
- The origins of Wits lie in the South African School of Mines, which was established in Kimberley in 1896 and transferred to Johannesburg as the Transvaal Technical Institute in 1904. Full university status was granted in 1922, incorporating the College as the University of the Witwatersrand, with effect from 1 March 1922.
- Situated in Johannesburg, the economic hub of the continent, Wits generates high-level, scarce skills for a globally competitive world, while also addressing local social and economic development.
- Wits' vast campuses are spread over 400 hectares in Braamfontein and Parktown.
- The University of the Witwatersrand has two commercial companies, Wits Enterprise and the Wits Health Consortium, offering opportunities for contract research, short courses and tailor-made business solutions for the public and private sectors.

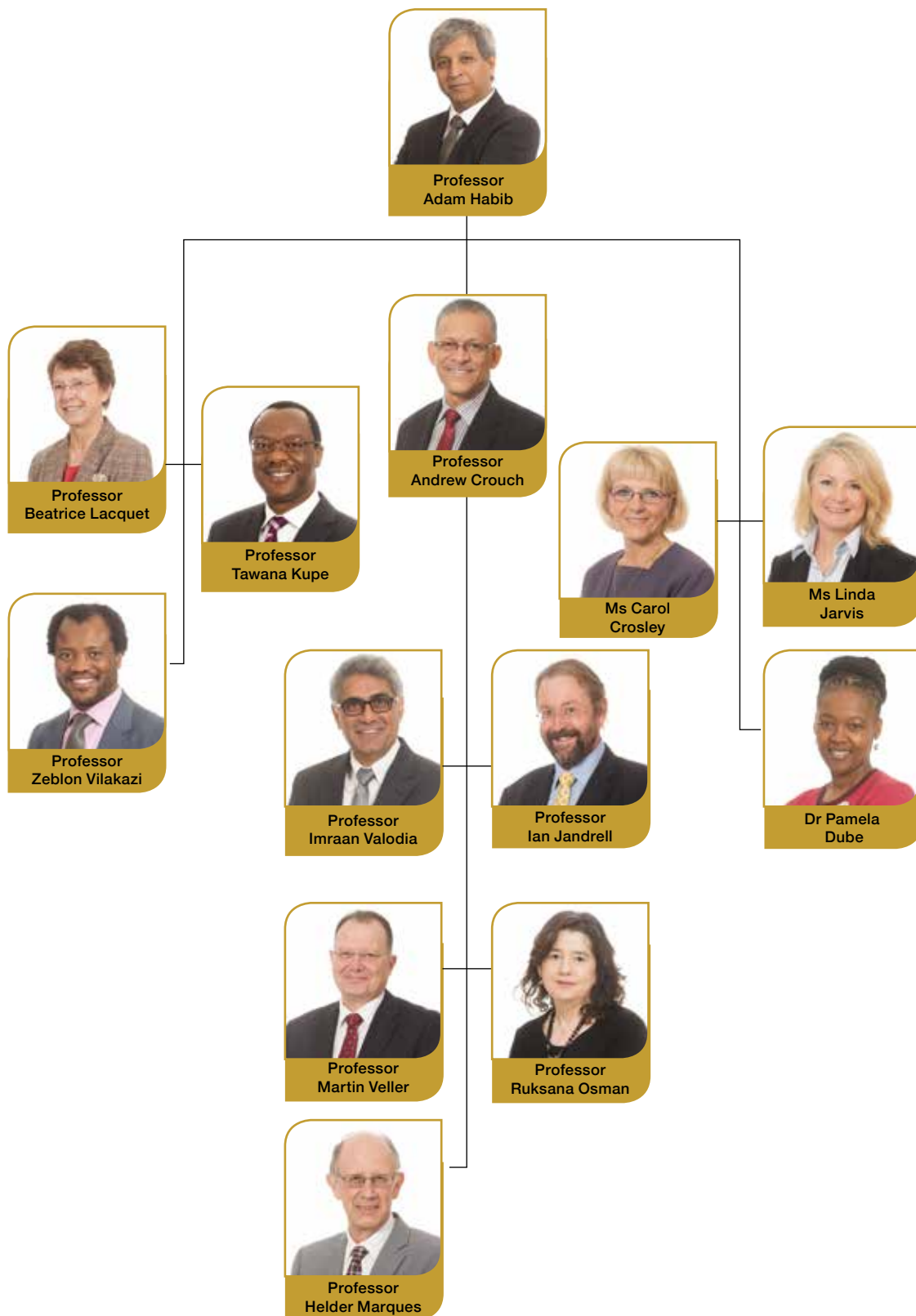
- The University library system comprises two main libraries, Wartenweiler and William Cullen, and nine branch libraries. Users have access to 1 206 144 book volumes, 150 012 print and electronic journal titles (147 722 electronic and 2 290 print), and 234 current databases.
- Wits is home to four Nobel Prize laureates and 91 Rhodes scholars.
- The University is a leader in the palaeosciences and the curator of priceless faunal, floral and hominid collections. Wits houses the Taung Skull, Little Foot and the Sediba fossils.
- Wits is known for its work in deep-level mining, science, health sciences, accountancy, law, governance, and the humanities, among other disciplines.
- The University boasts highly skilled teams working in astronomy, physics and related areas on the SKA project and other SA telescopes, and at CERN in Switzerland.
- The University accommodates 6000 of its students in 18 residences. Noswal Hall opened in 2014.
- Wits has completed an ambitious R1.5 billion infrastructure programme to renovate buildings and upgrade existing facilities to world-class standards.
- Wits boasts 14 museums, art galleries, and public scientific and cultural centres, including the Planetarium, the Origins Centre, the Wits Theatre, the Life Sciences Museum and the Wits Art Museum which curates more than 9 000 unique African artworks.
- Wits candidates continued to excel in the Colleges of Medicine of South Africa examination. Students from the School of Clinical Medicine in the Faculty of Health Sciences excelled in the examination, contributing 75 specialists and 13 sub-specialists to the healthcare pool in the country. In some sub-specialities Wits was the only contributor nationwide. A total of 210 candidates completed the specialist examination nationwide, while 21 candidates completed the sub-specialist examination nationwide. This makes Wits the largest producer of specialists and sub-specialists in South Africa with 80% of Wits students passing the Fellowship of the College of Physicians clinical examinations, in comparison with the national average pass rate of 50%.
- 80% of Wits' graduates get employment within three months after completing their degrees.

University Management Structure

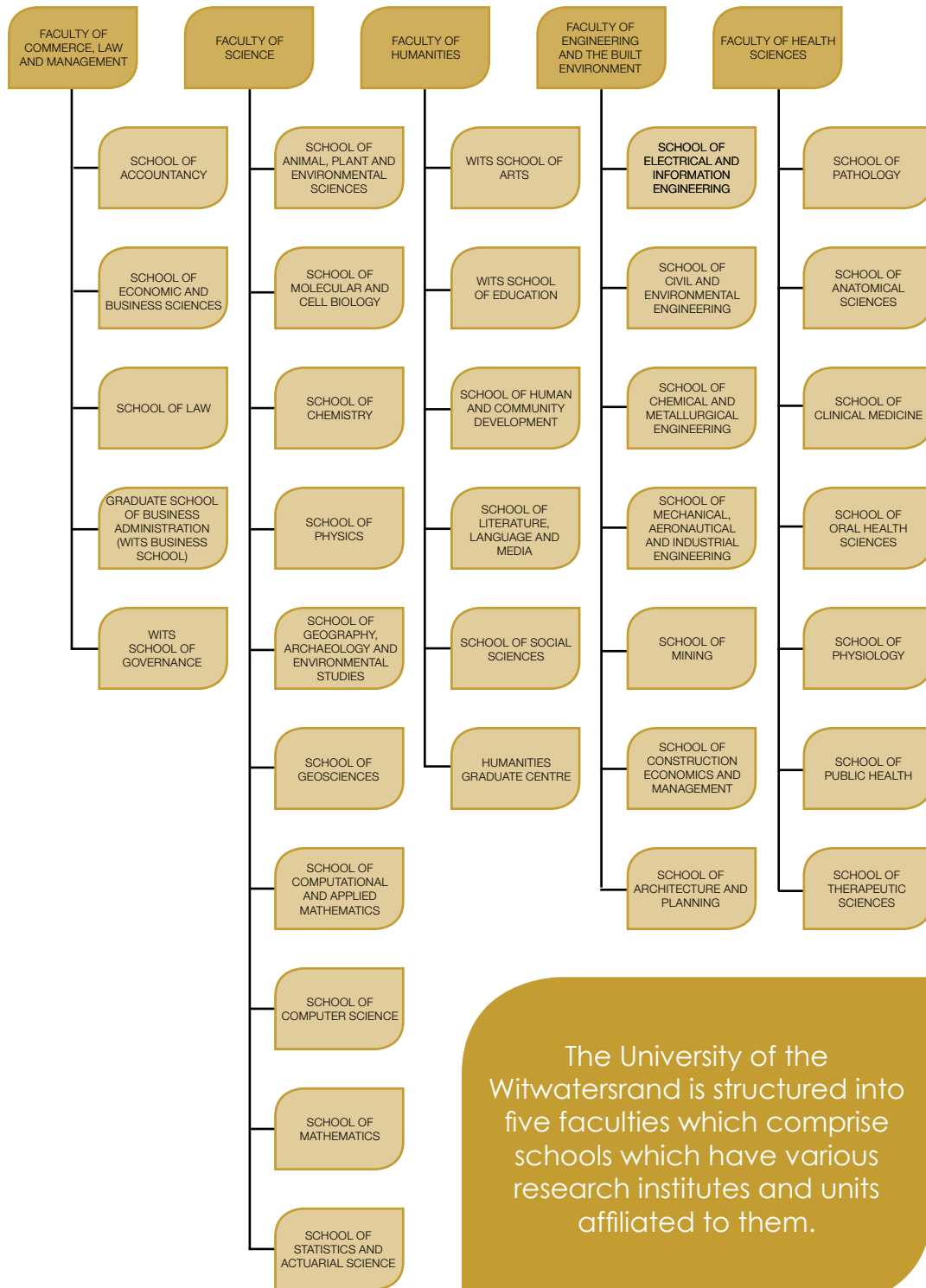




Senior Executive Team



Faculty and School Organisation



Institutes and Research Units

Research Institutes			Faculty
1	Wits Reproductive Health and HIV Institute	Professor H Rees	Health Sciences
2	Wits Research Institute for Malaria	Professor M Coetzee	Health Sciences
3	Wits Institute for Social and Economic Research	Professor S Nuttall	Humanities
4	Society, Work and Development Institute	Professor K von Holdt	Humanities
5	Economic Geology Research Institute	Professor J Kinnaird	Science
6	Materials Physics Research Institute	Professor E Sideras-Haddad	Science
7	Molecular Sciences Institute	Professor D Brady	Science
8	Rock Art Research Institute	Professor D Pearce	Science
9	Evolutionary Studies Institute	Professor BS Rubidge	Intra-Faculty
10	Global Change and Sustainability Research Institute	Professor B Erasmus	Intra-Faculty
11	Sydney Brenner Institute for Molecular Bioscience	Professor M Ramsay	Intra-Faculty
12	Wits Mining Research Institute*	Vacant	Engineering and the Built Environment
13	City Institute*	Professor Noeleen Murray	Engineering and the Built Environment
14	Mandelstam Institute for Theoretical Physics	Professor JAP Rodrigues	Science
Research Units			Faculty
1	Flow Research Unit	Professor BW Skews	Engineering and the Built Environment
2	Rural Public Health and Health Transitions Research Unit*	Professor SP Tollman	Health Sciences
3	Carbohydrate and Lipid Metabolism Research Unit	Professor F Raal	Health Sciences
4	Cardiovascular Pathophysiology and Genomics Research Unit	Professor G Norton	Health Sciences
5	Clinical HIV Research Unit	Professor I Sanne	Health Sciences
6	Developmental Pathways for Health Research Unit*	Professor SA Norris	Health Sciences
7	Effective Care Research Unit	Professor GJ Hofmeyr	Health Sciences
8	Antiviral Gene Therapy Research Unit	Professor PB Arbutnot	Health Sciences
9	Pulmonary Infections Research Unit	Professor C Feldman	Health Sciences
10	Perinatal HIV Research Unit	Professor G Gray	Health Sciences
11	Respiratory and Meningeal Pathogens Research Unit*	Professor K Klugman/ Professor S Madhi	Health Sciences
12	Health Communication Research Unit	Professor C Penn	Humanities
13	Protein Structure-Function Research Unit	Professor HW Dirr	Science
14	John Knopfmacher Centre for Applicable Analysis and Number Theory	Professor A Knopfmacher	Science
15	Empilweni Services and Research Unit	Professor AH Coovadia	Health Sciences
16	HIV Pathogenesis Research Unit	Professor M Papathanasopoulos	Health Sciences
* Joint Wits/Medical Research Council entities			

Research Groups			Faculty
1	Brain Function Research Group	Professor A Fuller	Health Sciences
2	Centre for Health Policy*	Dr J Goudge	Health Sciences
3	African Ecology and Conservation Biology Research Group	Professor BFN Erasmus	Science
4	Water in the Environment Research Group	Professor KH Rogers	Science
* Joint Wits/Medical Research Council entities			
Centres of Excellence			Recognised by
1	Strong Materials	Director: Professor LA Cornish	DST/NRF
2	Clinical TB	Director: Professor B Kana	DST/NRF
3	Palaeosciences (Shared with UCT and Stellenbosch Universities)	Director: Professor B S Rubidge	DST/NRF
4	National Aerospace Centre	Director: Mr Rudolph Louw	DTI
5	Antiviral Gene Therapy	Director: Professor PB Arbuthnot	ANDI
6	Advanced Drug Delivery Technology	Director: Professor V Pillay	ANDI
7	Human Development	Director: Professor L Richter	DST/NRF
8	Mathematical and Statistical Sciences	Director: Professor FM Mahomed	
9	Mineral and Energy Resource Analysis (joint with UJ)	Director: Professor N Beukes (UJ)	

Wits University has very strong research and teaching capacity in various knowledge areas and fields of study. Wits will continue to build on our established track record of multidisciplinary research groups and thrusts organised through institutes, research units and centres of excellence. The University continually seeks opportunities to support and advance strong existing areas, and identify emergent areas, with a view to sustaining leading positions in these niche fields of study. Beyond research and teaching conducted in faculties, the academic and research communities work with a limited number of appropriately configured groups in these units to optimise their capacity to attract the resources both human and material that make for excellence in research, teaching and technology transfer.



International Standing and Global Excellence

Global rankings for 2014

World University Rankings		2011	2012	2013	2014
Times Higher Education	Times Higher Education World University Rankings	251 – 275	226 – 250	226 – 250	251 – 275
	Times Higher Education World University Rankings (in South Africa)	2 (Tied)	2	2	2
	Times Higher Education World University Rankings (in Africa)	2 (Tied)	2	2	2
	Times Higher Education BRICS & Emerging Economies Rankings	–			15
	Times Higher Education Alma Mater Index: Global Executives Rankings 2013	Wits is positioned 24th among the world top 100 universities from which Fortune 500 CEOs graduated			
Quacquarelli Symonds (QS)	QS World University Rankings	399	363	313	318
	QS World University Rankings (in South Africa)	2	2	2	2
	QS World University Rankings (in Africa)	2	2	2	2
	QS University Rankings: BRICS	–		31	31
	QS World University Rankings by Subject 2015	Wits now features among the world's elite institutions in 11 of the 36 subjects featured in the QS World University Rankings by Subject 2015			
Shanghai Rankings (ARWU)	Academic Ranking of World Universities	301 – 400	301 – 400	301 – 400	201 – 300 (250)
	Academic Ranking of World Universities (in South Africa)	2	2	2	1 – 2
Center for World University Rankings (CWUR)	Center for World University Rankings (based in Saudi Arabia)	–			114
	Center for World University Rankings (in South Africa)	–			1
	Center for World University Rankings (in Africa)	–			1

One of the most positive achievements was a significant improvement of international ratings conferred to the University by the various rankings.

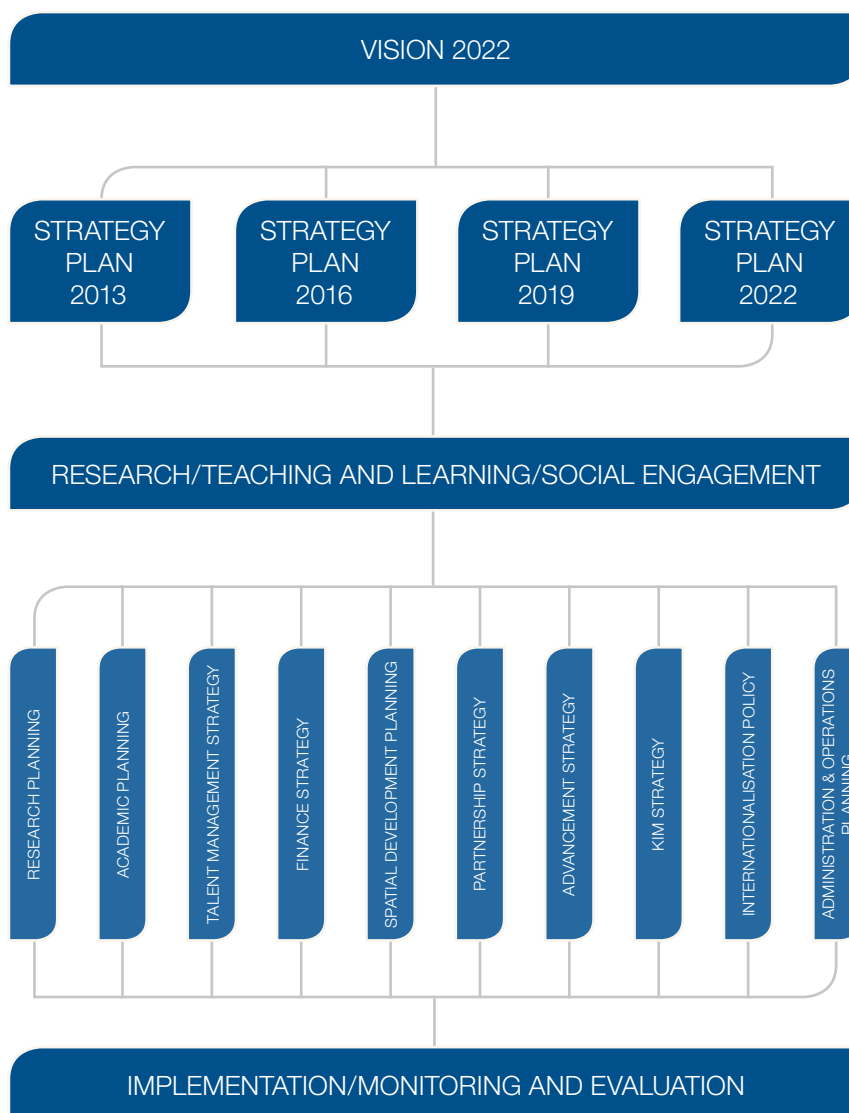
The international ranking of universities and the resultant recognition of these institutions as world-class institutions has been given impetus by globalisation. Students, academics, funders, employers, governments, partner universities, industry and researchers are keen to ensure that their university of choice is indeed a world-class institution with vaunted and undisputed global recognition.



OUR STRATEGY

At the end of 2010 the University adopted the Wits Vision 2022 Strategic Framework, which articulates a 12-year vision starting in 2011, ending in 2022. The University strategy has seven main pillars, as listed and discussed below.

Wits Vision 2022 Strategic Framework



Academic Excellence and a Distinct Wits Experience

Wits commits itself to providing a distinctive, intellectually stimulating, challenging and rewarding research and educational experience to all its students, staff, alumni, partners, guests, civil society, and all organisations associated with the University. By pursuing this ambition, Wits will position itself as a gateway to research and intellectual engagement in Africa and a preferred destination for talented students, staff and scholars from around the world who share our values. We commit to providing a vibrant intellectual experience that allows students and staff to analyse, critique and understand the cultural, social, political and economic contexts in which their knowledge generation and acquisition are located.

Our notion of graduateness is premised on the understanding that we should produce professionals and members of civil society with a balanced set of attributes, which include: well-groomed social values; a sense of public good; functioning knowledge; critical thinking skills; reflective competencies; an appreciation of diversity; and an understanding of the complexities of life as an opportunity for critical engagement. We achieve this goal by creating an intellectually vibrant, socially embracing and culturally diverse teaching and learning and research environment with the view to producing global citizens who are passionate about intellectual and social engagement and environmental factors.

Research and Knowledge Leadership

We aspire to remain a leading world-class research-intensive university in Africa. We will continue to build on our established track record of multidisciplinary research groups and thrusts. The University will continuously seek opportunities to support and advance strong existing teaching and research areas, and identify emergent areas, with a view to leading in these niche knowledge domains. Our distinctive capabilities have contributed to the global research and development agenda through leading-edge scholarship. Wits has recognised the great value added to the academic programme by postdoctoral fellows. These early career academics take up these fellowships so as to develop an independent research programme and test out their supervision skills.

Innovation and Social Leadership

We believe that our capacity to alter the social and economic conditions of the present and influence our chances in the future depends on our innovative capacity. Our ability to bring different forms of knowledge together in order to do things differently requires a synthesis of academic fields and contributions from different actors in society. The 'science of complexity' and 'innovation' are quintessentially cross-boundary, and involve hybrid knowledge projects and knowledge transfer. Wits provides high-level support for public-good imperatives as part of its contribution to the national innovation system. Wits promotes public engagement, and supports socio-economic development through top-quality research, teaching and critical debate

An IT-Savvy University

Wits seeks to position itself as an information technology (IT)-savvy university that uses technology to enhance all its core processes, including providing new and innovative ways of engaging students and staff in academic activities. This includes making the University information accessible through mobile technologies irrespective of time and place. While remaining committed to the tutorial-based approach to learning, the University will reinforce teaching and learning processes through the application of technology-enhanced pedagogies to address some of the key challenges that we face as a predominantly contact institution. Wits researchers will be supported through technology to enable them to carry out cutting-edge research as befits a research-intensive university environment, including working in virtual interdisciplinary teams.

Research, teaching and learning will benefit from open-access approaches, including institutional repositories, open educational resources and open publication, all of which use creative commons licensing, together with traditional copyright maintenance where appropriate. Administrative support for our core academic activities will take advantage of the latest technology and approaches, and all IT implementations will consider people, processes and systems to ensure success.

Extensive Networks and Partnerships

Our capacity for innovation in a complex world depends on the degree to which we can reach across boundaries to address goals that are ultimately predicated on the public good and generation of knowledge. The success of our academic projects and our financial sustainability is likely to come about as a consequence of resilient strategic partnerships.

The purpose is to grow a limited number of focused partnerships with local and international collaborators, arising mostly from our research priorities and our contextual opportunities. Among other purposes motivating the selected number of such partnerships will be the intention to fulfil the needs of our multi-disciplinary research projects, our partnerships in Africa and our city-region location.

Wealthy and Well Resourced

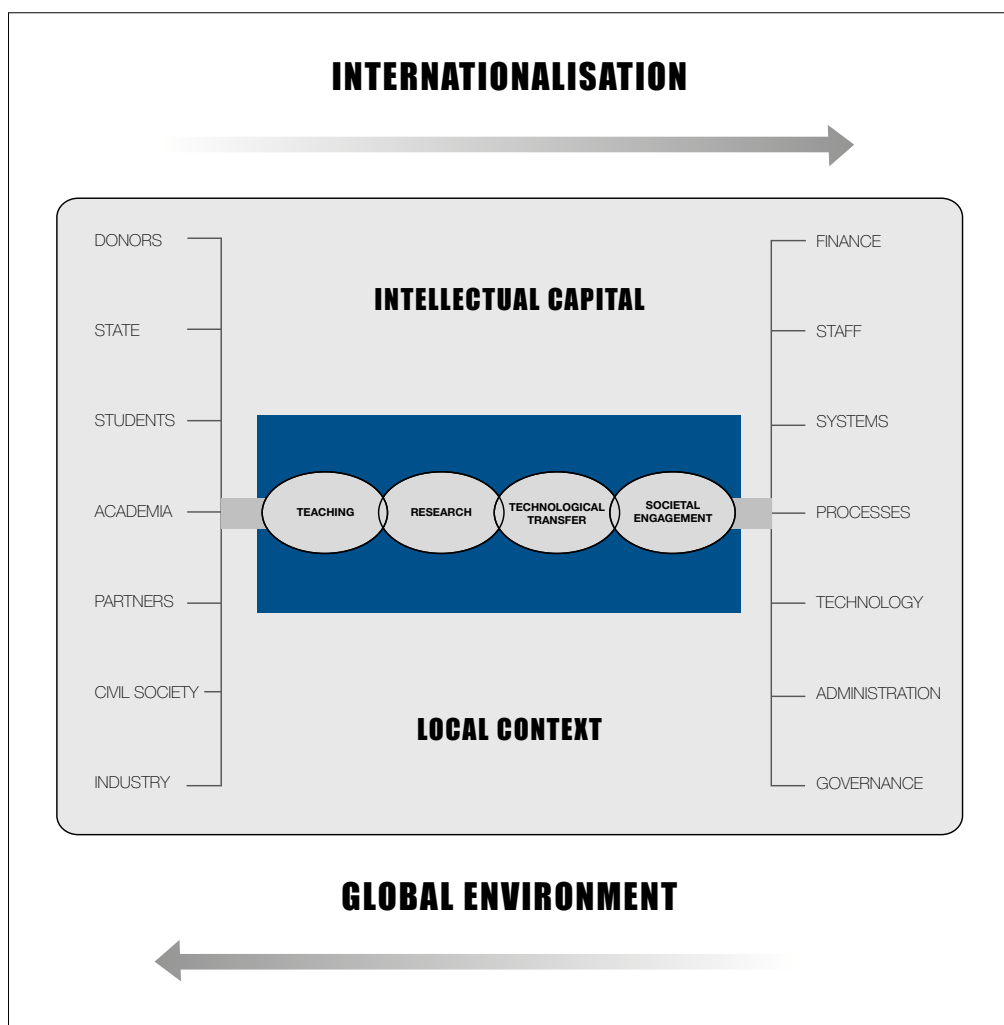
Abundance of resources is often viewed as the second element that characterises nearly all world-class universities, given the cost involved in sustaining a complex research-intensive institution. It is commonly noted that government funding of university systems around the world has been dwindling over the past two decades. Further, the challenge of pursuing global competitiveness from an African context is rendered more demanding by the reality of inadequate resources. Wits will put in place mechanisms and programmes designed to generate resources to ensure its long-term financial sustainability and proper resourcing of its core business.

Excellence in Governance, Management and Support Services

It is common knowledge that the survival of world-class universities is determined by their ability to generate wealth, appropriately allocate resources, and use business systems to support the academic enterprise. Scholarship and leadership skills are no longer the sole requirement for running higher education institutions. Efficient administration and service excellence are equally important. Universities need their own 'business models' that address very specific demands placed on them by the society and clientele they serve. Wits will position itself within this reality as a research-intensive university supported by visionary leadership and world-class administration.



Our Business Model



Wits as a world-class university is an embodiment of national strength and competitiveness in a knowledge society and knowledge economy where top-end intellectual capital is held as an article of global strength, international visibility and sustainability of economic and societal development initiatives. Wits' strength in research, teaching and learning, societal engagement and technology transfer strength showcases the complexity and sophistication of national knowledge systems.

Our global competitiveness is measured in our ability to attract (1) high calibre researchers and scholars, (2) exceptionally talented and capable students, (3) and produce internationally revered research with high global citation. We generate knowledge, produce graduates, apply our knowledge for public good and advancement of science, and use this knowledge to create technology transfer products.

Maintaining a balance between the production of high-level critical skills and knowledge generation in a world-class university is an integral part of advancement of science and public good in higher education. Wits' primary responsibility is the advancement of science and production of high level critical skills while where possible, this needs to be responsive to societal needs.

ACHIEVEMENTS

Wits Experience and Academic Excellence

Headcount enrolments

		Enrolled					
		2012		2013		2014	
UG / PG	Postgraduate	9 901	32.42%	10 077	32.33%	10 984	33.76%
	Undergraduate	20 641	67.58%	21 091	67.67%	21 551	66.24%
Total		30 542	100%	31 168	100%	32 535	100%
		2012		2013		2014	
Nationality	South Africa	27 378	89.64%	27 920	89.58%	29 197	89.74%
	International	3 163	10.36%	3 243	10.40%	3 335	10.25%
	Unknown	1	0.00%	5	0.02%	3	0.01%
Total		30 542	100%	31 168	100%	32 535	100%
		2012		2013		2014	
Postgraduate Students	Doctoral Degree	1 416	14.30%	1 528	15.16%	1 641	14.94%
	Masters Degree (Research)	1 125	11.36%	1 128	11.19%	1 217	11.08%
	Masters Degree (Research and Coursework)	4 643	46.89%	4 575	45.40%	4 843	44.09%
	Honours Degree	1 305	13.18%	1 303	12.93%	1 541	14.03%
	Postgraduate Diploma	1 277	12.90%	1 415	14.04%	1 591	14.48%
	Occasional Student Postgrad	135	1.36%	128	1.27%	151	1.37%
Total		9 901	100%	10 077	100%	10 984	100%
		2012		2013		2014	
Faculty	Faculty of Commerce, Law & Management	7 598	24.88%	7 943	25.48%	8 342	25.64%
	Faculty of Engineering and the Built Environment	5 736	18.78%	6 100	19.57%	6 220	19.12%
	Faculty of Health Sciences	5 247	17.18%	5 332	17.11%	5 547	17.05%
	Faculty of Humanities	8 181	26.79%	7 727	24.79%	8 263	25.40%
	Faculty of Science	3 780	12.38%	4 066	13.05%	4 163	12.80%
Total		30 542	100%	31 168	100%	32 535	100%

In 2014, the University managed its enrolment within the provisions of the Department of Higher Education and Training (DoHET) agreed-upon enrolment targets. In line with the University strategy, the proportion of students enrolled for postgraduate studies started to increase slightly. The University also maintained a balanced split among science, engineering and technology enrolments, and those in humanities and social sciences.

Graduate output

		Qualified					
		2012		2013		2014	
UG / PG	Postgraduate	2967	43.25%	3138	44.07%	3535	46.22%
	Undergraduate	3893	56.75%	3983	55.93%	4114	53.78%
Total		6860	100%	7121	100%	7649	100%
		2012		2013		2014	
Nationality	South Africa	6169	89.93%	6330	88.89%	6795	88.84%
	International	691	10.07%	790	11.09%	854	11.16%
	Unknown	0	0.00%	1	0.01%	0	0.00%
Total		6860	100%	7121	100%	7649	100%
		2012		2013		2014	
Postgraduate Students	Doctoral Degree	165	5.56%	198	6.31%	207	5.86%
	Masters Degree (Research)	243	8.19%	229	7.30%	256	7.24%
	Masters Degree (Research and Coursework)	905	30.50%	956	30.47%	982	27.78%
	Honours Degree	1030	34.72%	1048	33.40%	1219	34.48%
	Postgraduate Diploma	624	21.03%	707	22.53%	871	24.64%
	Occasional Student Postgrad	0	0.00%	0	0.00%	0	0.00%
Total		2967	100%	3138	100%	3535	100%
		2012		2013		2014	
Faculty	Faculty of Commerce, Law & Management	1910	27.84%	2062	28.96%	2241	29.30%
	Faculty of Engineering and the Built Environment	997	14.53%	1135	15.94%	1184	15.48%
	Faculty of Health Sciences	808	11.78%	881	12.37%	857	11.20%
	Faculty of Humanities	2223	32.41%	2041	28.66%	2185	28.57%
	Faculty of Science	922	13.44%	1002	14.07%	1182	15.45%
Total		6860	100%	7121	100%	7649	100%

The percentage of students who graduate on time is on a par with, or higher than, the national norm for many undergraduate qualifications, with the exceptions of Bachelor of Education, four-year health sciences, and three-year commerce degrees.

Wits exceeds national norms for enrolments in the Science, Engineering and Technology (SET) fields. The National Plan on Higher Education places the target of SET enrolments as a proportion of total enrolments at 30%. In 2014, Wits registered 43% students in the SET fields as a proportion of total 32 535 headcount enrolments.

With a throughput¹ rate of 19.01% at undergraduate level in 2014, Wits is close to achieving the national target of 22% stipulated in the National Plan on Higher Education. With the throughput rate of 32.56% at postgraduate level Wits has exceeded the national target of 25%. Increasingly many Wits students graduate in record time above the national norm.

¹ Throughput is the number of graduates in the level of study divided by the total number of enrolments in that level of study in a given particular year.

Graduations on time

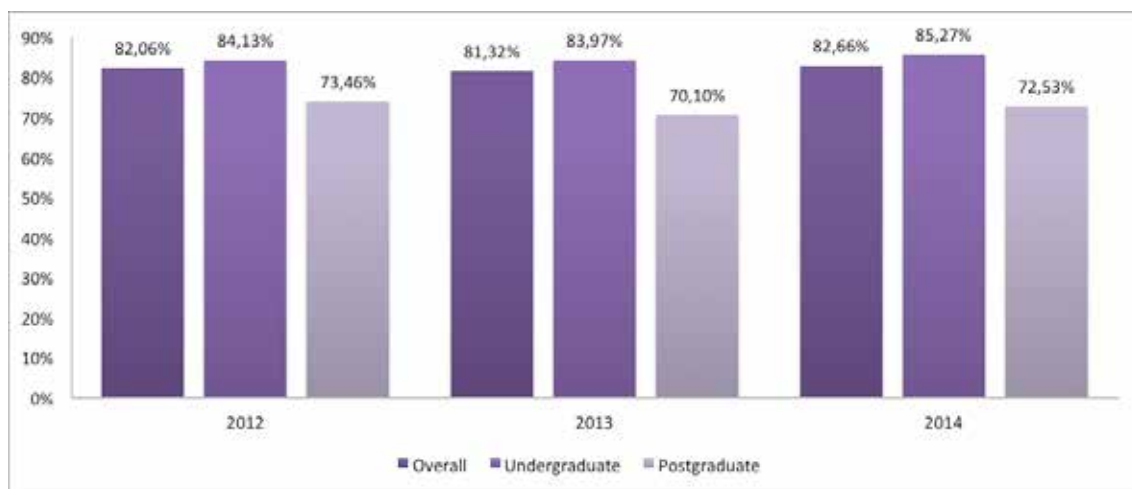
Graduation in Minimum time (%)			
Duration Years	Qualifications	Wits University	National Norm ²
3 Years	<u>Business and Management Sciences (Commerce)</u> Bachelor of Accounting Science Bachelor of Commerce Bachelor of Economic Science	20.1%	29.7%
	<u>Architecture & Built Environment</u> Bachelor of Architectural Studies Bachelor of Science (Construction Studies) Bachelor of Science in Urban and Regional Planning	41.4%	40.3%
	<u>Arts/Humanities</u> Bachelor of Arts	32.0%	29.1%
	<u>Science</u> Bachelor of Science	33.1%	23.5%
4 Years	<u>Business and Management Sciences (Commerce)</u> Bachelor of Commerce	40.0%	34.5%
	<u>Law</u> Bachelor of Laws	31.5%	26.2%
	<u>Engineering</u> Bachelor of Science in Engineering	22.5%	22.2%
	<u>Health Sciences</u> Bachelor of Nursing Bachelor of Pharmacy Bachelor of Science in Occupational Therapy Bachelor of Science in Physiotherapy	34.0%	50.5%
	<u>Arts/Humanities</u> Bachelor of Arts	45.4%	52.3%
	<u>Education</u> Bachelor of Education	31.1%	44.6%

The University is concerned about the quality of provisioning and student experience. We conduct annual student experience surveys to establish ways through which the University experience and general teaching and learning arrangements can be improved. The *First Year Experience 2014*, *Undergraduate Student Experience 2014*, and the *Postgraduate Experience 2014* were all completed. These reports help the University identify areas of improvement in relation to teaching and learning and institutional arrangements that support these initiatives. Through these surveys we have established that most of our students are proud to be associated with Wits.

In 2014, the University launched the Teaching and Learning Plan 2015–2019 which seeks to improve the quality of provisioning and student graduation rates significantly.

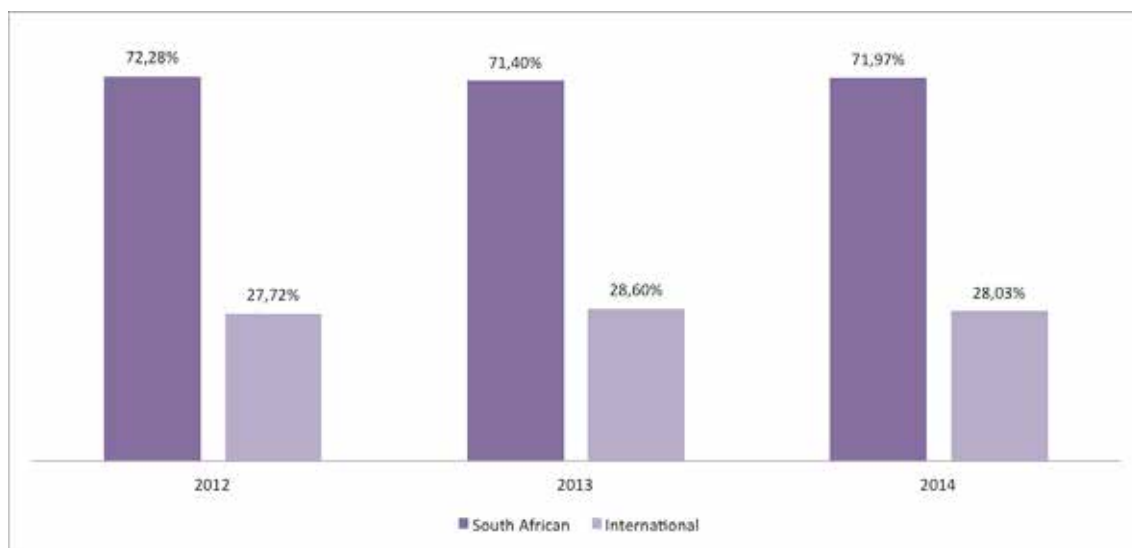
²National norm is based on a 2007 cohort, expected to graduate in 2009 for three-year qualifications and 2010 for four-year qualifications.

Student success rates



The University has achieved the 80% national success rate target stipulated in the National Plan on Higher Education.

The percentage of full-time permanent academic staff headcount by nationality

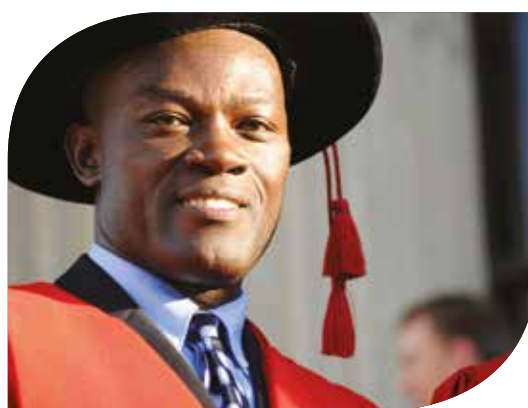


The proportion of international full time permanent academic staff now constitutes slightly more than 28% of total head count. This is an achievement that places the University in the second place out of 26 universities in the country.

Total Number and % of Academic Employee Staff Headcounts with FTE Availability

		Total Number and % of Academic Employee Staff Headcounts with FTE Availability $\geq$ 50%					
		2012		2013		2014	
Rank	Professor	162	11.33%	162	10.93%	183	12.30%
	Associate Professor	223	15.59%	236	15.92%	236	15.86%
	Senior Lecturer	323	22.59%	305	20.58%	304	20.43%
	Lecturer	533	37.27%	525	35.43%	530	35.62%
	Associate Lecturer	178	12.45%	232	15.65%	206	13.84%
	Other	11	0.77%	22	1.48%	29	1.95%
Total		1 430	100%	1 482	100%	1 488	100%

The proportion of academic staff has gradually increased especially at a professorial level.



Research and Knowledge Leadership

Starting in 2013 and throughout 2014, Wits has shown significant growth in its research productivity. In 2014, research output increased by at least 10%, with the University collecting 1 456 publication units.

Scopus number of papers

Type of publications	Number	Journals	Number	Subject area	Number
Articles	1 668	Plos One	63	Medicine	894
Reviews	156	SA Med J	55	Social science	391
Articles in press	144	Mediterranean Journal of Soc Sc	48	Physics and astronomy	235
Conference papers	119	J High Energy Physics	34	Arts and humanities	230
Letters	40	Physical review D	27	Agri and biological sciences	215
Editorials	38				
Notes	30				
Book chapters	24				
Errata	6				
Books	5				

TOTAL 2 230



Web of Science research output

Type of publications	Number	Journals	Number	Research Domains	Number
Articles	1 783	SA Med J	76	Science and technology	1804
Reviews	162	Plos One	68	Social sciences	433
Clinical trials	21	Aids Research and Human Retroviruses	55	Arts and humanities	73
Conference papers	34	J High Energy Physics	38		
Letters	40	Global Health Action	31		
Editorials	110				
Other	482				
Errata	6				
Books	2				
TOTAL	2 640				

Department of Higher Education and Training Report

Faculty	Number	Type of output	Number	Place published	Number
Centre	34.04	Papers	1 272.03	ISI-indexed journals *	964.53
CLM	159.53	Conference proceedings	87.32	IBSS-indexed journals *	122.15
EBE	164.10	Books & chapters	154.05	Local SA journals	185.35
H Sc	446.73		1 513.40		1 272.03
Hum	366.40				
Sc	342.60				
TOTAL	1 513.40				

* International publications

In 2014, Thomson Reuters developed a list of Highly Cited Researchers with 3000 names of distinguished researchers worldwide. Wits has three distinguished highly cited researchers appearing on that list, namely:

- Rachel K Jewkes, affiliated to the Wits Faculty of Health Science, Public Health
- Lynn Wadley, ESI, Anthropology
- Christopher Stuart Henshilwood, affiliated to Wits, ESI, Anthropology

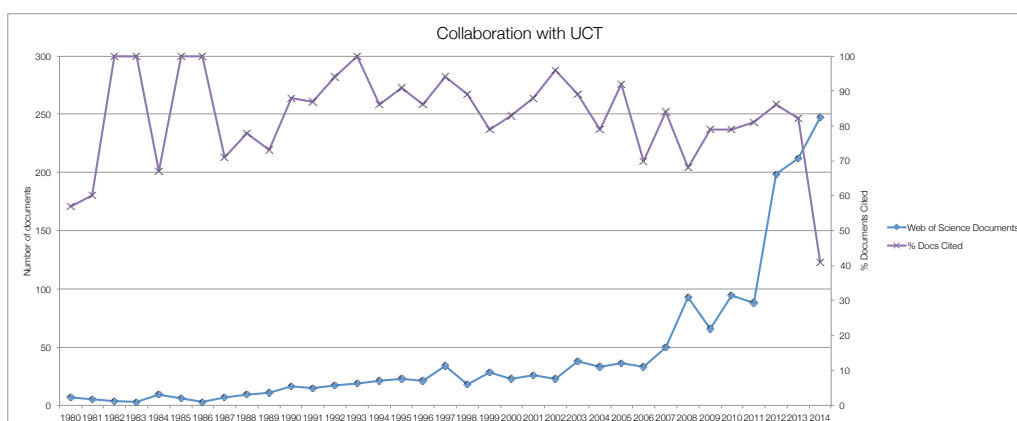
South Africa has the Harry Oppenheimer Fellowship Awards which were introduced in 2001 to commemorate their funder who stood for scholarship and good ideas. "The award focuses on excellent in scholarships in all its forms, across all disciplines, and is granted to candidates of the highest calibre". As at 2015, four of the 15 awards have been granted to Wits academics. The recipients include: Prof David Glasser, sustainable engineering (2001); Prof Norman Owen-Smith, ecology (2005); Prof Duncan Mitchel, physiology (2010); and Prof Helen Rees, public health.

As impactful research is generally of a high quality, the most cited researchers per faculty are celebrated each year (starting in 2014). Citations are a proxy measure of research impact in the academic world. The criteria for inclusion in the list in the table below are that the journal articles should have been published in 2013 and that the authors were found to among the top ten by number of citations received by March 2014.

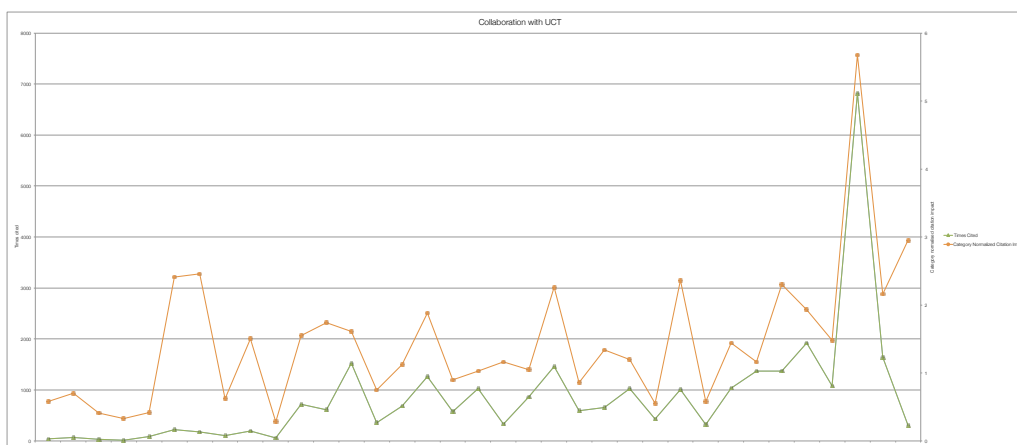
Journal articles most frequently cited in 2013/2014

Faculty	School	Person	No. of papers	Total times cited
CLM	Governance	Prof M Orkin	4	20
	Governance	Prof M Muller	2	12
EBE	Chem & Metallurgical Engineering	Prof N J Wagner	4	20
	Chem & Metallurgical Engineering	Prof I Sigalas	5	15
H Sc	Public Health	Prof O Sankhoh	26	465
	Clinical Medicine	Prof P Ruff	6	175
Hum	African Centre for Migration & Society	Prof M Richter	4	22
	Media Studies	W Williams	2	6
Sc	Physics	ATLAS Collaboration	73	1 021
	Physics	Prof S Colafrancesco	10	115

Number of Institutes for Scientific Information (ISI) publications



Number of citations



Wits has always attracted distinguished scholars from around the world. The Distinguished Scholars Programme was initiated in late 2013 and continued through 2014. It aims to appoint 30 high-impact researchers to the University so as to boost the research intensity of the University in line with the University strategy. The scholars appointed must have international reputations for excellence in their fields of research and will be appointed as professors. They are encouraged to establish research programmes at Wits and their responsibilities are commensurate with those of other professors. In time, they are encouraged to apply for National Research Foundation (NRF) ratings and are expected to be awarded high B or A ratings. The table below shows the numbers of distinguished professors appointed in 2014.

A rated scientists at Wits in 2014

List of A rated Scientists		
Name	Faculty	Research Specialisation
Professor JB Adler	Humanities	Mathematics education, Teacher education
Professor LD Ashwal	Science	Geochemistry, Petrology, Mineralogy, Tectonics
Professor JD Comins	Science	Optical spectroscopy, Brillouin spectroscopy, Advanced materials, Materials science, Raman spectroscopy
Professor AG Every	Science	Solid state physics, Ultrasonics, Phonon focusing, Elasticity theory, Non-destructive testing
Professor C Feldman	Health Sciences	Pneumonia, Medicine
Professor CS Henshilwood	Science	Archaeology - African
Professor CI Hofmeyr	Humanities	Postcolonial literary studies
Professor KP Klugman	Health Sciences	Microbiological pathology, Infectious diseases
Professor JD Lewis-Williams	Science	Neuropsychology, Social anthropology
Professor SA Madhi	Health Sciences	Vaccine-preventable disease
Professor FM Mahomed	Science	Lie symmetry methods, Differential geometry, Computational fluid mechanics
Professor D Mitchell	Health Sciences	Thermal physiology, Conservation physiology, Pain - Physiological aspects, Sleep
Professor RN Owen-Smith	Science	Ecology, Savanna ecology, Wildlife ecology, Herbivore ecology, Population ecology, Behavioural ecology, Movement ecology
Professor JM Pettifor	Health Sciences	Vitamin D and parathyroid hormone, Paediatric nutrition, Calcium and mineral metabolism, Paediatric metabolic bone disease
Professor LM Richter	Humanities	Child development, Child health
Professor BS Rubidge	Science	Karoo biostratigraphy, Basin analysis, Karoo sedimentology, Permo-Triassic therapsids, Vertebrate paleontology
Professor RJ Scholes	Science	Systems ecology, Natural resources and environment, Savanna ecology, Global change, Biogeochemistry, Earth observation
Professor BW Skews	Engineering and the Built Environment	Gas dynamics, Shock waves, Flow visualisation
Professor L Wadley	Science	Archaeology - Middle Stone age, Cognitive archaeology, Experimental archaeology
Professor G Gray	Health Sciences	

SARChI Chairs at Wits as at December 2014

	Chair	Research Chair
	Professor S Madhi	Vaccine preventable disease
	Professor V Pillay	Pharmaceutical biomaterials and Polymer-engineered drug delivery technologies
	Professor M Coetzee	Medical entomology and vector control
	Professor CS Henshilwood	Origins of modern human behaviour
	Professor R de Mello Koch	Fundamental physics and string theory
	Professor A de Sousa (Acting)	Bio-inorganic chemistry
	Professor HW Dirr	Protein biochemistry and structural biology
	Professor JB Adler	Mathematics education
	Professor H Venkatakrishnan	Mathematical numeracy
	Professor P Harrison	Development planning
	Professor T Majozi	Sustainable process engineering
	Professor to be identified	Intelligent Systems
	Professor N Nieftagodien	Local histories and present realities
	Professor V Jejjala	Theoretical particle cosmology
	Professor S Colafrancesco	Square kilometre array
	Professor R Durrheim	Seismology
	Professor C Tiemessen	HIV vaccine translation research
	Professor J Eyles	Health policy
	Professor M Ramsay	Biostatistics
	Professor R Falcon	Clean coal technology
	Professor L Landau	Mobility and Politics of Difference
	Professor M Steyn	Critical Diversity Studies



In 2014, the University recorded a higher number of NRF-rated academics compared to previous years.

NRF-rated academics at Wits in 2014

NRF RATING	SA	Wits	Ratio	CLM	EBE	H Sc	Hum	Sc	Total
A	105	21	5.25	0	1	6	3	10	21
B	652	95	6.86	7	7	18	22	41	95
C	1 835	150	12.23	16	20	22	35	57	150
P	15	2	7.50	0	0	0	0	2	2
Y	535	61	8.77	6	6	8	14	27	61
L	14	2	7.00	0	0	2	0	0	2
Total	3 156	331	9.56	29	34	56	74	137	331

Wits has recognised the great value added to the academic programme by postdoctoral fellows. These early career academics take up these fellowships so as to develop an independent research programme and test their supervision skills. Postdoctoral fellows at Wits published 87 papers in 2014 alone.

Analysis of Wits Postdoctoral Fellows in 2014

Nationality	Number	Funding source	Number	Faculty	Number
South African	56	NRF	71	CLM	5
Africa (not SA)	38	Other external funders	61	EBE	14
Europe	46	Internal	69	H Sc	50
North America (Mexico, USA, Canada)	21			Humanities	34
South Americas	3			Sc	79
Far East (China, Japan, etc.)	9			Institutes	19
Asia	28				
Total	201		201		201

Innovation and Social Leadership

As a leader in society, Wits promotes justice. It also provides a platform for intellectual debate and critical engagement with some of the best minds in the world. A microcosm of South Africa, it is a diverse, cosmopolitan University that serves as home to more than 3 000 international students who hail from more than 80 different countries, speaking more than 130 languages.

Some examples of its contribution to society include:

- The Vice-Chancellor's Equality Scholarships, awarded to talented learners from disadvantaged backgrounds to promote social equity and hope in society
- A pre-university programme to afford talented learners the opportunity to access higher education called Targeting Talent
- The Centre for Applied Legal Studies and the Wits Law Clinic, both of which play an integral role in advocating for the constitutional rights of ordinary South Africans, particularly on issues related to basic services, education, gender, housing and social security
- The Wits Centre for Deaf Studies, which offers support and education to caregivers and families of the deaf
- The Emthonjeni Community Centre, which offers services such as speech and hearing therapy, counselling, and psychotherapy to the public
- The Wits Reproductive Health and HIV Research Unit, based in Hillbrow, which plays a central role in promoting teaching, research, and socio-economic and community development in one of the poorest places on the continent
- The Wits Justice Project, which contributes towards the improvement of the criminal justice system in South Africa, using journalism, advocacy, law and education to create awareness and assist individuals who are affected by miscarriages of justice
- Wits Enterprise and the Wits Health Consortium, two commercial companies wholly owned by Wits, that offer opportunities for contract research, short courses and tailor-made business solutions for the public and private sectors
- Through the same two companies, services related to the facilitation, encouragement and regularisation of tendering and contracting processes in the areas of innovation, technology transfer and exchange and entrepreneurship, especially with the public and private sectors
- A variety of valuable business services offered by Wits Enterprise to streamline access to, and utilisation of, the cutting-edge 'knowledge products' of the University to solve the most complex and pressing organisational and technical problems that businesses and government agencies face, through:
 - contract-research collaboration opportunities
 - specialised expert consulting and problem solving
 - technology transfer and licensing
 - specialist short-course teaching and training programmes
 - other innovative 'products' and services such as Wits Analytical – the clustering, marketing and administration of the extensive and sophisticated analytical equipment 'suite' of the University under an umbrella brand

- In 2014 Wits Enterprise's private industry-funded research portfolio, managed on behalf of the University, comprised 23 research and development (R&D) and consulting projects, valued at R18 million. The majority of short courses offered were in the mining sector (38%), followed by finance, real estate and business services (37%), and manufacturing (11%). The other sectors make up the balance of 14%.
- Management of pharmaceutical trials, which provides an important income stream to the Wits Health Consortium. This engagement is encouraged, as academic institutions have resources and skills that, if applied to societal concerns in a co-ordinated and responsible manner, can contribute to the public good and the solving of problems of local and global concern, while helping students and academics to gain a better understanding of the link between theory and practice.

Wits looks back on 2014 as a year of notable achievements. During 2014 the Tech Transfer unit offered University inventions to a range of industry participants. Three licenses were concluded during the year and two potential start-up companies were assisted, one of which may open in 2015.

In the same year, the University celebrated 20 years of democracy through a range of academic, research and social-leadership activities. It hosted the likes of primatologist and UN Ambassador Dr Jane Goodall, the President of Ireland, the Swedish and South African Public Protectors, Nobel Laureate Robert Huber, leading geneticist Nick Hastie, leading scholar Geoff Dyer, business leader Roger Jardine, World Bank Africa Region Chief Economist Dr Francisco Ferreira, author Mark Gevisser and several key government ministers, including Higher Education Minister Blade Nzimande, as well as politicians, business leaders and civil society leaders.

The OR Tambo debate series was one of the public discussion series launched in 2014, as were a major governance conference and a seminar on oil, gas and energy that brought business, government and other role players together to discuss issues relating to energy, mining and minerals in South Africa. Members of the Faculty of Health Sciences were deeply involved in several aspects related to understanding and combating the Ebola virus, and several public events were held to supplement the academic and research activities in this regard. Similarly, major studies in the health sciences relating to HIV/AIDS, TB, cholesterol, malaria, maternal health, pneumonia, mortality, vaccinations and non-communicable diseases were published and publicised. One example was the call for a sugar tax on soft drinks which made local and international headlines.

Other pertinent issues brought to the fore through conferences were teaching and learning, history at schools and ethics for professions.

Angolan journalist and human rights activist Rafael Marques de Morais, renowned for his reporting on conflict diamonds and government corruption, presented the third annual Carlos Cardoso Memorial Lecture, while the Wits Justice Project hosted several events on key matters related to the conditions of prisons and prisoners, as well as the Oscar Pistorius trial. The Society, Work and Development Institute (SWOP) hosted several topical events related to labour matters such as Marikana.

Wits also announced its partnership with edX, the non-profit online learning platform founded by MIT and Harvard, to offer massive open online courses (MOOCs) to a global learning audience. The first courses are scheduled to go online in 2016.

Wits partnered with national television broadcaster eNCA and Independent Newspapers Limited on a live election debate series that saw Wits staff and students participating in national debates live on air from the Wits Great Hall in the run-up to the elections.

It hosted similar lectures, colloquia and series on a range of issues relating to two decades of

democracy in areas as diverse as public-interest law, bioethics, and public positions on various issues such as health care, justice and education, with a range of civil-society, corporate, academic and media partners.

Wits is also a founder member of the South African Higher Education Community Engagement Forum (SAHECEF), which was formally constituted in January 2010. This forum brings together one private and all 23 public higher education institutions into an organ that allows for the sharing of mutually beneficial policies, practices and experiences. Wits is also a member of the Talloires Network, an international association of institutions committed to strengthening the civic roles and social responsibilities of higher education.



An IT-Savvy University

In 2014, the University approved a comprehensive institutional IT Strategy which seeks to invest R650 million in the next five years. A new ICT strategy that will move the University towards achieving the 2022 goal of a 21st century ICT-savvy University has been developed and accepted by Council. The implementation plan is subject to a sourcing strategy being developed. To support the ICT strategy, a policy framework is being developed to guide the ICT related activities at Wits to enhance quality and availability of service, manage data, manage the ERP system, etc. Relevant policies to categorize and manage data, to manage BYOD, and other related IT resources are being developed in this fast changing world of ICT technologies.

Wits first launched online registration in 2014, which was only available to students doing fixed-curriculum programmes. It launched the function in December 2013 for the 2014 registration intake with great success: 67% of the students registered online.

Keeping up with this development, the student Self-Service Portal was enhanced to allow students to order proof-of-registration certificates and unofficial academic transcripts through the portal. The University initiated a project to replace the existing intranet with current proven technology. The solution allows easier content management and features the latest website enhancements, such as calendar and event management, taxonomy management and uniform site development, all presented with a modern look and feel that rivals benchmarked higher-education solutions.

Wits identified the need for scalable computing resources. The strategy outlines reallocation of IT resources to enhance economic efficiency and allow the University to focus on core enterprise operations. One initiative supporting this need was to move student email services from an internal cloud hosted by the University to a free enterprise educational cloud service provided by Google. This offers students a more robust accessible email service, based on Gmail, and couples access to other Google education apps with cloud storage. The entire technological service enhances learner experience with boundless research information and international collaboration ability.



Extensive Networks and Partnerships

“We have grown our carefully selected partnerships knowing that the success of our academic projects and our financial sustainability is likely to come about as a consequence of, among other things, resilient strategic partnerships.”

Wits is an urban university located in the heart of a populous, vibrant but also complex metropolitan city, an interconnected economic and physical space now officially known as the Gauteng City Region (GCR). This context compels us to ask how this ‘citiness’ should influence the mission and activities of the University. The GCR offers an extraordinary laboratory for research and teaching, but the nature and scale of the challenges faced within the region also, arguably, compel the University to engage with its urban environment through knowledge creation, intellectual critique, the content of teaching programmes, and public service. Wits has been involved in urban-related research over a long period of time and has developed partnerships with Government and other institutions on matters relating to urban development; an important example being the Gauteng City Region Observatory, a formal partnership between Government and universities. However, the scale and complexity of the GCR requires more knowledge and stronger engagement.

A significant strategic partnership was established in 2014 with IBM. Wits University will be the home of the second IBM Research Laboratory to be built in Africa. IBM, the American technology giant has only 12 such mega-labs across the world, including one in Kenya. The Wits IBM Research Laboratory will be the second one in Africa. The Research Lab will be a R700 million technological investment over a period of ten years in partnership with the South African Department of Trade and Industry.

In 2014, the reorganisation of the Research Office to include Partnerships and Internationalisation laid a foundation for the way Wits will engage with partnerships in the future. The functions of the new office will include the development of new partnerships with institutions and organisations in South Africa and the maintenance of existing ones. In addition to this, the office will also focus on developing and maintaining new and existing international partnerships. This will also include intelligence gathering to assist the University to achieve its goals, mainly in the field of research development, but also in postgraduate affairs, teaching and learning, and societal engagement. The Strategic Collaborations function in the Research Office assists in developing active research collaborations.

Wits has established numerous institutionally structured and discursive arrangements that are linked to particular subject disciplines and facilitated by leading academics in those particular knowledge domains.



African Partnerships

Country	Institution	Type of Agreement	Implementing School/s	Effective date	Expiry Date	Duration (years)
Ethiopia	Addis Ababa University	Memorandum of Agreement on student and staff exchanges	WSOA	28 February 2014	27 February 2017	3
Nigeria	University of Port Harcourt	Memorandum of Agreement without student exchange	Institution-wide	22 May 2014	21 May 2019	5

Asian Partnerships

Country	Institution	Type of Agreement	Implementing School/s	Effective date	Expiry Date	Duration (years)
Japan	Akita University	Memorandum of Agreement on student and staff exchanges	- Mining Engineering - Geosciences	1 September 2014	31 August 2017	3
	KEIO University, Tokyo, Graduate School of Business Administration	Memorandum of Agreement on MBA student and staff exchanges	WITS Business School only	8 July 2014	7 July 2015	1

Australian Partnerships

Country	Institution	Type of Agreement	Implementing School/s	Effective date	Expiry Date	Duration (years)
Australia	James Cook University	Memorandum of Agreement on student and staff exchanges and AAA GIS short course 2012-2014	Geosciences	1 November 2014	31 October 2017	3

European Partnerships

Belgium	Universite Libre De Bruxelles	Memorandum of Agreement on student and staff exchanges	School of Law	6 June 2014	5 June 2017	3
France	Total Outre Mer (and Total South Africa)	Memorandum of Understanding on scholarships, summer schools, seminars, internships, recruitment, TPA	- Chemical and Metallurgical Engineering - Geosciences	18 February 2014	No date	Indefinite
Germany	Oldenburg University (Carl von Ossietzky)	Memorandum of Agreement on student and staff exchanges	Institution-wide	1 August 2014	31 July 2017	3
	Tuebingen University (Eberhard Karls) (signed by Wits and not yet back from partner)	Memorandum of Agreement on student and staff exchanges	Institution-wide	1 January 2014	31 December 2016	3
Switzerland	Zurich University of the Arts	Memorandum of Agreement on student and staff exchanges	WSOA	1 February 2014	31 January 2017	3

North American Partnerships

Country	Institution	Type of Agreement	Implementing School/s	Effective date	Expiry Date	Duration (years)
Canada	Ryerson University	Memorandum of Agreement on student and staff exchange and Ryerson fellowships	JCSE, TCSE, GCRO, SOSS	1 October 2014	30 September 2019	5
	Memorial University of Newfoundland	Memorandum of Agreement on student and staff exchanges	Mining Engineering Department of Pharmacy	11 August 2014	10 August 2017	3
United States of America	Dalhousie University, Schulich School of Law	Memorandum of Agreement on student exchanges	Faculty of Law	10 December 2014	10 December 2019	To be reviewed at 5 years

We have grown our carefully selected partnerships knowing that the success of our academic projects and our financial sustainability is likely to come about as a consequence of, among other things, resilient strategic partnerships.

Partnerships enable a combination of the distinctive aptitudes and resources of multiple actors to be brought to bear on common projects for shared purposes. Our capacity for innovation in a complex world depends on the degree to which we can reach across boundaries to address goals that ultimately are predicated on the public good.



FINANCE

The Wits Group includes the university, research and other projects, student and staff accommodation and the operating entities that are wholly or partly owned by the university. The university funds are restricted or unrestricted, or designated for a specific purpose, as required by the legislation. Funding for the new university projects is included in restricted funds.

The income of the Wits Group is derived primarily from tuition fees, government grants and research contracts.

Additional income is generated from donations and other income, such as rental and investment income. The university recognises the need to develop and grow alternative income streams in order to alleviate the upward pressure on tuition fees. To this end, the university has separated the functions of finance from the fundraising and development office, to enable a greater focus on revenue collection and bursary allocations by the former and donor and sponsor engagement by the latter.

The proportion of state subsidies and grants to the total income of the group has grown moderately in the past few years, but not at the same rate as tuition fees. The most significant growth has been in research contracts, which is important when considering world university rankings and the subsidies received from the state for research output. Other income, which grew by a modest 5% in 2014, includes a generous donation of R90m from an anonymous donor. A condition of the donation is that it must be used towards furthering the sustainability of the University, and this amount has thus been ring-fenced until such time as the decision of the committee established to receive proposals for sustainability have been evaluated and appropriately funded. We are grateful to our donors and sponsors, who continue to see the value in investing in higher education at an institution such as ours.

Higher education inflation, which is at least two percentage points higher than normal inflation, continues to exert pressure on the financial sustainability of the University. This is particularly relevant to the infrastructure, maintenance and support services costs that are an essential component of running a world class university.

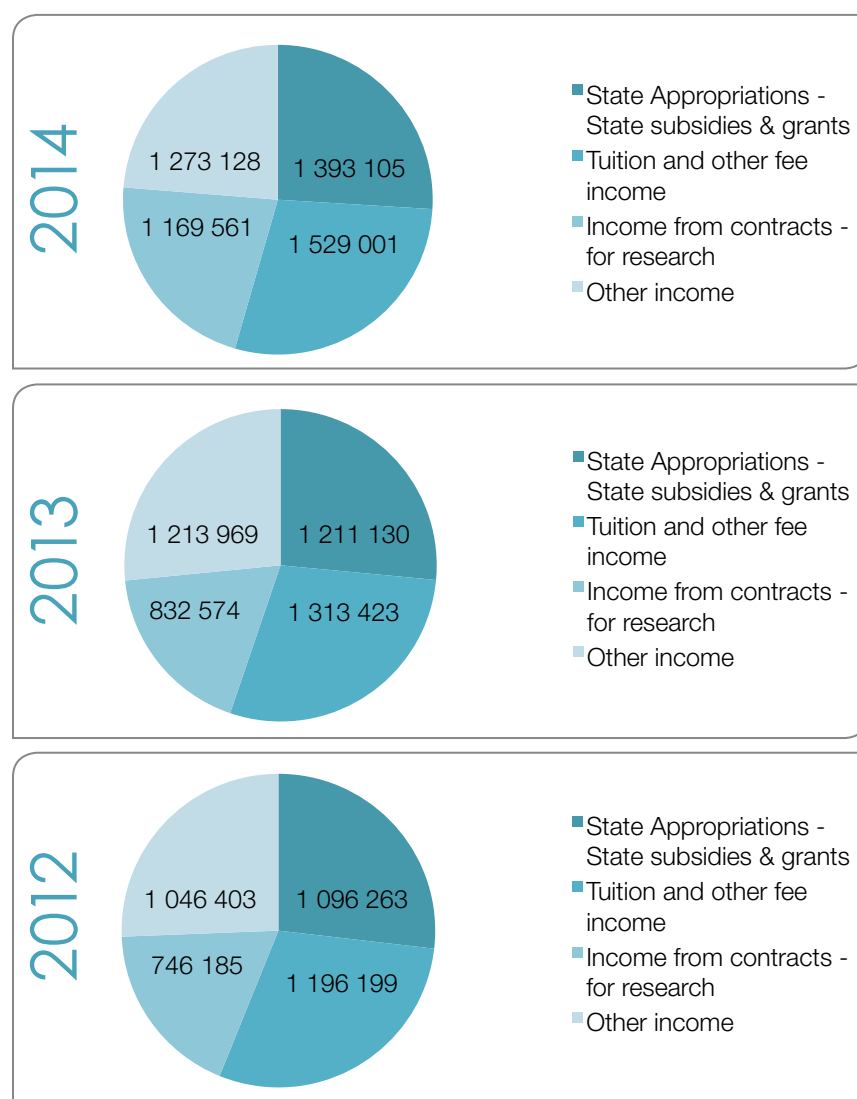
Employee costs increased, on average, by eleven percent during the year. Salary increments, additional staff appointments and post-retirement medical expenses contributed towards this increase. Other operating expenses increased by twenty-one percent over the previous year. Increases in transportation for students in residence, purchases of books, journals and electronic media, fixed property costs and security expenses, all contributed to the high cost of running the university. These cost drivers must be managed carefully going forward and appropriate monitoring of the allocation of costs between research, running and maintenance expenses is required.

The group recognised non-recurring expenditure of R60m during the year, which impacted negatively on the net recurring surplus of R280m. This non-recurring expenditure includes a R27m liability for VAT on imported services not previously recognised, as well as a provision for long service awards, now recognised in terms of the existing practice of the University. This practice needs to be evaluated in the years to come, in the light of rising employment costs.

The net surplus after tax was R221m for 2014, compared to R139m for 2013. After the transfer of R150m in restricted funds to reserves, the net surplus of the group was R70m for 2014, compared to R4m for 2013.

The contribution of income to the Wits Group is reflected in the figure below:

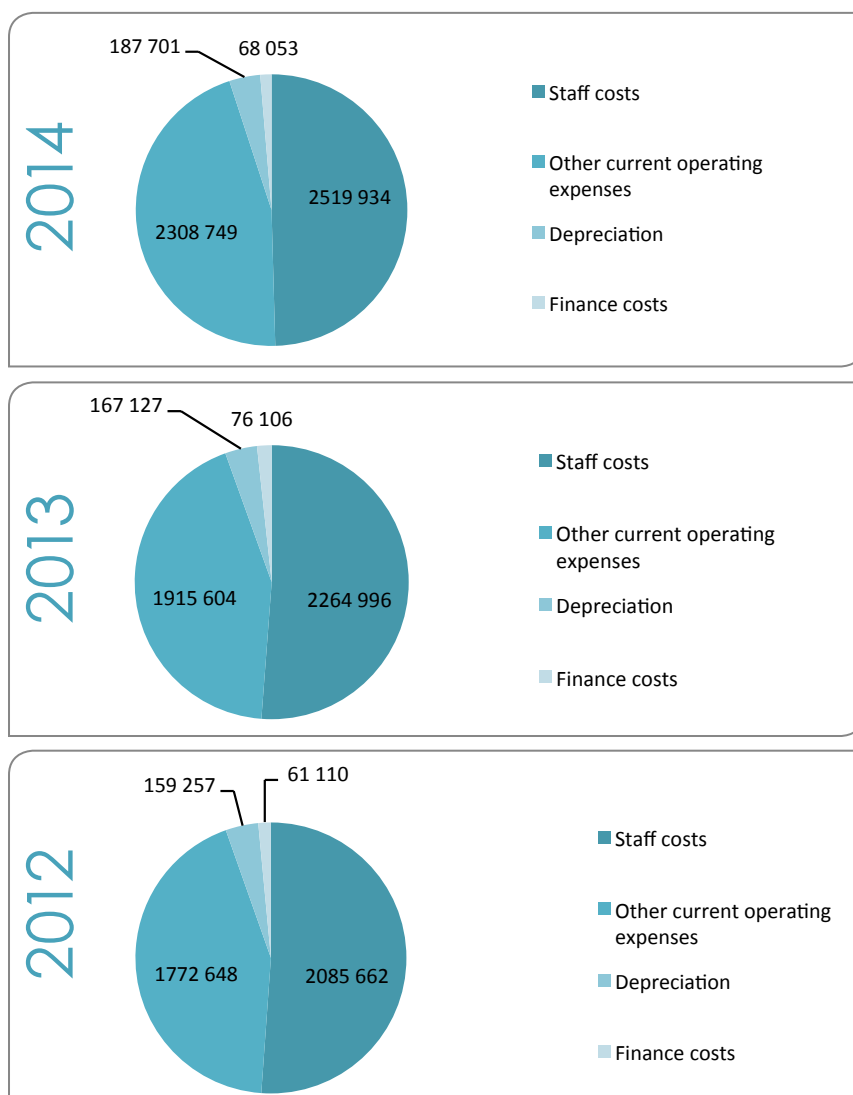
Amounts in rand thousands



Contributions and Income to the Wits Group

The contribution of expenditure to the Wits Group is reflected in the figure below:

Amounts in rand thousands



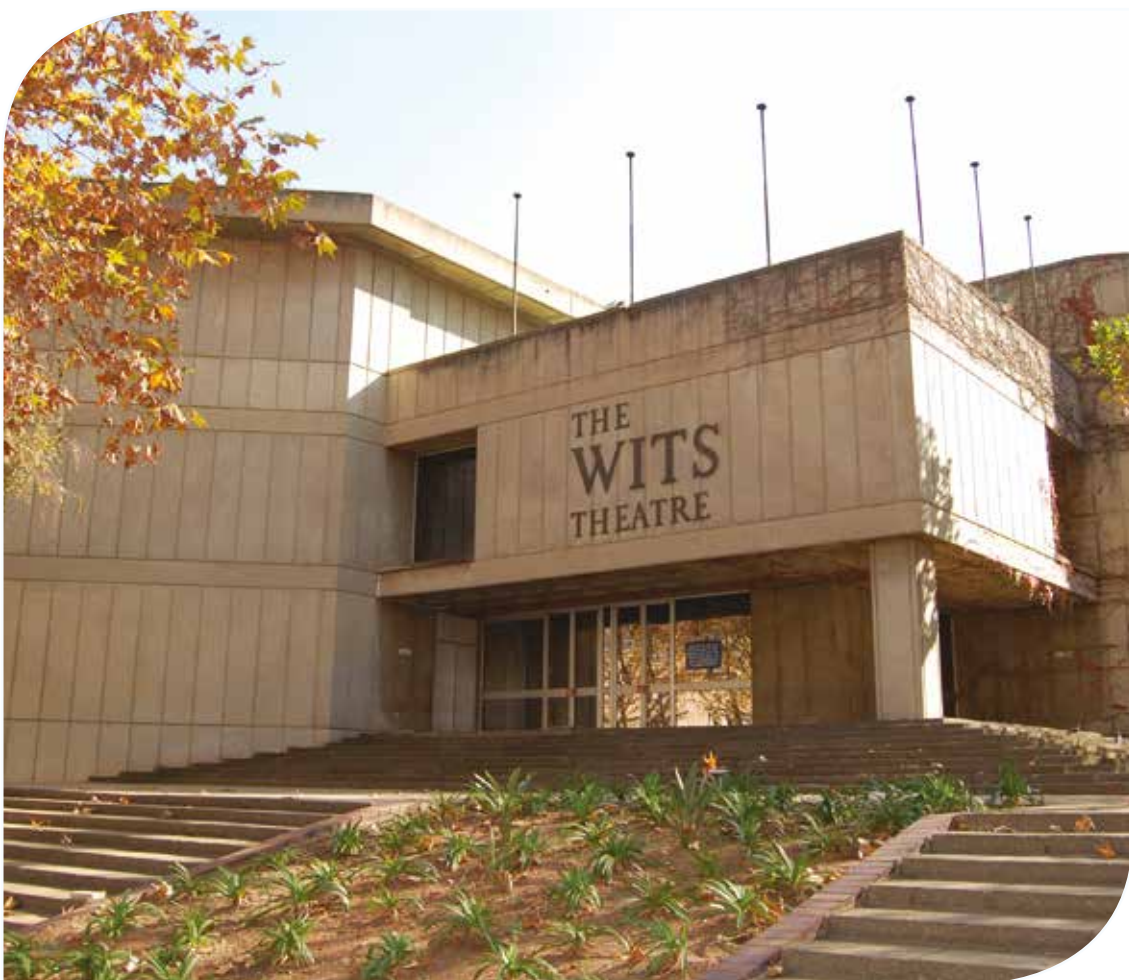
Contributions of Expenditure to the Wits Group



The percentage contributions of income and expenditure to the Wits Group are reflected in the figure below:

	2014	2013	2012
Income contribution	100%	100%	100%
State Appropriations - State subsidies & grants	26%	26%	27%
Tuition and other fee income	29%	29%	29%
Income from contracts - for research	22%	18%	18%
Other income	24%	27%	26%

	2014	2013	2012
Expense contribution	100%	100%	100%
Staff costs	50%	51%	51%
Other operating expenses	45%	43%	43%
Depreciation	4%	4%	4%
Finance costs	1%	2%	1%



Income statements

The consolidated Wits Group income statements for the years ended 31 December 2014, 31 December 2013 and 31 December 2012 are reflected in the table below:

Consolidated Wits Group Income Statements

Amounts in Rand thousands

	2014	2013	2012
Recurrent Items			
Income	5 364 795	4 571 096	4 085 050
State Appropriations - State subsidies & grants	1 393 105	1 211 130	1 096 263
Tuition and other fee income	1 529 001	1 313 423	1 196 199
Income from contracts - for research	1 169 561	832 574	746 185
Other income	1 273 128	1 213 969	1 046 403
Expenditure	5 084 437	4 423 833	4 078 677
Staff costs	2 519 934	2 264 996	2 085 662
Other operating expenses	2 308 749	1 915 604	1 772 648
Depreciation	187 701	167 127	159 257
Finance costs	68 053	76 106	61 110
NET RECURRENT ITEMS	280 358	147 263	6 373
NON-RECURRENT ITEMS	-59 808	-8 000	4 832
Net Surplus before Tax	220 550	139 263	11 205
Income Tax	(170)	(95)	-
Net Surplus after tax	220 380	139 168	11 205
Transfers to restricted funds	(150 350)	(134 750)	28 713
NET SURPLUS/(LOSS) AFTER TRANSFERS	70 030	4 418	39 918

Statements of Financial Position

The financial sustainability of the Wits Group depends upon its ability to properly manage and maintain its infrastructure, investment portfolio, student and sundry debt. The net book value of property, plant and equipment at 31 December 2014 was R6 699m, with land and buildings being the biggest contributor to this amount. Capital expenditure for the year amounted to R337m compared to R474m in the prior year. Financial assets under management in the University's Foundation amounted to R2 066m, an increase of 15% over the prior year. The investments in the Foundation are under the custodianship of the Board of Governors of the Foundation, The Board meets quarterly to review the investment portfolio and performance of the fund managers. Student debt at the end of the year was R135m and trade and other receivables were R237m. Impairments constituted 26% of student debt and 26% of trade receivables.

The Group manages its reserves according to the legislation set down in the Higher Education Act, 1997, separating unrestricted use funds from restricted use funds. The Council controlled operations of the university and student and staff accommodation are considered to form part of unrestricted funds, whilst specifically funded research contracts are considered to be restricted funds. Some Government grants are conditional and expenditure against these grants is subject to audit each year. At 31 December 2014 total reserves and unrestricted funds amounted to R5 650m and restricted use funds amounted to R1 308m.

The consolidated Wits Group statements of financial position as at 31 December 2014, 31 December 2013 and 31 December 2012 are reflected in the table on the next page.



Consolidated Wits Statements of Financial Position

Amounts in Rand thousands

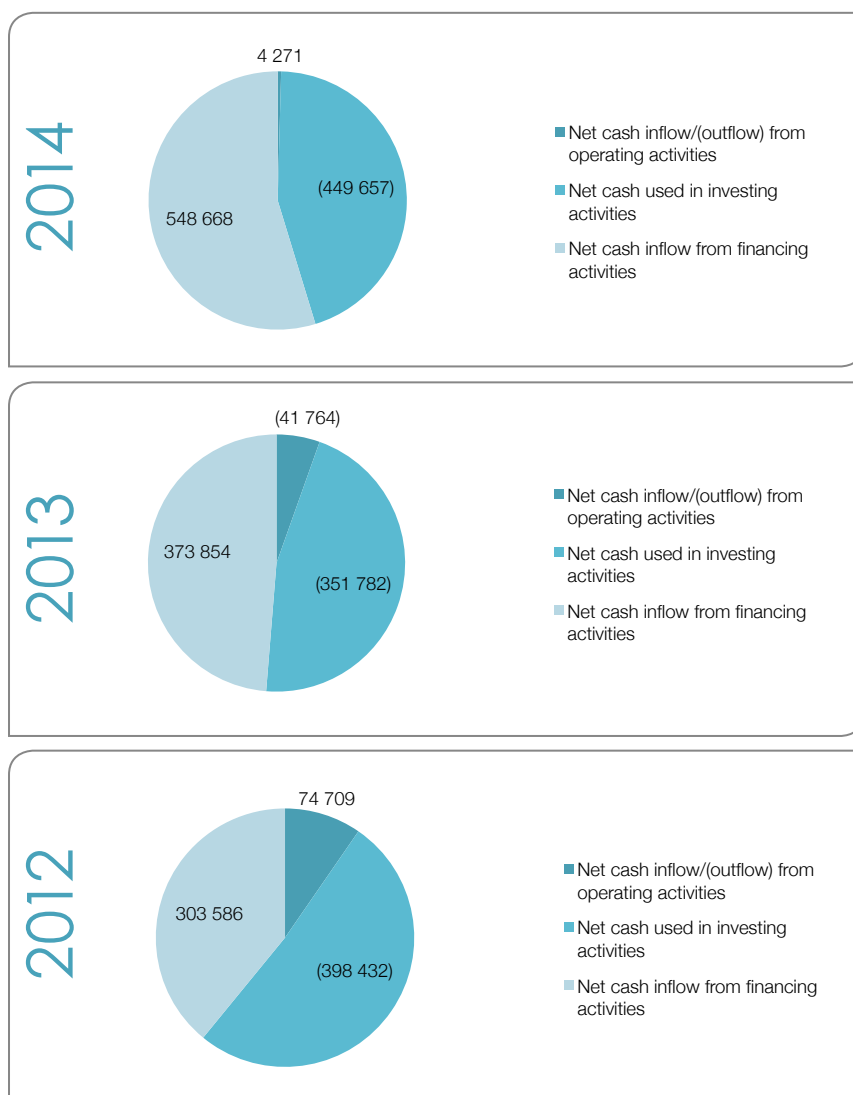
	2014	2013	2012
Assets			
Non-current assets	8 990 702	8 560 785	8 127 044
Property, plant and equipment	6 698 627	6 524 376	6 197 708
Intangible Assets	139 096	147 240	136 115
Goodwill	486	-	-
Available for sale investments	2 066 033	1 800 631	1 708 372
Interest in joint venture and associated entities	76 100	77 424	75 639
Deferred tax asset	33	15	-
Other non-current receivables	10 327	11 099	9 210
Current assets	1 109 983	936 878	907 389
Inventories	14 001	16 472	14 164
Current portion of other non-current receivables	5 438	4 966	4 566
Trade and other receivables	404 535	332 724	286 251
Tax receivable	11	-	-
Cash and cash equivalents	685 998	582 716	602 408
TOTAL ASSETS	10 100 685	9 497 663	9 034 433
FUNDS AND LIABILITIES			
NON-DISTRIBUTABLE RESERVES			
Property, plant and equipment	530 079	529 476	494 884
IFRS Adjustment reserve	3 896 551	3 896 551	3 896 551
Fair value fund	216 565	235 177	204 304
TOTAL NON-DISTRIBUTABLE RESERVES	4 643 195	4 661 204	4 595 739
Unrestricted use funds			
Endowment and contingency reserve	1 007 206	976 068	980 283
TOTAL RESERVES AND UNRESTRICTED FUNDS	5 650 401	5 637 272	5 576 022
Restricted use funds			
Other educational and general	1 307 622	1 135 061	1 027 152
Residences	1 235 775	1 081 320	970 970
	71 847	53 741	56 182
TOTAL RESERVES AND UNRESTRICTED FUNDS	6 958 023	6 772 333	6 603 174
LIABILITIES			
Non-current liabilities	2 067 466	1 769 460	1 496 967
Interest-bearing borrowings	430 285	417 226	394 903
Post retirement healthcare benefit obligations	439 063	391 825	364 893
Government grants - deferred income	1 171 966	933 664	720 394
Deferred income	26 152	26 745	16 477
Lease incentive accrual	-	-	300
Current liabilities	1 075 196	955 870	934 292
Deferred income	4 537	6 173	5 819
Trade and other payables	1 064 322	940 764	921 311
Current portion of borrowings	6 337	8 633	6 262
Current portion of lease incentive accrual	-	300	900
TOTAL FUNDS AND LIABILITIES	10 100 685	9 497 663	9 034 433

Cash Flow Statements

The consolidated cash flows of the Wits Group remained sound, with net cash inflows from operating activities improving in the year under review. Proceeds from the sale of investments yielded R1 889m, which was R565m less than the prior year. The repayment of interest bearing borrowings has increased. The repayments relate to borrowings raised for the Wits Junction residence. Borrowing costs are expected to increase in the coming years, in line with the loan arrangements made for the funding of this asset.

The contributions of cash flow activities are reflected in the figure below.

Amounts in rand thousands



Consolidated Wits Group Statements of Cash Flow

Amounts in rand thousands

	2014	2013	2012
Cash flows from operating activities			
Cash generated from operations	(85 119)	(102 411)	162 831
Finance costs	(68 053)	(76 106)	(61 110)
Exchange profits/(losses)	7 383	2 113	1 701
Tax paid	(290)	(110)	-
Net cash outflow from operations	(146 079)	(176 514)	103 422
Unexpended grants and donations	150 350	134 750	(28 713)
Net cash inflow/(outflow) from operating activities	4 271	(41 764)	74 709
Cash flows from investing activities			
Purchase of property, plant and equipment	(337 493)	(481 947)	(439 891)
Purchase of intangible assets	(18 825)	(30 461)	(95 591)
Proceeds on disposal of property, plant and equipment	140	696	834
Purchase of available-for-sale investments	(2 105 643)	(2 407 287)	(1 725 125)
Proceeds on disposal of available-for-sale investments	1 888 818	2 453 577	1 760 074
Decrease/(Increase) in loans and receivables	300	(2 289)	(5 757)
Decrease in student loans	-	-	7 758
Increase in interest in joint venture and associated entities	-	(2 506)	(26 251)
Interest received	108 480	91 247	110 342
Dividends received	14 566	27 188	15 175
Net cash used in investing activities	(449 657)	(351 782)	(398 432)
Cash flows from financing activities			
Increase in Government grants	540 434	339 439	222 920
Proceeds from lease incentive accrual	(300)	(900)	(900)
(Decrease)/Increase in Deferred income	(2 228)	10 621	3 530
Proceeds from interest-bearing borrowings	57 153	39 625	111 905
Repayment of interest bearing borrowings	(46 391)	(14 931)	(33 869)
Net cash inflow from financing activities	548 668	373 854	303 586
Increase/(Decrease) in cash and cash equivalents	103 282	(19 692)	(20 137)
Cash and cash equivalents at beginning of year	582 716	602 408	622 545
Cash and cash equivalents at end of year	685 998	582 716	602 408

Cash and Cash Equivalents

The funds of the Wits Group are monitored daily and any surplus cash is placed short-term or longer-term with a recognised financial institution. Cash balances are kept to the minimum level required to settle immediate cash requirements, such as trade and other payables and the current portion of long term borrowings.

The cash and cash equivalents as at 31 December of each year were made up as follows:

Amounts in rand thousands

Cash and cash equivalents comprise the following:

Bank and cash balances

University of the Witwatersrand, Johannesburg	67 941	65 121	53 347
University of the Witwatersrand Foundation	46 792	8 793	28 877
Wits Commercial Enterprises (Proprietary) Limited	29 487	34 330	39 167
Wits Health Consortium (Proprietary) Limited	540 406	469 896	478 276
Speer Management Services (Proprietary) Limited	-	1 112	-
The Witwatersrand University Flying Association	-	139	168
Origins Centre Association (Non Profit Company)	1 372	3 325	2 573
	685 998	582 716	602 408

Interests in Controlled Entities

The university has the following interests in controlled entities:

- University of the Witwatersrand Foundation
- Wits Commercial Enterprise Proprietary Limited
- Wits Health Consortium Proprietary Limited
- Wits Junction Residences Proprietary Limited
- Origins Centre Association (NPC)

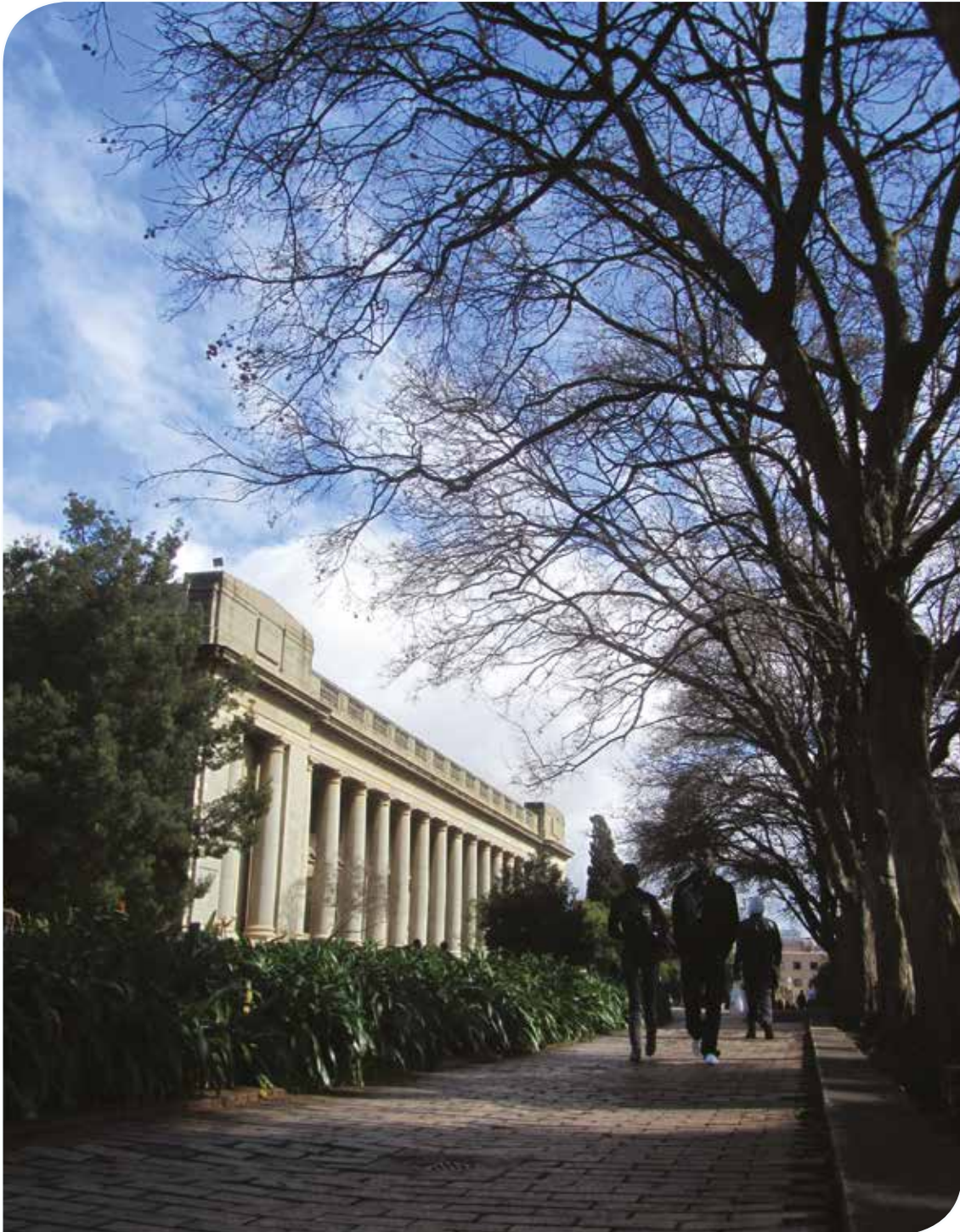
All the entities contributed towards the surplus of the group, except for the Origins Centre, which reported a small deficit. The entities are managed through normal governance structures, including board meetings and sub-committees of the board, where appropriate. The University also has an interest in the Wits University Donald Gordon Medical Centre Proprietary Limited, which is jointly controlled by the University and Mediclinic.

Risk Management

The University has identified financial sustainability as one of its top risks. Inherent in this risk is the need to identify alternative ways of funding student fees. Some 67% of students received funding from internal and external bursaries during the year, including loans from the National Student Financial Aid Scheme (NSFAS). Whilst this assists many of our students, it is not enough to satisfy the demand of our young adults, who see higher education as an important route to self-sustainability.

The University plans to make student funding an important priority in the years to come.

The nature of the Wits Group activities exposes it to foreign currency exchange rate risks, as well as interest rate and investment pricing risks, which arise from its managed investment portfolios. The group is also exposed to credit risk from trade and other receivables and investments. The group is not exposed to commodity risk.



GOVERNANCE

Excellence in Governance, Management and Support Services

The **Council** of the University of the Witwatersrand governs the University in terms of the 1997 Higher Education Act, as amended, which constitutes the principal legal framework for the operation of the Council and directs Councils to 'govern all public higher education institutions' subject to the Act, the law, and the institutional statute of the University.

The Council governs the University in close consultation with other governing bodies including the Senate, the University Forum who advise the Council on issues affecting the University and the Executive Committee of Convocation. The Senate is accountable to the Council for regulating all teaching, learning, research and academic functions of the University as well as other functions delegated to it by the Council. Council also consults with the student body through the Student Representative Council. All major decisions regarding the operation of the University, present and future, its academic standing and direction, its financial well-being, its social and political positioning, must be considered by Council. In addition, Council is the employer of all personnel of the University and is therefore responsible for all academic, professional and administrative staff and consultant appointments.

Senate is a statutory body accountable to Council for regulating all teaching, learning, research and academic functions of the University and all other functions delegated or assigned to it by the Council. Senate's functions relating to policy are to discuss, comment on and approve where applicable draft policies and proposed changes to existing policies.

Other statutory bodies of the University are the University Forum, Convocation, and Student Representative Council.

The **University Forum** advises the Council on issues affecting the University, including the implementation of the Higher Education Act and the national policy on higher education; race and gender equity policies; codes of conduct; and mediation and dispute-resolution procedures.

The **Convocation** discusses and states its opinion upon any matters relating to the University including matters referred to it by the Council, allowing for the views of this body to be represented at the highest levels of governance of the University.

The **Student Representative Council (SRC)** is the highest decision-making structure of student governance as it represents all students at Wits, and their overall interest and social well-being, in University committees. It is highly involved in policy-making and co-operative decision-making on campus. The institution through these processes embraces the notion of co-operative governance.

Composition of the University Council

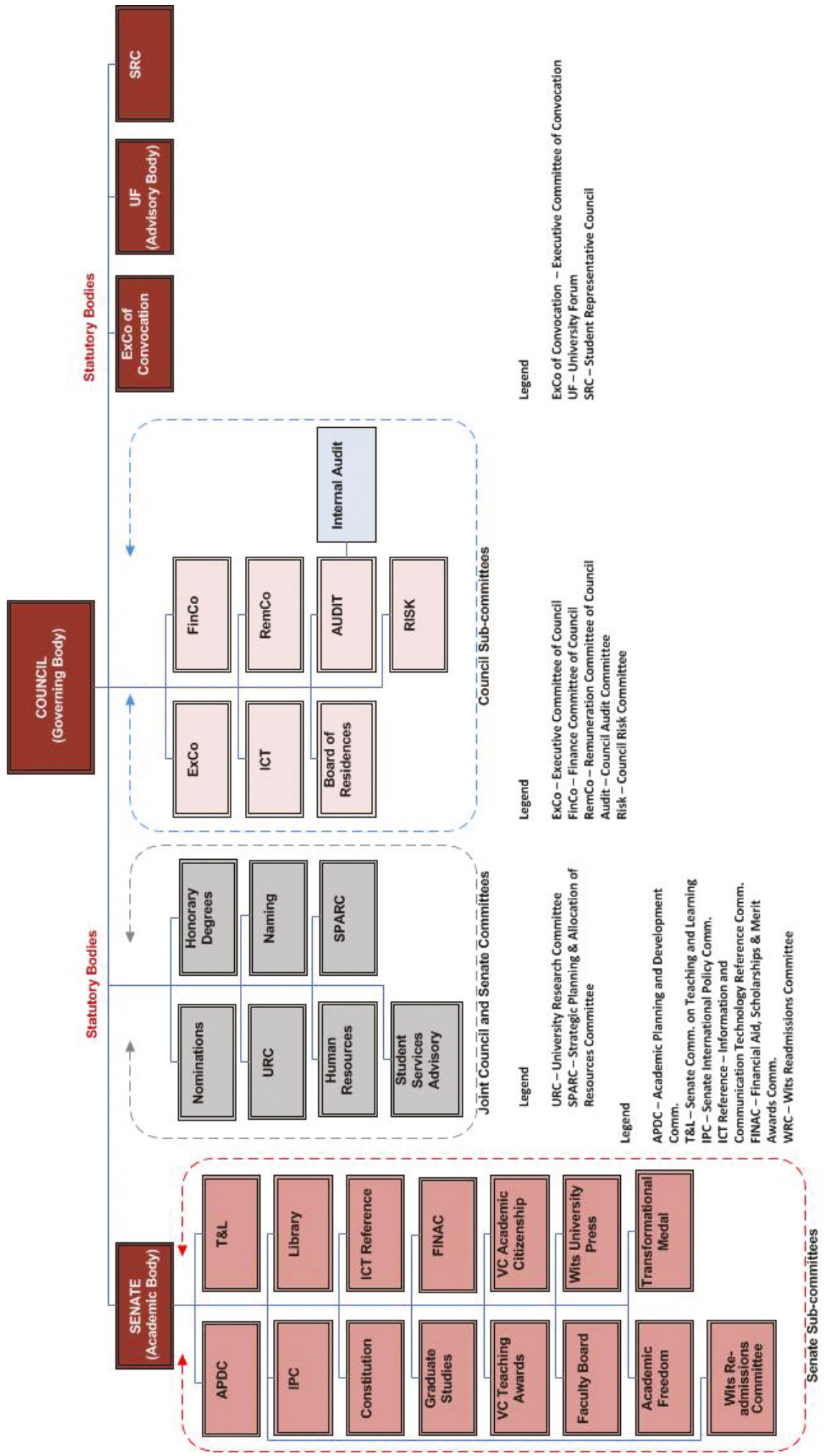
The following is a list of members of the University Council appointed in terms of the Statute of the University.

Office-Bearers		
Chairperson	Dr Randall Carolissen MBA (Stellenbosch), M.Com (Tax) (North West), PhD (UWC)	Group Executive: SARS
Deputy Chairperson	Dr Brian Bruce PrEng, BSc(Eng)(Cape Town), DEng(hc) (Stellenbosch), HonFSAICE	Retired CEO: Murray and Roberts
Secretary to the Council	Ms Carol Crosley University Registrar: BA (Witwatersrand) H Dip.Ed (Witwatersrand) Honours (Unisa) MEd (Witwatersrand)	
Members of Council		
Vice-Chancellor and Principal	Professor Adam Habib BA (Natal), BA (Hons) (Witwatersrand), MA (Natal), MPhil (New York), PhD (New York)	
Vice-Principal	Professor Andrew Crouch BSc (Hons) (UWC), PhD (Concordia University)	Deputy Vice-Chancellor: Academic
Appointed by the Vice-Chancellor	Professor Tawana Kupe BA (Hons), MA (Zimbabwe), DPhilos (Oslo)	Deputy Vice-Chancellor: Advancement, HR and Transformation
Appointed by the Minister of Education	Dr Randall Carolissen BA (Stellenbosch), M.Com (Tax) (North West), PhD (UWC)	Group Executive: SARS
	Dr John Kani Hon PhD DLitt (Rhodes)	Executive Trustee: Market Theatre Foundation; Founder & Director: Market Theatre Laboratory; and Chairperson: National Arts Council of South Africa
	Dr Sihle Moon BA (UCT), MA (York), PhD (York)	
Elected by the Executive of Convocation	Professor Conrad Mueller BSc, BSc (Hons) (Witwatersrand), MSc (RAU), PhD (Witwatersrand)	
	Professor Kantilal Naik BSc, BEd (Witwatersrand), UED, MEd, DEd (Unisa) (Term on Council expired during 2014)	Retired Professor: School of Computational and Applied Mathematics, University of the Witwatersrand
	Dr Maurice Goodman MB BCh, MBA (Witwatersrand) (Replaced Professor Kantilal Naik)	

Elected by the Senate	Professor Sharon Fonn MBBCh, DOH, DEpi, FFCH(SA), PhD, MASSAf	Awarded a South African Ministry of Science and Technology's Distinguished Scientist Award for contributions to the quality of life of women (2005), Co-director of the Consortium for Advanced Research Training in Africa (CARTA)
	Professor Shireen Hassim BA Hons (Durban-Westville), MA (Natal), PhD (York)	Author of Women's Organizations and Democracy in South Africa: Contesting Authority (2006), which won the 2007 American Political Science Association's Victoria Shuck Award for best book on women and politics
	Professor Mary Scholes BSc(Hons) PhD (Witwatersrand)	School of Animal, Plant and Environmental Sciences, University of the Witwatersrand
	Professor Cathi Albertyn BA LLB (UCT), M.Phil (Cambridge), Ph D (Cambridge)	School of Law University of the Witwatersrand
	Professor Helder Marques BSc(Hons) PhD (Wits) HDipEd MRSC CCHEM FRSSAfr	Dean: Faculty of Science, University of the Witwatersrand
Elected by the academic staff	Professor Gillian Eagle BA Hons, MA(Clin Psych) (Natal), PhD (Witwatersrand) (Term on Council expired during 2014)	Professor: Dept of Psychology University of the Witwatersrand
	Professor David Dickinson BA (Hons) (Sheffield), PG Dip.Ec. (Sussex), MPhil (Cambridge), PhD (Cambridge) (Replaced Professor Gillian Eagle)	
Elected by the support services staff	Mrs Adele Underhay	Administrator's University of the Witwatersrand
Appointed by the Premier of Gauteng	Mr B Ngobeni BA(Hons) (Limpopo)	Gauteng Provincial Government
Appointed by the Greater Johannesburg Metropolitan Council	Mr Mduduzi Mbada MM (Public and Development Management) (Witwatersrand)	
	Councillor Ruby Mathang BSc (Urban and Regional Planning) (Wits)	MMC for Development Planning and Urban Management
	Dr Jonathan Broomberg MBBCh (Witwatersrand); MA (Oxon); MSc (London), PHD (London)	CEO: Discovery Health, Founding Director of Praxis Capital and Director of the Soul City Institute for Health Communications
Elected by Donors	Dr Theunie Lategan DCom, CA (SA)	Chairman of RARE Holdings Limited, previously served as General Manager at Rand Merchant Bank, Chief Executive Officer of FNB Corporate Division and Senior Executive of the First Rand Group.

Appointed by the Council	Dr Brian Bruce PrEng, BSc(Eng)(Cape Town), DEng(hc) (Stellenbosch), HonFSAICE	Retired CEO: Murray and Roberts
	Mrs Elisabeth Bradley BSc (OFS) MSc (London)	Retired CEO: Wesco Retired Board member: Standard Bank and Sasol
	Rev Canon – Professor Barney Pityana BA(Law), BProc, LLM (Unisa) Hons BD (London), CertTh (Oxford) PhD in Religious Studies (UCT), DD FKC MASSAf	Rector: College of the Transfiguration
	Ms Phindile Baleni BA LLB (Witwatersrand)	CEO: National Energy Regulator of South Africa, RERA Chairperson
	Mr Sipho Nkosi Com (Hons)(Econ) (UNISA), MBA (MASS), OAMLP (OXFORD)	CEO: Exaro
	Mr Rob Hamer CA(SA) ACA(UK)	Head: Investment Banking Division, Rand Merchant Bank
	Dr Len Sizani Dip.Dent. Ther., BChD (Medunsa)	General Dental Private Practitioner
Elected by the SRC	Mr Shafee Verachia (Term on Council expired during 2014)	SRC President
	Mr Mcebo Dlamini (Replaced Mr Shafee Verachia)	SRC President
Elected by the PGA	Mr Lebohang Matshaba (Term on Council expired during 2014)	Student Postgraduate Association
	Mr Vuyisani Kuboni (Replaced Mr Lebohang Matshaba)	Student Postgraduate Association
Appointed by BUSU	Mr Cas Coovadia BCom (University College Natal)	MD: Banking Association of SA, Chairman of SABRIC and the Johannesburg Civic Theatre
Appointed by NEDLAC	Mr Alistair Smith	Executive Director: NEDLAC

University Governance Structure



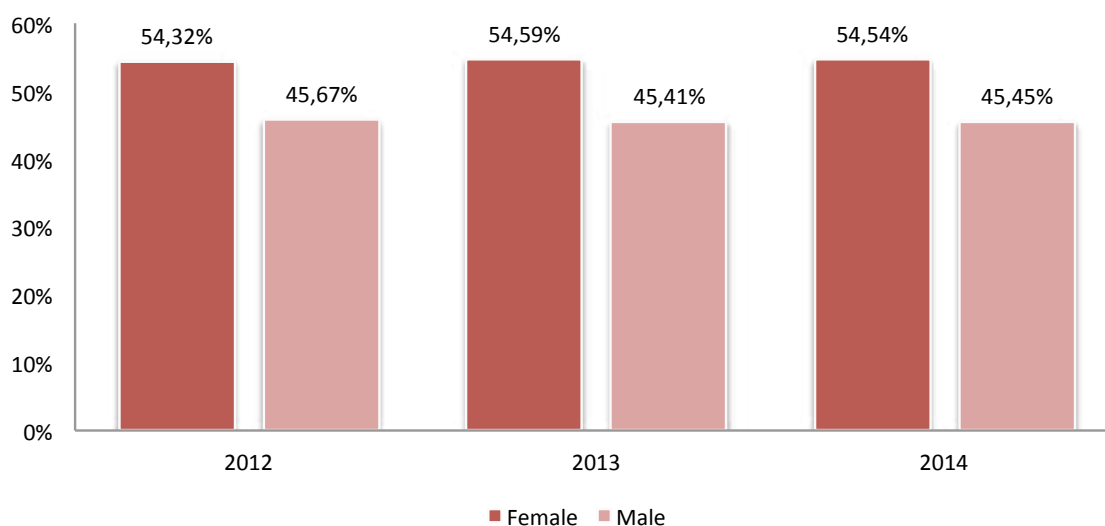
Transformation Imperatives

The transformation governance of the University has been managed under the auspices of the Committee structures, including the Transformation Steering Committee (TSC) led by the Vice-Chancellor, and sub-committees of the University Forum. During the 2013–4 period, all faculties established their Transformation Committees to facilitate transformation initiatives in individual faculties. The demographics of the student population have significantly changed in the past ten years and Wits now represents an example of a truly transformed University - of 32 535 enrolments in 2014, 54.54% were female and black students constituted 75.76% of 29 197 total South African student headcount enrolment.

Enrolment by Race (South African Students)

		Enrolled					
		2012		2013		2014	
Race (Only South African Students)	African	14 879	54.35%	15 453	55.35%	16 573	56.76%
	Chinese	146	0.53%	160	0.57%	162	0.55%
	Coloured	1 048	3.83%	1 105	3.96%	1 183	4.05%
	Indian	4 011	14.65%	3 969	14.22%	4 204	14.40%
	White	7 294	26.64%	7 233	25.91%	7 075	24.23%
Total		27 378	100.00%	27 920	100.00%	29 197	100.00%

Enrolment by Gender (Overall Headcount)



In August 2013, there was a University Forum transformation workshop to develop the new transformation plan and charter (2014–2018) for Wits in accordance with guidelines set out by the Ministerial Committee on Transformation, commissioned by the DoHET. The plan was subsequently presented to the various University consultative structures for further deliberations and comments.

The Policy on the Employment and Advancement of Persons with Disabilities was finalised and approved by Council after a number of consultations were conducted at various campuses of the University.

The Wits HIV and AIDS policy was revised and approved in line with best practice. The revised policy provides, among other things, standard operating procedures for the management of occupational exposure, HIV counselling and testing, as well as post-exposure prophylaxis.

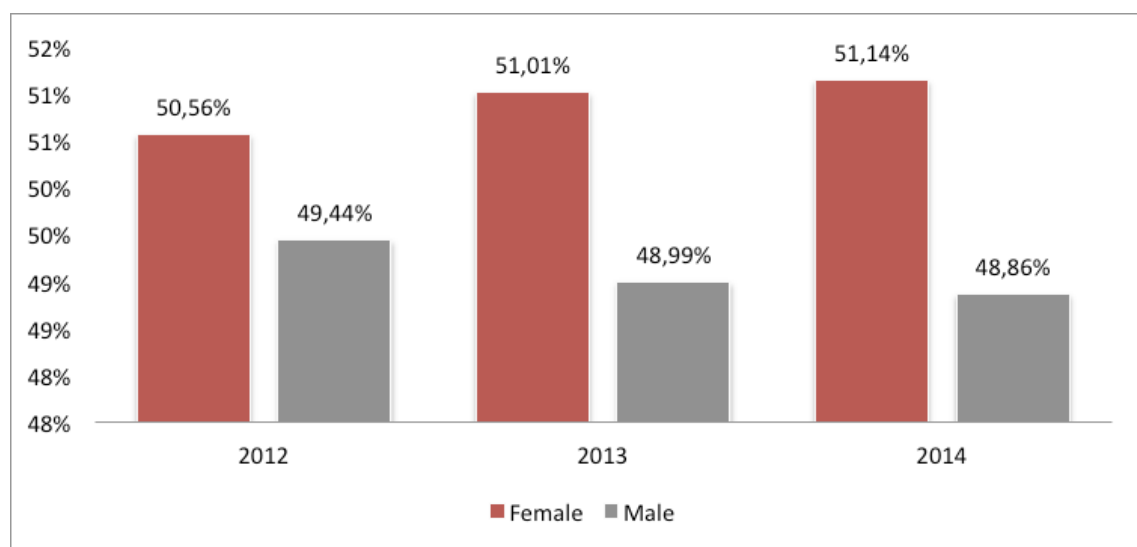
In 2014, four round-table events were held, and included themes relevant to social justice conversations: disability, gender, racism and xenophobia.

The process of developing the University's fourth Employment Equity plan (2015–2019) was initiated as the previous plan would expire at the end of 2014.

The University complied with its statutory obligation of submitting an Employment Equity Report to the Department of Labour via an online facility in January 2014, including the submission of the 2013/14 transformation report.

The demographics of staff have significantly changed in the past ten years and Wits now has a large number of female academics and the remaining challenge is that of ensuring that this change is reflected in the senior echelons of academic ranks.

Total Number and % of Academic Employee Staff Headcounts with FTE Availability ≥ 50% (Gender)



The proportion of black academic staff has been gradually increasing while that of white staff has been slightly declining over the past few years. The remaining challenge is that of ensuring that this change is also reflected in the senior echelons of academic ranks by making the number of black South African and African senior academic staff increase in the next few years.

Academic staff by race

		Total Number and % of Academic Employee Staff Headcounts with FTE Availability $\geq$ 50%					
		2012		2013		2014	
Race	African	353	24.69%	384	25.91%	379	25.47%
	Chinese	4	0.28%	8	0.54%	7	0.47%
	Coloured	39	2.73%	47	3.17%	55	3.70%
	Indian	139	9.72%	153	10.32%	157	10.55%
	White	895	62.59%	890	60.05%	890	59.81%
Total		1 430	100%	1 482	100%	1 488	100%

The University *Language Policy Survey Report 2014* was also produced. The study assists the University in enhancing student involvement in governance arrangements that improve teaching and learning, and research, at the University.

The University continues to be concerned about the well-being of its personnel. The *Staff Climate Survey 2014* was also conducted. The study assists the University in understanding staff experience and views on Wits as an employer.

The University seeks to foster its reputation for excellence in teaching, learning and research and for service to the intellectual, professional and educational needs of its staff and students and of society beyond the University. Wits has a vibrant community that is not afraid to engage in robust discussion about substantial issues of the day. In the academic realm, we support the University culture of a collegial community of scholars by initiating collaboration and sharing of best practice. More broadly, the University is working on creating an enabling and empowering institutional culture that generates a sense of ownership and commitment in an environment that celebrates excellence which is equally appreciative of the national imperatives of diversity and transformation but also being globally competitive.



Occupational Health and Safety

The University put in place systems and governance structures to ensure the well-being of its stakeholders and institution-wide compliance with Occupational Health and Safety regulations. Herewith the University's Occupational Health, Safety and Environmental (OHS&E) implementation status as at 31 December 2014:

- The office of the Directorate: OHS&E Management was established and is fully operational. Its structure comprises a Director, four OHS&E officers, an emergency co-ordinator, an OHS&E training officer and a senior OHS&E administration co-ordinator.
- Risk assessments and occupational hygiene surveys were conducted, during which risks were identified and recommendations provided to address OHS&E deficiencies.
- Contractors and service providers were monitored and a contractor OHS&E file-monitoring system was implemented to check whether contractors/service providers are complying with the OHS Act (and its regulations).
- Several OHS&E procedures and guidelines were developed and implemented.
- OHS&E legal appointments were made in all University areas in terms of the OHS Act and regulations, and these included: Section 16.2 assignees, OHS&E committee chairpersons, OHS&E representatives, evacuation co-ordinators and first-aiders.
- OHS&E Committees were established in terms of the OHS Act throughout the University and OHS&E meetings took place.
- 79 OHS&E training courses were conducted during which 1 062 persons received such training. The training focus has primarily been aimed at ensuring that persons appointed to fulfil OHS&E roles were familiar with their responsibilities.
- Numerous methods were implemented to enhance OHS&E communications. These included: publishing OHS&E newsletters with topical articles; conducting OHS&E presentations; attending OHS&E meetings; presenting OHS&E training courses; implementing an OHS&E suggestion scheme; and distributing evacuation guidelines; as well as developing an OHS&E awareness pamphlet for visitors.
- 85 evacuation exercises took place in various University areas. Evacuation co-ordinators as well as first-aiders were appointed in the various University areas.
- 43 event applications were assessed by the Emergency Co-ordinator (via the Disaster Management Committee) to ensure that University events took place safely.
- Numerous OHS&E inspections/audits were carried out identifying and communicating various OHS&E aspects requiring attention.

Risk Management

The primary objective of the University for Risk Management in 2014 was further to embed its risk-governance arrangements in faculties, schools and support services. This was achieved in several ways.

- A strategy was documented on risk management which ensures that all such activities, including reporting, are co-ordinated, and risk management is embedded in the culture of the institution.
- The Council of the University of the Witwatersrand established the Council Risk Committee (CRC), to assist the Council with its risk-governance responsibilities. The CRC is assisted by the Risk Management Committee (RMC) which is a Management Committee constituted by the Vice-Chancellor's Office.
- The RMC, comprising senior staff members with external support members, continued to fulfil its remit of monitoring the University's risk-management strategy and processes.

Management's monitoring of insurable risks, designated to the Insurable Risks Committee (IRC), was sustained through bi-annual committee meetings. Communication among the CRC, RMC, IRC and Internal Audit Committee was maintained through an exchange of minutes, committee representation and report distribution.

The University continued its process of performing school risk assessments within the ambit of Quinquennial Reviews (QQRs). Risk assessments for schools are updated annually. The risk registers provide details about key risks, controls, possible impact, likelihood of occurrence and further risk mitigation. The Schools assume responsibility for the risk registers and are accountable to their respective Faculty Executive Committees for the monitoring of these risks.

Other risk-management initiatives performed under the direction of the RMC in 2014 included risk assessments of all support services. A triennial review programme has commenced to assess the adequacy and effectiveness of support services within the University.

Previously, only certain University centres and institutes had performed formal risk assessments; the 2014 risk-management plan required all of them to document or update their risks in a formal risk assessment.

The University's risk-management structures and processes remained an accepted and entrenched part of Council governance and management responsibilities in 2014, and represented another satisfactory year of progress. The University monitored and acted upon key risks identified in the University Risk Register. Risk management at Wits remains linked to the University's strategic planning and thinking, receiving high-level executive attention regularly.

SET Risk Dashboard

Risk	Current Risk Temperature			Losses tolerable?	Control effectiveness			Integrated Assurance			Action progress				
	Cold	Warm	Boiling		Weak	Good	Very Good	1st	2nd	3rd	Started	25%	50%	75%	Complete
1	ICT internal controls, data integrity and disaster recovery planning. SIMS. Integrity of our IT systems.			No	Weak	Good	Very Good	Y	P	P	Started				
2	Rate of research output by staff and students.			Yes	Weak	Good	Very Good	Y	P	P	Started				
3	Long-term financial sustainability of the University; subsidy arrangements, including DoHET review of University funding.			Yes	Weak	Good	Very Good	Y	P	P	Started				
4	Attracting and retaining high-calibre staff (retention at higher levels, teaching loads).			Yes	Weak	Good	Very Good	Y	P	P	Started				
5	Relationship between the University and Donors, and the quantum of third-stream income			Yes	Weak	Good	Very Good	Y	P	P	Started				
6	Condition of existing buildings and facilities, infrastructure development plan, provision of adequate space			Yes	Weak	Good	Very Good	Y	P	P	Started				
7	Occupational health and safety			Yes	Weak	Good	Very Good	Y	N	N	Started				
8	Inadequate support from Central Service Divisions; poor services culture; breakdown in management controls; non-compliances.			Yes	Weak	Good	Very Good	Y	P	P	Started				
9	Enrolment and throughput of post-graduate degrees (number and time to complete).			Yes	Weak	Good	Very Good	Y	N	N	Started				
10	Constant challenge to recruit high calibre students.			Yes	Weak	Good	Very Good	Y	N	N	Started				
11	Regulatory policy for students' tuition fee increases and enrolments.			Yes	Weak	Good	Very Good	Y	N	N	Started				
12	Reputation damage caused by internal or external factors.			Yes	Weak	Good	Very Good	Y	P	N	Started				
13	The perception of employers of our graduates			Yes	Weak	Good	Very Good	Y	P	N	Started				
14	Internal communication; change management, including succession planning, remuneration, management changes.			Yes	Weak	Good	Very Good	Y	P	N	Started				
15	Cosmopolitan character of the institution (staff and students).			Yes	Weak	Good	Very Good	Y	P	N	Started				



Quality Assurance

As a world-class university, it is difficult to separate our core business from high level standards, quality and excellence. Since its establishment Wits has been known for excellence in research, teaching and learning and societal engagement. Through various committees, the governance structures and the Quality and Academic Planning Office, the University assures the quality of academic programmes and compliance with statutory requirements governing our learning programmes. The University offers only accredited programmes that have been approved through internal academic governance structures and accredited by professional councils and other statutory accreditation bodies.

In 2014, Wits submitted the Postgraduate Diploma in Business Administration and the Master of Business Administration to the Higher Education Quality Committee (HEQC) for accreditation. During the same year, the University's Senate approved the Bachelor of Arts in Digital Arts, the Postgraduate Diploma in Taxation, the Bachelor of Medical Clinical Practice with Honours, the Bachelor of Audiology and the Bachelor of Speech–Language Pathology. These qualifications have been approved by the DoHET, with the exception of the Bachelor of Audiology and the Bachelor of Speech–Language Pathology which are still awaiting approval.

A quality-review system in the academic sector of the University, called the Quinquennial Reviews, has been running for approximately ten years. The Triennial Reviews embody the quality-assurance system for professional and support services.

The aim of the **Quinquennial Reviews** is to feed into the schools' planning cycles, and to aid intellectual renewal in the schools. The intention is to identify risks and address them. The process sets objectives for the next review period. In 2014 four schools were reviewed using the Improving Quality and QQR principles: the School of Electrical Engineering, the School of Computer Science, the School of Anatomy and the School of Physiology. The University monitors its performance against its strategic goals, and manages risk and general academic performance through these peer-driven reviews.

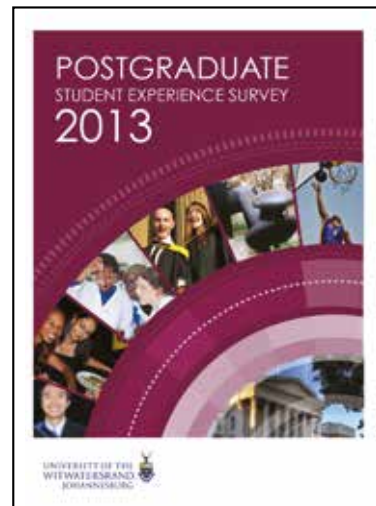
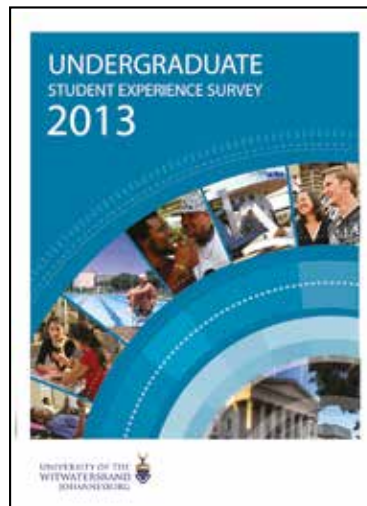
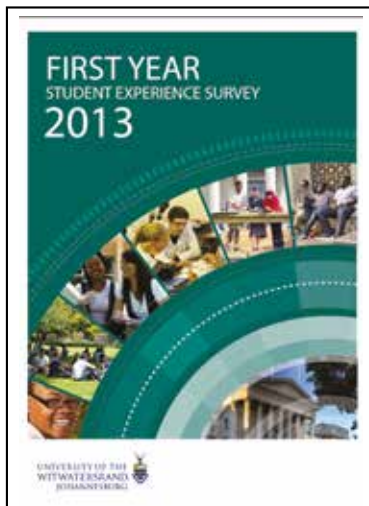
The purpose of a **Triennial Review** in professional and support services is continuously to improve the quality of services and the impact of the core functions of the University, which are teaching and learning, research, and social engagement. This continuous quality improvement should ensure that quality becomes everyone's business in each and every professional and support-services unit, while mechanisms for accountability are institutionalised through regular reviews.

Triennial Reviews assess the performance of relevant units against set goals and standards in relation to seven areas: strategy, systems, shared values, staff, skills, style of leadership and structure (McKinsey 7s Model). Triennial Reviews of the Legal Office, Alumni Office, Library, and Examinations and Graduation Office were completed in 2014. As a consequence of these reviews, various forms of improvement were put in place in administrative units.

This highlights Wits' commitment to ensuring that all aspects of work of the University meet or exceed the quality standard to which the University has committed itself. Comprehensive user surveys, school profiles and faculty profiles were completed to guide and assist both Quinquennial Reviews and Triennial Reviews.

Things we do to get feedback from stakeholders include constantly conducting these studies:

- Student participation in Quality Assurance Survey (Triennial)
- Undergraduate Student Satisfaction Survey (Annual)
- Graduate Exit Survey (Annual)
- Employer Survey (Biennial)
- Postgraduate Student Experience Survey (Annual)
- Students at Risk Study (Occasional)
- Postdoctoral Experience Survey (Occasional)
- Staff Climate Survey (Triennial)
- First Year Experience Survey (Annual)
- Tracer Studies (Professions) (Occasional)
- Feeder Schools Study (Occasional)
- Staff and Student User Surveys
- Institutional Culture Studies
- No Show Surveys



Contribution to Environmental Sustainability

The Wits physical plant and infrastructure have been developed over a period of 90 years. These were established on about 1000 hectares of land at various locations in Gauteng, Limpopo and Mpumalanga provinces. There are 245 buildings with an assignable space of about 750 000 square meters. An additional 400 000 square meters are dedicated to e.g. circulation space.

The current infrastructure serves us reasonably well. However, with changing areas of research, ageing laboratories, the university's commitment to new learning methodologies, an increasing demand for student accommodation and a larger complement of postgraduate students, we have to be more agile and creative to fulfil all the needs.

After an extended period of new built developments the number of projects in this category is diminishing while we are moving towards increasing refurbishment and deferred maintenance activities. Based on interviews with PIMD staff and drawing on a number of specific detailed assessment investigations conducted over time, and a desktop analysis of prior available maintenance records, it is clear that there is a maintenance backlog of the order of R 1, 2 billion. This is comparable with other universities of similar size in South Africa.

There is a five-year basic maintenance plan that it is continuously being revisited in the light of shifting priorities and the integration of maintenance needs and greening of buildings and campuses. An integrated repository of various data sets on our infrastructure, including condition and maintenance records, implemented in Archibus is gaining momentum.

There is a large interest in matters of the University being environmentally friendly institution and a good corporate citizen from all sectors. Although this interest and knowledge base are being harnessed, we are working towards a much more formal approach.

The University has a waste management programme that improved recycling and reduced the waste sent to landfill. An Energy Forum was established to address energy provision to the university. This group advises PIMD on matters of energy management and energy efficient building components, including lighting. The group will take on a more activist role in 2015.

The University has been adopting better climate change strategies and environmental practices in the past five years.

On energy, The University conducted audits through School of Electrical and Information Engineering and Property and Infrastructure Management Division on energy consumption and budget. Through these audits areas of high energy consumption were identified. The installation of meter readings has assisted the University in obtaining a clear picture of actual consumption and baseline records for future use as benchmarking savings measures.

The University has also developed carbon reduction strategies such as increased use of photovoltaic systems and solar water heating in administration buildings, academic buildings and student residences. Through the School of Architecture and Planning as well as the Global Change and Sustainability Research Institute – GCSRI; the University is an Organisational Member of the Green Building Council of South Africa (GBCSA), making it the only academic institution member. Through the GBCSA, Wits is linked to the World Green Building Council (WGBC) which is constituted of the national Councils from around 70-countries.

On commuting and transportation, the University is in the process of reviewing alternate transportation options available to the campus in order to develop recommendations to increase the efficiency of transportation operations.

In relation to general campus life, the University has been working on increasing awareness of sustainability initiatives on campus and also incorporating environmentally sustainable practices into the daily lives of every member of our campus community. This is achieved through partnerships with various outsourced services providers and has led to the implementation of numerous recycling initiatives on campus. In addition to this the garden policy of the University can be summed-up as “preferably but not exclusively, indigenous plants should be used on University campuses”. More importantly preference is given to “water-wise” plants and planting schemes, incorporating the use of mulch and other water-saving practices. In the past three years many invasive trees and countless shrubs and other invasive plants were removed.

Annually, the following approximate volumes of waste are being recycled;

- 100m³ beverage tins
- 120m³ white paper
- 90m³ general paper
- 36m³ clear plastic
- 60 ton cardboard
- 90 drums (44gal) glass

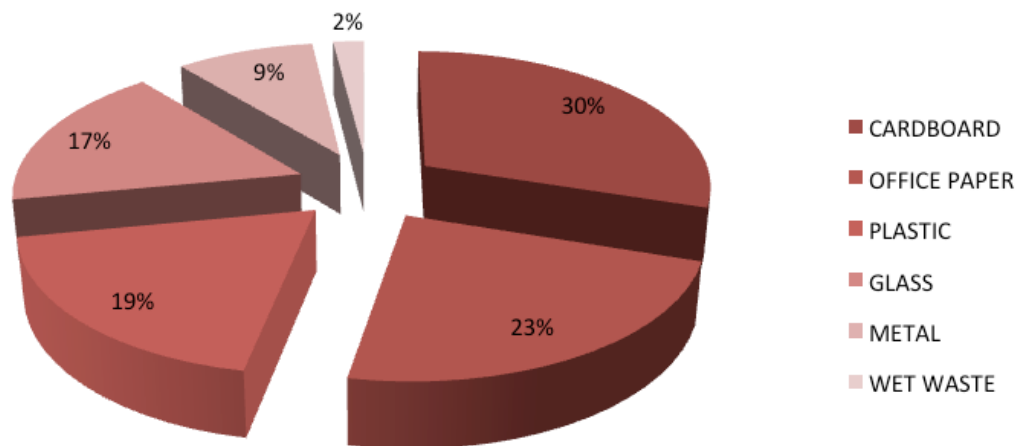
Environmental Endeavours

Wits' general waste recycling rates 2009-2014

GENERAL WASTE	GENERATED	RECYCLED	LANDFILLED	% RECYCLED
	TONNES			
Non – recyclable municipal waste	8,062,934		8,062,934	
Organic waste	3,023,600	1,058,260	1,965,340	35
Construction waste	4,725,542	756,087	3,969,455	16
Paper	1,734,411	988,614	745,797	57
Plastic	1,308,637	235,555	1,073,082	18
Glass	959,816	307,141	652,675	32
Metal	3,121,203	2,496,962	624,241	80
Tyres	246,631	9,865	236,766	4
Other (Biomass)	36,171,127		36,171,127	
Total general waste	59,353,901	5,852,484	53,501,417	10

Although various environmental protection measures can be seen at Wits; there is a need for a professional and systematic environmental management approach to reducing the consumption of resources and negative impacts of the various operations and promoting sustainability.

Wits general waste stream component



Making the University a good corporate citizen in terms of environmental sustainability means that we should operate in an economy in which energy and resources are conserved, waste is reduced and an efficient environmental management is in place, and promotes equity and social justice in its affairs and export these values at community, national and global levels. Wits intends to take a lead in reducing its carbon footprint with the view to minimize negative impact environment.



The University has various research and curriculum renewal initiatives on environmental sustainability. These include the following:

In the **School of Civil and Environmental Engineering** as part of the individual courses dedicated to teaching the fundamentals of sustainable development and environmental engineering fourth year students are involved in green initiatives. Due to this the Civil and Environmental Engineering building has undergone a green makeover, and our school now boasts solar water heating, a grey water system, a wind turbine, and a green roof.

Sustainable Energy and Environment Research Unit (SEERU) in the School of Chemical and Metallurgical Engineering is a research group which is focussed on developing expertise through research and teaching of tools for processes that are important for clean/or renewable energy production and sustainable environment. This research unit considers the fundamental research, and the most applied, market-oriented technological innovations within the chemical, energy and environmental sectors

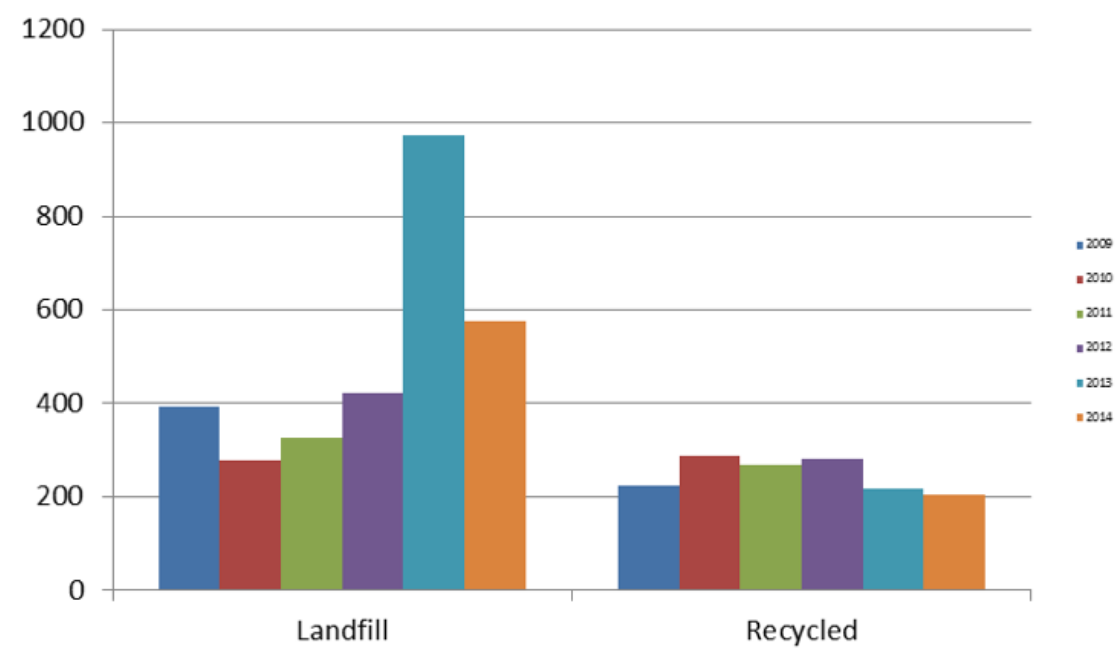
Industrial and Mining Water Research Unit (IMWaRU) conducts high-impact research tailored to assist in solving water based problems. These include responding to the threats posed to our environment by mine drainage; conducting water foot-printing and accounting research at mine and industrial sites to assist industry in understanding their usage patterns and behaviour; delivering novel, tailor-made research solutions for specific water issues; and developing unique technologies for providing cheap, potable drinking water for communities lacking such.

NRF/DST Chair: Sustainable Process Engineering group focuses on the development of advanced techniques for energy and water optimisation in complex chemical facilities using Sustainable Process Systems Engineering (SUSPSE).

Clean Coal Technology Research group's interest lies in the in-depth research into coal and carbon as a material, and the advancement of technologies and industry practices that significantly increase coal conversion efficiency and decrease environmental impact.



Wits general waste recycling rates 2009-2014



Physical Infrastructure

The key infrastructural developments in 2014 included the following:

Phillip V Tobias Health Sciences Building

Renovations to the building located at 29 Princess of Wales Avenue, Parktown were completed at a cost of R65 million. The Faculty of Health Sciences Deanery, Finance, Human Resources, Registrar and Student Support together with the Family Medicine Department and the Steve Biko Centre for Bioethics were relocated to this building. Critically needed space for teaching and research has been released in the Medical School building, which will support the intended long-term increase in health-science student intake.

Mathematical Sciences Building (MSB)

Phases 1 and 2 of the MSB building are nearing completion at a combined cost of R172 million. On completion, this building will accommodate the following tenants: Faculty of Science Deanery and Registrar's Division, Finance and Human Resources, WITS Centre of Mathematics, and the following four schools: Mathematics, Computational and Applied Mathematics (CAM), Computer Science, and Statistics and Actuarial Sciences. The relocation of these tenants, targeted for completion by end April 2015, will release a substantial amount of space in Gate House, Senate House and Central Block.

WITS Insectary

Developed at a cost of R5.4 million, this state-of-the-art insectary provides for expanded research opportunities with the School of Animal, Plant and Environmental Studies. This facility, constructed on the roof area of the Oppenheimer Life Sciences Building overlooking the Jan Smuts/Ameshoff intersection, follows the successful expansion of the undergraduate laboratories in the Oppenheimer Life Sciences Building, completed in 2014.

WITS Rural Facility

Phase 1 of the expansion and development of conference and training facilities at WITS Rural will be completed by January 2015 at a cost of R23.5 million. On completion, the new facilities will include a conference centre, seminar rooms, reception area, dining room with kitchen facilities, stores and other back-of-house utility areas, as well as a comprehensive upgrade to the bulk infrastructure at the site, including a water purification system. Crucial to the overall success and sustainability of the investment undertaken in phase 1 is the development of additional onsite accommodation. Fundraising for this project remains in progress.

Anthropology Museum

Supported by Lotto funding, the existing Anthropology Museum has been extended and redeveloped at a cost of R2.88 million. This new facility will provide adequate storage and display facilities for the anthropology collection, in addition to a much-needed teaching and research space for the Faculty of Humanities.

Chamber of Mines: Mine Design Tunnel

Developed at a cost of R1.9 million, this state-of-the-art teaching and research facility, constructed in a service tunnel area of the Chamber of Mines Building, now provides an on-campus opportunity for mine design and communication systems research in a simulated mine environment.

Sydney Brenner Institute for Molecular Biosciences

At a cost of R8 million, the heritage house located at 9 Jubilee Road, Parktown has been comprehensively restored and adapted in line with heritage guidelines and specifications and now accommodates the WITS Sydney Brenner Institute for Molecular Biosciences. The adaptation included the conversion of the outbuilding into a modern bio-bank research facility.

WSOA Noswal Hall Gallery

At the end of November 2015 the WITS School of Arts Fine Arts (WSOA) Student Gallery and Teaching Space will have been successfully relocated to Noswal Hall at a cost of R0.75 million. This new gallery and teaching space extends the academic programme further within the Braamfontein urban fabric, and provides for exciting collaboration opportunities supporting the ongoing regeneration objectives.

Chemistry Bulk Store

The conversion of the Substation, previously occupied and used by WSOA as a student gallery and teaching space, at a cost of R2.5 million will enable the relocation of bulk chemicals from the Humphrey Raikes basement to this new custom-designed facility which, on completion in March 2015, will meet relevant legislation requirements. A long-standing occupational health and safety risk will have been addressed on completion of this facility.

Parktown Education Campus Hockey Pitch

The internationally accredited floodlit, synthetic-surface hockey pitch was completed in partnership with Helpmekaar Kollege at a cost of R11.27 million. In terms of the shared usage partnership agreement with WITS, Helpmekaar Kollege contributed R5 million towards the total development cost.

Braamfontein Campus West Futsal Courts

Adjacent to the Dig Fields, two futsal courts have been constructed, in the place of underutilised tennis courts, at a cost of R1 million from Lotto funding received for this purpose.

Physics Building

Phase 2 of the ongoing laboratory refurbishments that commenced in the latter half of 2014 will be completed by the end of 2015 at a cost of R20.7 million.

Noswal Hall

A new residence with hundreds of beds was officially opened in Braamfontein, as was the new Philip Tobias Building in Parktown. Several other smaller projects were undertaken throughout Wits' campuses.



Barnato Hall Residence

Monitoring and Evaluation of Strategic Performance

The monitoring of institutional performance in relation to the strategic imperatives of the University remains an integral part of the implementation of the new strategy. For instance, the commitment of Portfolio Executives to performance indicators and targets has assisted the division in developing Dashboards for various strategic priorities. Monitoring and evaluation draws on knowledge and tools that already exist in organisations. Monitoring should involve stakeholders, communication and risk management. The process involves planning, implementing data collection, analysis, disseminating results and reviewing and adjusting the monitoring system.

Through the Strategic Planning Division, the University produces detailed annual School and Faculty profiles containing detailed analysis of faculty performance against set University targets in key areas of the University strategy.

One of the University's goals is to ensure that administrative systems and processes are positioned to provide effective and efficient services to our stakeholders. One such mechanism is a service hotline whereby staff, students and the public at large, access an electronic form to offer suggestions on service issues or lodge a compliment or complaint. This is managed by the Registrar's Office and feedback is provided on a monthly basis to managers.

Students and visitors to campus can also give feedback via electronic devices located on the campus at various service departments such as the Financial Aid and Scholarships Office, Fees Office and the Student Enrolment Centre.



Institutional Performance Scorecard 2014

KEY PERFORMANCE INDICATORS							2014	2015
Note	Strategic Goals			Source	Weight	Units	Target	Performance Finalised mid 2015
	1.00		Teaching Effectiveness & Enrolment		0.30			
1		1.00	Undergraduate Enrolment - 1st years	Registrar		No	5626	Enrolment Cycle closed
2		2.00	Undergraduate Graduations	DVC Academic		No	3915	4118
3		3.00	Post Graduate Enrolment-Honours, Masters & PhD	DVC Research		No	9417	9244
4		4.00	Post Graduate graduations-Honours, Masters and PhD	DVC Research		No	2460	2683
5		5.00	Number of post-doctoral fellows	DVC Research		No	170	201
6		6.00	Science, Engineering and Technology profile	DVC Academic		%	49.0	48.9
	2.00		Research Output & Research Profile		0.20			
7		1.00	Accredited Research Output	DVC Research		units	1100	1300
8		2.00	% of International to National Publications **	DVC Research		%	84	83
9		3.00	Number of academic staff publishing	DVC Research		No	500	541
	3.00		Technology and Infrastructure		0.10			
10		1.00	Information Technology	DVC KIMIO		Plan	Qualitative	Done
11		2.00	Infrastructure maintenance plan	DVC KIMIO		Plan	Qualitative	Submitted
12		3.00	Energy Management - saving on electricity usage	DVC KIMIO		%	3	Data collated from accounts
	4.00		Finance (Stability)		0.15			
13		1.00	Financial Stability (Operating Surplus/Loss)	DVC Finance HR and Transformation		R'm	-23.00	43.70
14		2.00	Improvement in Unrestricted Reserves	DVC Finance. HR and Transformation		R'm	0.00	30.10
15		3.00	Fundraising projects - new money raised	DVC Partnership & Advancement		R'm	50.00	63.00
	5.00		Culture & Intellectual Capital		0.15			
16		###	Number of rated researchers	DVC Research		No	275	331

17		2.00	Staff Profile - % RSA Black Academic Staff	DVC Finance HR and Transformation		%	22	27
18		3.00	Transformation of student life: Residence plans and satisfaction survey*	DVC Finance HR and Transformation		Plan	Qualitative	Done
19		4.00	Number of Staff with doctoral qualifications	DVC Academic		No	745	768
20		5.00	Implementation of executive performance management and plan to extend performance management to HOS and HOD	DVC Finance HR and Transformation		Plan	Qualitative	Done
21		6.00	Finalised salary negotiation for 3 years	DVC Finance HR and Transformation		Plan	Qualitative	Done
	6.00		Brand, Community Engagement & Alumni		0.10			
22		1.00	Marketing brand	DVC Finance HR and Transformation		Plan	Qualitative	Done
23		2.00	Implement Africa Strategy- Programs , students, staff	DVC Partnership & Advancement / PG		Date	Qualitative	Done
TOTAL							100%	

The Institutional Scorecard with indicators and targets outlines the Key Performance Drivers for 2014 which were developed and referred to Council for approval. The scorecard reflects the following highlights and lowlights:

- The difference between undergraduate and postgraduate student numbers is contrary to the intentions in the Strategic Plan of the University, which recommended an increase in postgraduate registrations instead of undergraduates. However this did result in increased income from the undergraduate tuition fees.
- Undergraduate success rates were above the targets set
- The postgraduate throughput rates were also positive and close to the long-term target of the University.
- The number of postdoctoral fellowships was above target and the number of staff with doctoral qualifications reflected the institution positively to its peers
- A target of 49% had been set for Science Engineering and Technology profile and a score of 48.8% had been achieved which was only 0.1% below target and the highest score in the country.
- In terms of research output, the University had exceeded target with a percentage that was above the national and international publication rate.
- In respect of Information Technology the targets set had been achieved and plans were underway to finance future IT requirements of the University.
- In Energy Management, the University had made savings of approximately 33% and had also grown its infrastructure quite significantly.
- Significant effort had been made to address the projected budget deficit
- Unrestricted reserve funds for the 2014 year appeared positive which was partially due to a very generous 'once off' donation
- The Marketing Division had performed very well and that a new, technologically innovative campaign – 'This is Wits' was launched.

* Diversity in Residences Task Team as per amendments to plan by Council established and to present to VCO /SET a draft report end July 2015
Student life satisfaction survey set to be conducted in July 2015.

WHERE TO FROM HERE?

In pursuing our goal of becoming a leading research-intensive university in Africa, we aim to:

- amplify our generation and dissemination of ground-breaking knowledge in niche areas
- optimise our international visibility and impact of research, and our reputation for teaching
- maintain a high proportion of international students and staff
- recruit highly talented students for undergraduate education
- maintain a high proportion of carefully selected postgraduate students
- produce highly influential graduates for the global civil society
- widen our footprint globally through extensive strategic networks
- attract and retain distinguished scholars and prize-winning leaders in niche and strategic fields
- attract and retain the best academic and professional and administrative staff
- contribute to society through research, teaching and social engagement
- maintain a distinctive focus and reputation for ground-breaking research and scholarship
- benchmark with world top-league universities, including the UK Russell Group, the Australian Group of Eight, BRICS and the Big 5 in South Africa
- provide a high-quality, supportive research and educational environment for students and staff
- establish and sustain a sound base for diversified sources of income
- retain a high degree of academic freedom and institutional independence retain our long-lasting legacy of high-level academic achievement and research excellence





Wits University Chancellor

The current Chancellor is Deputy Chief Justice Dikgang Moseneke. The Chancellor is the titular head of the University and in the name of the University confers all degrees. Council appoints the Chancellor for a six-year term of office. He is the recipient of many awards and honorary doctorates from both national and international universities.

Judge Moseneke was the first black advocate to be admitted to the Pretoria Bar. He first took silk in 1993. He served on the technical committee that drafted the 1993 Interim Constitution. In 1994 he was appointed deputy chairman of the Independent Electoral Commission. He is a founder member of the Black Lawyers Association and of the National Association of Democratic Lawyers of South Africa, and has served several community-based and non-governmental organisations, including being chairman of Project Literacy for more than ten years, trustee of Sowetan Nation Building, and deputy chairman of the Nelson Mandela Children's Fund. He was appointed to the Constitutional Court in November 2002. In June 2005, Moseneke was appointed Deputy Chief Justice of the Republic of South Africa. In 2006 he succeeded Justice Richard Goldstone as Chancellor of the University of the Witwatersrand.

Judge Moseneke is currently serving a second term as Chancellor of the University. Judge Moseneke was born in Pretoria. At the age of 15 he was arrested, detained and convicted for participating in political activities as a member of the Pan Africanist Congress. He spent ten years on Robben Island, during which time he matriculated and obtained a BA (English and Political Science) and a BJuris through Unisa. He subsequently completed an LLB, also through Unisa.



