UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

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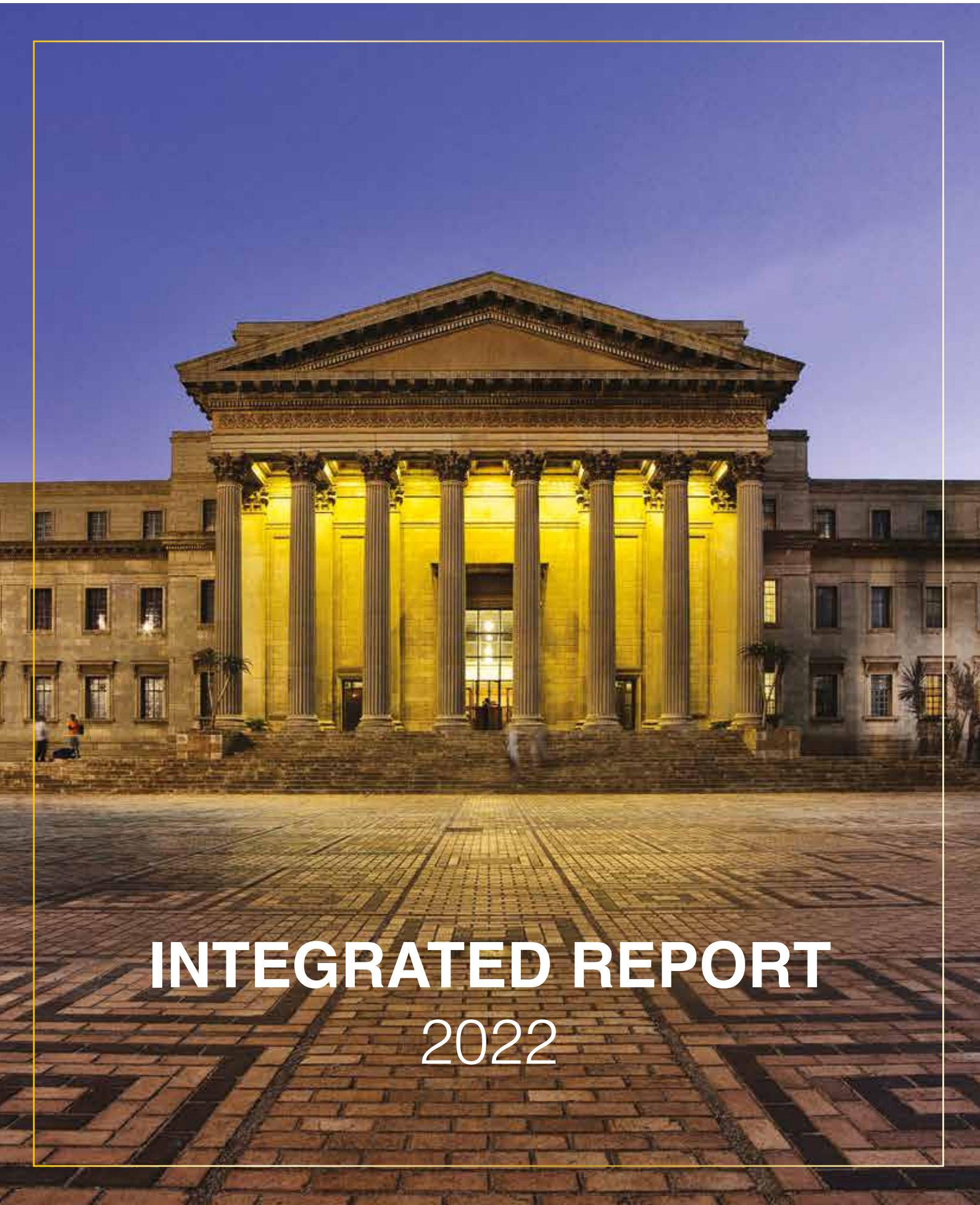


INTEGRATED REPORT 2022

APPROVED BY COUNCIL

Date: 08 June 2023

Mr Isaac Shongwe
Chairperson of Council

Professor Zeblon Vilakazi
Vice-Chancellor and Principal

Contents

1. ABOUT THIS REPORT 5

2. ABOUT The University 5

2.1. Our Profile 5

2.1.1 2022@aGlance 6

2.1.2 Our Vision, Mission, and Values 13

2.1.3 Brief History 15

2.2 Our Strategic Priorities 17

2.3 Senior Executive Team 18

2.4 Academic Structure, Changes, Faculties and Schools 20

2.4.1 Faculties and Schools 20

2.4.2 Wits Plus 21

2.4.3 Changes in the Academic Structure 22

2.4.4 Changes in the Administrative Structure 22

2.4.5 Significant Academic Developments 22

3. VIEW FROM LEADERSHIP 24

3.1 Chair of Council's Report 24

3.2 Vice-Chancellor's Review 34

4. PERFORMANCE REVIEW 38

4.1 The Scorecard: Key Performance Indicators 38

4.2 University Rankings 84

4.3 Total Student Enrolments 85

4.4 Student Graduates 86

4.5 Student Affairs 88

4.5.1 The Division of Student Affairs 88

4.5.2 Campus Health and Wellness Centre (CHWC) 88

4.5.3 Emerging Centre for Student Development 89

4.5.4 Campus Housing and Residence Life (CHRL) 89

4.5.5 Counselling and Careers Development Unit (CCDU) 90

4.5.6 Student Governance Office 90

4.5.7 Wits Citizenship and Community Outreach (WCCO) 90

4.5.8 Development and Leadership Unit (DLU) 92

4.6. Research 100
4.6.1 Research Innovation 100
4.6.2 NRF Rated Researchers 101
4.6.3 Research Entities 102
4.6.4 Research Productivity 105
4.7. Technology and Infrastructure 106
4.7.1 Wits Capital Works Programme Overview 106
4.7.2 2022-2023 Capital Works Programme Work in Progress 106
4.7.3 Technology and Infrastructure 111
4.8 Wits for Environmental Sustainability 111
4.9 Collaboration and Partnerships 112
4.9.1 Global Engagement 112
4.9.2 Agreements 113
4.9.3 Joint Postgraduate Programmes 113
4.10 Development and Fundraising 114
5. GOVERNANCE 118
5.1 Governance 118
5.1.1 Higher Education Act 118
5.1.2 Council and its Members 118
5.1.3 Matters of Significance considered by Council during 2022 129
5.1.4 Excellence in Governance, Management and Support 133
5.2 Institutional Transformation and Workplace Equity 134
5.2.1 Gender Equity Office 141
5.3 Occupational Health and Safety 141
5.4 Risk Management 142
6. FINANCE 146
7. THE WAY FORWARD 160

1. About this report

Wits University produces an annual Integrated Report to demonstrate how it has created value in the core areas of research, teaching and learning and engagement with society in the preceding year. 2022 saw the University developing its new Strategic Framework: **Wits 2033. It starts today. Together. For Good.**

Our Purpose still resonates with the Mission of the previous Strategic Plan, which is to make a positive impact on society through:

- creating and advancing global knowledge; and
- fostering graduates to be leaders with integrity.

The focus in 2022, however, remained on carrying out the seven strategic priorities.

The University of the Witwatersrand welcomes your feedback on the relevance and usefulness of this report. Please email our Registrar, Ms Carol Crosley, on registrar@wits.ac.za

2. About the University

2.1. Our Profile

Wits University celebrated 100 years of academic and research excellence, social leadership, and the advancement of the public good in 2022. The Wits Centenary Campaign was launched, which sought to raise R3 billion to support teaching, research and innovation, students and infrastructure development in eight key areas: driving digital transformation, catalysing digital innovation and entrepreneurship, ensuring better health for all, solving global challenges, advancing society, governance and justice, future-proofing our natural treasures, developing the next generation of leaders, and energising broad-based alumni support.

2022@aGlance

Real estate

18 Residences house a fifth of Wits students

- Wits has 30 Service departments
- 400 acres of Campuses (Braamfontein & Parktown combined)

Wits owns:

1. Sterkfontein Caves in the Cradle of Humankind World Heritage site.

2. The Wits Rural Facility in Mpumalanga.

3. Pullen Farm

4. Half of the Wits Donald Gordon Medical Centre. Above is the team of medical professionals committed to supporting each patient through their treatment journey, with compassion and care.

The Sibanye Stillwater Digital Mining Laboratory (DigiMine) is a state of the art and one-of-a-kind laboratory.

Intellectual capital

Wits ranked in the top 301 – 400 band in the 2021 (ARWU ranking of world universities)

- 27 **A-rated** scientists

Professors Chris Henshilwood, Lynn Morris, B Skews and Lucy Allais

- Wits boast one of the largest and most diverse groups of geoscientists in Africa
- 11 libraries, 1 263 698 books, 263 946 print & electronic titles & 241 online databases
- 14 museums and 2 art galleries (housing rare and valuable works of art).

The Wits Art Museum is the custodian of 9 000 works of art and one of the largest collections of African art.

Wits owns two commercial companies:

1. Wits Enterprise offers short courses, innovation and research support and;
2. the Wits Health Consortium conducts research, manages donor-funded activities, pursues entrepreneurial innovation in health and supports clinical trials.

Wits University and Anglo American have partnered to fund the refurbishment, expansion, and digitalisation of the 62-year-old Johannesburg Planetarium into a new, future-savvy, multidisciplinary research, training and science engagement events hub (Digital Dome).

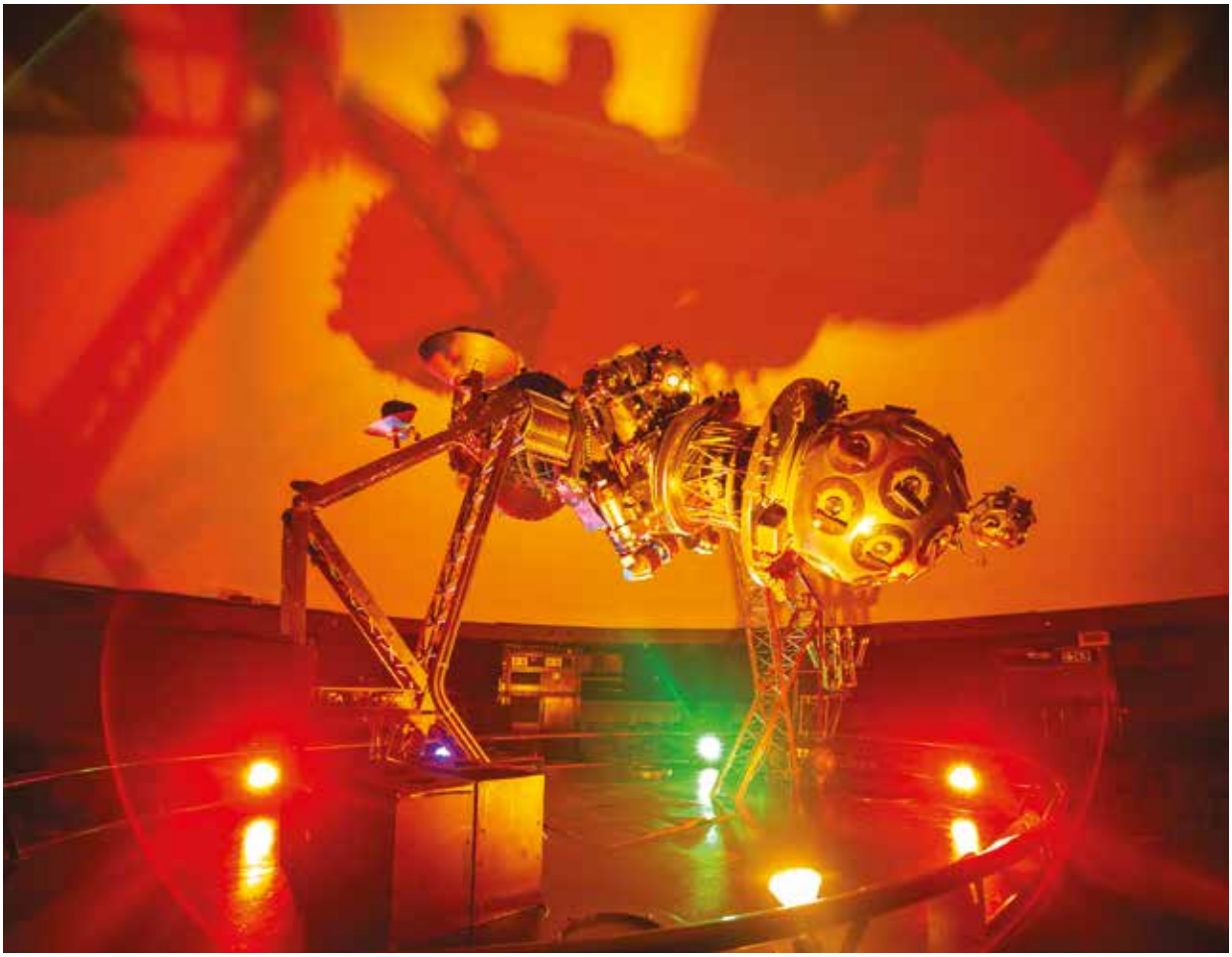
A performance in the new state-of-the-art Wits Chris Seabrooke Music Hall

*** Wits @ 100 – Celebrating 100 Years of Excellence**
The Wits Centenary Campaign was a global campaign that touched the hearts of staff, students, alumni, donors, and friends of the University – both in South Africa, and beyond, many of whom expressed a genuine will to change our world, for good.

In March, Wits opened the state-of-the-art Chris Seabrooke Music Hall for the good of the arts.

'Oh to Believe in Another World' a production by Wits alumnus William Kentridge took centre stage at the Linder Auditorium in July.

Wits announced that the Johannesburg Planetarium will be transformed into a Digital Dome



In September, amidst alumni reunions and a fundraising trip in the United States, friends of Wits gathered in Times Square, New York, to celebrate Wits' centenary. Alumni reunions were held in the US, UK, and Australia - many alumni expressed goodwill towards Wits, and were proud to be associated with their alma mater.

Bringing it home The Homecoming Weekend saw thousands of Witsies snake through Braamfontein during the Centenary Parade. This was a demonstration of unity, of pride, and belonging to this 100-year-old University, that undoubtedly impacts on society for good.

Centenary Parade

This was followed by the Wits100 alumni reunion, the Visible Resonance Light Show, a reimagined Free People's concert, which raised over R500 000 for the Wits Food Bank, the unveiling of scholarship boards, a multi-generational Wits SRC Reunion and a Centenary Founders' Tea which included perspicacious words from Wits' current and former chancellors, Dr Judy Dlamini and Justice Dikgang Moseneke on the role of universities in society today, views supported by the Chair of Council, Isaac Shongwe.

Wits celebrated many other centenary events, including the début of the Wits Rose and the release of the Wits For Good Song. This was followed by the unveiling of the Wall of Fame in the Faculty of Engineering and the Built Environment and the celebration of 85 years of Social Work and 60 years of song by the Wits Choir. The upgraded façade of the Wits Great Hall was also revealed.

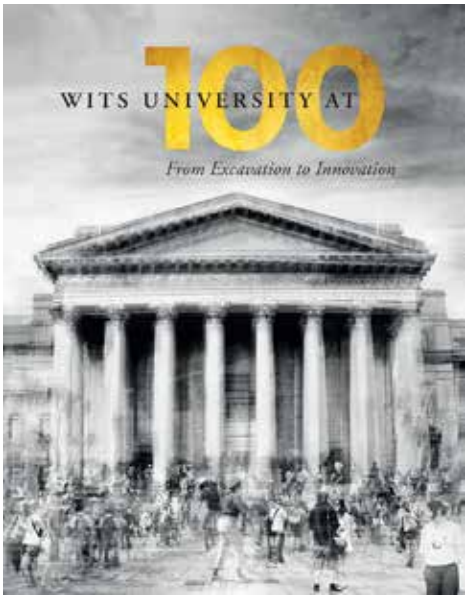
Visible Resonance Light Show

Free People's Concert poster

Jesse Clegg performing at the Free People's Concert

The Wits Centenary Rose

The restored Wits facade.



Wits University at 100 book titled: Wits University: From Excavation to Innovation.

2.1.2. Our Vision and Values

VISION

By driving innovation throughout the University, embracing the diversity of our people, disciplines and ideas, Wits will be a place where our students and staff thrive.

We will strive to empower our graduates to be socially-responsive and adaptive to an ever-changing world.

We will build on Wits' 100 years of academic scholarship and research excellence, and use our abundance of knowledge, talent, and innovation to find solutions to the challenges of the 21st Century.

Our locale will enable us to lead from the Global South, to serve as a hub of knowledge on the continent to advance inclusive and sustainable futures for all.

We will be at the leading edge of innovation and academic excellence in the Global South.

VALUES

Excellence underpins all that we do.

Our people are at the centre of what makes Wits great. We are collegial, open-minded, and respectful, and we are accountable and always act with integrity. We foster a welcoming environment and embrace the diversity of our backgrounds.

Innovation is what drives us forward. We enable a space to create, collaborate, and engage in robust and informed debate, across disciplines and boundaries.

We are committed to using our knowledge for the advancement of our community, city, country, continent, and the globe.

VALUES

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

ACADEMIC FREEDOM AND INSTITUTIONAL AUTONOMY

ACCOUNTABILITY

COLLEGIALITY

DEBATE AND CRITICAL ENGAGEMENT

DIVERSITY

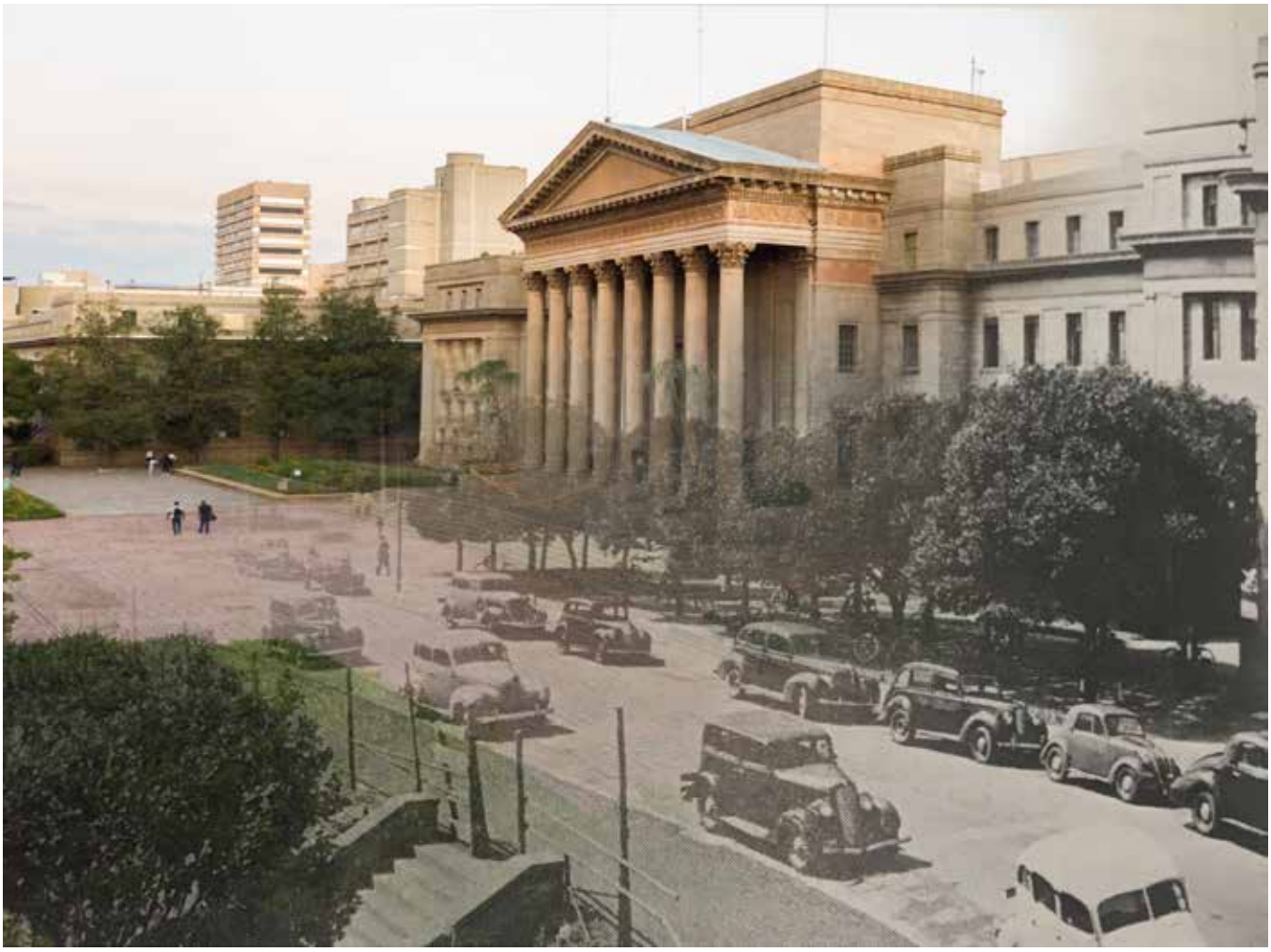
INDEPENDENT ENQUIRY AND TRUST

INTELLECTUAL EXCELLENCE AND INTEGRITY

INTERNATIONAL ENGAGEMENT

SOCIAL ENGAGEMENT AND RESPONSIVENESS

2.1.3. Brief History



A Brief History of Wits

The birthplace of brilliance

The character of Wits University and its massive infrastructure and spaces reflect its origins and the changing needs of society through the years. The University's development as a crucial place in Johannesburg, part of its fabric, has been an organic one, allowing Wits' staff, students, and communities to navigate their way creatively across disciplines and campuses.

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. It became the Transvaal University College in 1906 and was renamed the South African School of Mines and Technology four years later.

Other departments were added as Johannesburg grew and, in 1920, the name was changed to the University College, Johannesburg. Full university status was granted in 1922, incorporating the College as the University of the Witwatersrand, with effect from the first of March that year.

Seven months later the inauguration of the University was duly celebrated. Prince Arthur of Connaught, Governor-General of the Union of SA, became the University's first chancellor, and Professor Jan H. Hofmeyr its first principal. Building began at Milner Park on a site donated to the University by the Johannesburg municipality.

In the early days, Wits operated from Eloff Street in the city centre and gradually moved to its first completed teaching buildings at Milner Park in 1923 to the Botany and Zoology block - housing the departments of Geology, Botany, Zoology and Applied Mathematics. The University had at that stage 6 faculties (Arts, Science, Medicine, Engineering, Law and Commerce), 37 departments, 73 members of academic staff and just over 1 000 students.

In 1952, Central Block, a building whose front exterior is well recognised for its iconic and majestic pillars, was opened. During the period between the two World Wars, student numbers were impressive despite the financial constraints - in 1939, 2 544 students enrolled. That grew to 3 100 in 1945.

The period between 1947 and the 1980s was marked by considerable growth - student numbers increased rapidly to 6 275 in 1963, 10 600 in 1975 and 16 400 by 1985. In 1951 the University awarded its 10 433rd qualification, in May 1981 its 50 000th and by 1988 its 73 411th. Today, Wits has over 200 000 graduates across the world.

The medical library and the administrative offices of the Faculty of Medicine moved to a new building in Esselen Street, Hillbrow, in 1964. The Graduate School of Business was established in Parktown in 1968. In 1969 the Ernest Oppenheimer Residence was formally opened in Parktown. Savernake, the official residence of the Vice-Chancellor, also located in Parktown, was made available to the University in 1969. In the same year, the clinical departments in the new Medical School were opened. However, the Medical School moved premises again and is now situated in York Street, Parktown - the complex was opened on 30 August 1982. The Johannesburg College of Education was transformed into the Wits School of Education in Parktown, now firmly embedded in the Faculty of Humanities.

Expansion into Braamfontein also took place. In 1976 Lawson's Corner, renamed University Corner, was acquired. Senate House, the University's main administrative building, was occupied in 1977. The Wedge, a building formerly owned by the National Institute of Metallurgy, was taken over by the University in 1979. The Milner Park showgrounds were acquired in 1984 from the Witwatersrand Agricultural Society and renamed West Campus. Today, the campuses are some 400 hectares in extent. In 1989, the Chamber of Mines Building for the Faculty of Engineering on the West Campus was opened and the brick paved AMIC deck was built across the M1 motorway to link the East and West campuses.

The University's interests have not been confined to development and expansion at Milner Park and adjacent areas. In the 1960s the University acquired the Sterkfontein farm, with its world-famous limestone caves, rich in archaeological material. In 1968 the neighbouring farm, Swartkrans, was purchased. In contrast to its Johannesburg campuses, the Wits Rural Campus is surrounded by wide open spaces where herds of antelope roam amongst marula trees. Located near Bushbuckridge on the border of Limpopo, Mpumalanga and Mozambique, the campus was established in the 1980s in response to the critique that Wits was essentially an urban university. The WRC is truly interdisciplinary, serving as a base that enables Wits researchers and students from a range of disciplines to engage with rural issues in a wider context. The rural campus has been hailed as an exemplar of what universities need to do to transform society – bridging the gap between poor and rich, rural and urban, local and international.

2.2. Our Strategic Priorities

The seven strategic priorities of the Wits Vision have now drawn to a close.

The Wits Experience

Wits commits itself to providing a distinct, intellectually stimulating, challenging and rewarding research and educational experience to all its students, staff, alumni, partners and guests, and all organisations that are associated with the University.

Research and Knowledge Leadership

Our commitment to a vibrant and stimulating balance among the pure sciences, applied sciences, social sciences and the liberal arts remains unshakeable.

Innovation and Social Leadership

We believe that our capacity to alter the social and economic conditions of the present and influence our chances for the future depends on our capacity for innovation.

Networking and 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.

Excellence in Governance

It is common knowledge that the survival of world-class universities is determined by their ability to generate wealth, allocate resources and use business systems to support the academic enterprise.

An IT-Savvy University

Wits will position itself as an 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.

Wealthy and well-resourced

Abundance of resources is often viewed as the second element that characterises nearly all world-class universities - in terms of the substantial costs involved in sustaining a complex, research-intensive institution.

2.3. Senior Executive Team

Prof. Zeblon Vilakazi
Vice-Chancellor and Principal

Prof. Ruksana Osman
Senior DVC: Academic

Prof. Lynn Morris
DVC: Research and Innovation

Prof. Ian Jandrell
DVC: Systems and Operations

Prof. Imraan Valodia
Pro Vice-Chancellor: Climate, sustainability and Inequality

***Prof. Garth Stevens**
DVC: People Development and Culture

Carol Crosley
University Registrar

****Maureen Manyama**
Chief Financial Officer

Jerome September
Dean of Students

*****Prof. Jason Cohen**
Dean: Commerce Law and Management

*****Prof. Mucha Musemwa**
Dean: Humanites

Prof. Thokozani Majozi
Dean: Engineering and the Built Environment

Prof. Nithaya Chetty
Dean: Science

Prof. Shabir Madhi
Dean: Health Sciences

* Professor Garth Stevens was appointed as DVC: People Development and Culture. He will take up this post from 1 January 2023.
** Ms Maureen Manyama was appointed as Chief Financial Officer as from 1 March 2022.
*** Council approved on 24 November 2022, the appointment of Professor Jason Cohen as Dean of Commerce Law and Management and Professor Mucha Musemwa as Dean of Humanities.

A performance by the Wits choir as part of the Centenary celebrations

2.4. Academic Structure, Changes, Faculties and Schools

2.4.1. Facilities and Schools

Graduate School of Business Administration (Wits Business School)

School of Economics and Finance

School of Governance

School of Accountancy

School of Business Sciences

School of Law

Wits School of Education

School of Human and Community Development

School of Literature, Language and Media

School of Social Sciences

Wits School of Arts

School of Anatomical Sciences

School of Clinical Medicine

School of Oral Health Sciences

School of Pathology

School of Physiology

School of Public Health

School of Therapeutic Sciences

School of Architecture and Planning

School of Chemical and Metallurgical Engineering

School of Civil and Environmental Engineering

School of Construction Economics and Management

School of Electrical and Information Engineering

School of Mechanical, Industrial and Aeronautical Engineering

School of Mining Engineering

School of Animal, Plant and Environmental Sciences

School of Molecular and Cell Biology

School of Mathematics

School of Computer Science and Applied Mathematics

School of Statistics and Actuarial Science

School of Physics

School of Chemistry

School of Geography, Archaeology and Environmental Studies

School of Geosciences

2.4.2. Wits PLUS

The Senate of Wits established Wits Plus as a Centre for Part-Time Studies in 1999. The purpose of the Centre when established was to assist the four (legacy Arts, Education, Commerce and Law) Faculties and offer undergraduate degree courses on a part-time, after-hours timetable to attract mature adult learners to Wits and to lower financial barriers to study. The initial focus was on a part-time BA and BCom degree, but a further mandate was to develop short courses and work with Schools to broaden the range of offerings. Wits Plus became the focus of university services for part-time students coming onto campus at night and, in some instances, learning remotely through facilitated online offerings. In 2022, the number of course registrations for the part-time degree offerings alone were just about 6000.

The part-time degree offerings include:

- a unique BA for the World of Work that combines a major in commerce (in the fields of Marketing, Human Resources and Management);
- BA with majors in Sociology, Psychology and Organisational Psychology, Political Studies, Media Studies, Linguistics, Law, International Relations, English, African Languages. There is special mature age short course entry route for potential students who did not get matriculation exemption but passed at least 5 subjects including a pass (E) in English.
- BA with Law;
- BA Hons in Psychology (two fields);
- BCom (General) with double majors in Economics and Finance, Economics and Management, Finance and Management, Finance and Insurance & Risk Management, Insurance & Risk Management and Management, Marketing and Management, Marketing and Human Resource Management, Human Resource Management and Management.
- BCom with Law;
- PGCE in Senior Phase and Further Education and Training Teaching;
- BSc in Computer Science;
- BSc in Engineering (first two years where after student may join the full-time programme);
- a bridging programme to meet the academic entry requirements for the Graduate Entry Medicine Programme (GEMP).

The uptake for repeat courses in certain Faculties that are available to undergraduate students has increased, indicating that Wits Plus plays an invaluable role in supporting the progression of students. Whilst these are mostly first year students, a small number in higher year courses are offered on this basis as well.

2022 saw the commencement of the transitioning of part-time studies to Faculties. This process will be completed during 2023. The full range of offerings: full-time, part-time and online programmes, will now be delivered by Faculties to ensure flexible learning pathways for students in one system.

For the person who needs to fill in a skills or knowledge gap, Wits Plus provides and facilitates many relevant courses through short courses, including fully online short courses and occasional studies for those who already have a first degree. The offering of Wits Plus includes courses to prepare for the board exam of the Chartered Governance Institute of Southern Africa. These are all for non-degree purposes.

Wits Plus has added the language development courses from the Wits Language School to the range of offerings. These include courses at multiple competency levels and skill courses under the main

headings of South African Sign Language, English, African Languages, Asian and European Languages, Teaching English as a Foreign Language, Translation and Interpretation, etc. These courses are provided to students, the public (including international students who wish to learn English as a Foreign Language), various corporates, and other organisations.

2.4.3. Changes in Academic Structure

The exercise initiated with the rebranded Deputy Vice-Chancellor Research and Innovation portfolio in 2021 and carried through to 2022. This saw, amongst others, the Clinical HIV Research Unit, the Health Economics & Epidemiology Research Unit**,** SAMRC (South African Medical Research Center)/ Wits Vaccine & Infectious diseases Analytics Research Unit and the Wits Research Institute for Malaria all relocated to the Faculty of Health Science's Research Office.

The Council approved the change from the Exercise Science and Sports Medicine Centre to the Department for Exercise Science and Sports Medicine.

2.4.4. Changes in the Administrative Structure

In 2022, the restructuring of the Senior Executive Team (SET) which commenced in 2021, saw the redeployment of Professor Imraan Valodia from being Dean of CLM (Commerce, Law, and Management) to the Pro VC: Climate, Sustainability and Inequality and Professor Garth Stevens appointed as the Deputy Vice-Chancellor: People Development and Culture.

Professor Mucha Musemwa was appointed the Dean of Humanities and Professor Jason Cohen, who had been in an acting capacity for several months, was appointed Dean of the Faculty of Commerce Law and Management.

The Organisational Structure Committee approved several name changes and cost center reallocations to smaller units within the divisions, but these had no impact on the current administrative structure.

2.4.5. Significant Academic Developments

Registration of online programmes

The COVID-19 pandemic disrupted the operational functions of many higher education institutions in terms of learning and teaching. In response to the challenges it posed, and in line with the University's strategy to increase the number of fully online academic programmes outlined in the Learning and Teaching Plan-2020-2024, the University is developing several online (distance) learning programmes that are currently in various stages of internal and external (DHET, CHE, and SAQA) academic development processes.

During the period January 2022 to December 2022, the qualifications noted in Table 1 were registered on the Programme and Qualifications Mix (PQM) by the Department of Higher Education and Training (DHET), accredited by the Council on Higher Education (CHE) and registered on the National Qualifications Framework (NQF) by the South African Qualifications Authority (SAQA).

Table 1: Wits qualifications registered during January and December 2022

Qualification	Senate approval	DHET PQM Clearance	CHE Accreditation	SAQA Registration	SAQA ID Number
1. Bachelor of Arts in Theatre and Performance (Contact)	Name change	29 July 2020	20 July 2020	28 Jan 2022	118526
2. Master of Arts in Theatre and Performance (Contact)	Name change	29 July 2020	20 July 2020	28 Jan 2022	118527
3. Postgraduate Diploma in Accountancy (Distance)	22 Oct 2020	05 Nov 2020	11 Nov 2021	20 April 2022	118949
4. Postgraduate Diploma in Digital Business (Contact and distance)	03 April 2020	08 Dec 2020	11 Nov 2021	30 March 2022	118659
5. Postgraduate Diploma in Construction Management (Contact)	13 Aug 2020	08 Dec 2020	25 Jan 2022	25 August 2022	119080
6. Bachelor of Health Sciences (Distance)	13 Aug 2020	16 Jan 2021	25 Jan 2022	16 Aug 2022	119382
7. Bachelor of Science Honours in Property Studies (Contact)	10 March 2011	03 Oct 2008	30 June 2022	07 October 2022.	119722
8. PGDip in Philanthropy and Resource Mobilization (Contact and Distance)	13 Aug 2020	16 Jan 2021	03 October 2022	12 Dec 2022	119986
9. Bachelor of Education in Early Childhood Care Education (Contact)	13 Aug 2020	18 July 2021	25 July 2022	03 Nov 2022	119812

3. View from Leadership

3.1. Report of the Chairperson of Council

Resilience amidst a pandemic, a change in senior leadership, the acceleration of research outputs, the transition from remote emergency teaching to blended learning, a new strategic plan, and the advancement of the public good, are some of the critical areas in which Wits excelled in 2021, on the eve of our centenary.

Wits built on these strategic pillars in 2022 as the University celebrated 100 years of academic and research excellence, social leadership and societal impact. The senior leadership team was consolidated and is now one of the strongest in the country, the Wits Centenary Campaign showcased the University across the world whilst securing donor funding, research outputs remained very high, blended learning was entrenched, and an implementation plan was developed to ensure the execution of the Wits 2033 Strategic Framework.

Wits has invested heavily in public and privately funded infrastructure development and digitisation projects. It remains a going concern and has capable financial and governance systems in place to ensure that the institution remains accountable on all fronts. It is making significant progress in transformation and the investment in the staff and student experience.

The University has navigated through many major challenges like the COVID-19 pandemic, energy insecurity and loadshedding. Some issues remain, including the impact of the fire at the Charlotte Maxeke Johannesburg Academic Hospital on Wits' clinical training platforms and oral health sciences offerings to students, and South African citizens. Student debt is rising and the impact of changing government policies on student funding remains a risk. Despite these challenges, Wits remains a beacon of hope in South Africa and will continue to impact on society, for good.

The Wits 2033 Strategic Framework

Council approved the Wits 2033 Strategic Framework, which provides an ambitious vision for how Wits can harness its intellectual talent and resources across disciplines, institutions, sectors and geographic boundaries to change our world for good. This year, the University developed an implementation plan to realise this vision, which will see Wits enable real change in society by:

- graduating the next generation of ethical, employable and entrepreneurial leaders,
- establishing a tech-savvy, multidisciplinary flexible academic environment,
- developing the African academy of the future,
- generating new knowledge that impacts on society for good, including a focus on alleviating poverty and unemployment; advancing better healthcare for all, addressing inequality, climate change, global change and sustainability; accelerating technologies for societal advancement, work and the economy; and
- strengthening democracy and governance in Africa.

These are underpinned by a commitment to optimise our talent and resources, from our vantage point in the Global South, whilst remaining true to our core values.

Wits will continue to create new knowledge, to apply that knowledge, and to foster innovation and entrepreneurship, to solve the current challenges of our time. Our invigorated teaching and learning programmes will enable the next generation of skilled, ethical leaders and active social citizens who will advance society. We must bring the best talent and resources to bear, across sectors and disciplines, for Africa, for the world, for future generations, for good.

Teaching and Learning

Wits switched to a **blended teaching and learning** programme, which combined online and on-campus educational activities in ways that were appropriate for individual courses and programmes. On-campus activities focused on experiential and interactive learning, including laboratory, clinical and studio work, and discussion and tutorial classes.

Remote assessment and in-person invigilated examinations were conducted. New Senate Standing Orders on the Assessment of Student Learning were approved, which will support the diversification of assessment processes. An academic integrity framework was developed to ensure a coordinated institutional approach to promoting academic integrity whilst guarding against academic misconduct.

To help new first year students adjust to university, the innovative **Gateway to Success** programme was implemented. This is a compulsory, three week integrated academic and student life programme prior to the start of the academic year, which includes modules on ethics and climate change.

Wits underwent a comprehensive **institutional audit** by the Council on Higher Education. This included a participative process to compile the Self-Evaluation Report, prior to undergoing a week of online and on-site interviews by the external audit panel. The panel commended Wits for its excellent organisation and the enthusiastic participation of staff and students.

Research and Innovation

Wits researchers and innovators demonstrated their continued impact on society and recorded 15 significant discoveries, and ten achievements with strong social impact. It was a **productive year** which yielded over 2 100 units of research (using the DHET system of measuring research productivity).

Two significant strategies were approved – the Postgraduate Strategy and the Strategic Plan for Innovation. The **Postgraduate Strategy** aims to integrate postgraduate life into the scholarly vision of a research-intensive university through advancing postgraduate research capacity and facilitating the establishment of an inclusive postgraduate research culture. It includes three focus areas: diversifying postgraduate programmes, modernising postgraduate research systems to enable evidence-based interventions, and increasing the pool of postgraduate funding.

The new **Strategic Plan for Innovation** defines innovation as the "successful deployment of new ideas or knowledge to benefit society". This definition is intentionally broad, covers both tangible and intangible outputs and emphasises the importance of inter-, trans-, and cross-disciplinary engagements.

The **Wits Innovation Centre** is a new entity that will act as the single point of coordination for innovators. The Centre will instil an innovative mind-set by introducing new educational offerings, such as a Postgraduate Diploma in Innovation. It will also monitor and evaluate innovative activities and connect internal and external stakeholder communities. A generous donation of $3million was made by Dr David Fine, a US-based Wits alumnus, to support innovation and to establish the Angela and David Fine Chair in Innovation.

Leadership Transition

I am proud to announce that Wits now has a formidable leadership team in place – dynamic, accountable and committed leaders with integrity, who have Wits' best interests at heart. Following the appointment of Professor Zeblon Vilakazi (FRS) as the Vice-Chancellor and Principal last year, four Deputy Vice-Chancellors were appointed: Prof. Ruksana Osman was appointed as the Senior Deputy Vice-Chancellor: Academic, Prof. Lynn Morris as the Deputy Vice-Chancellor: Research and Innovation, Prof. Ian Jandrell as the Deputy Vice-Chancellor: Systems and Operations and Prof. Garth Stevens as the incoming Deputy Vice-Chancellor: People Development and Culture, all of whom have long associations with Wits and three of whom are former deans.

Prof. Imraan Valodia was appointed as the Pro Vice-Chancellor: Climate, Sustainability and Inequality (he also serves on the Presidential Economic Advisory Committee and as a member of the Competition Tribunal) and was replaced as the Dean of the Faculty of Commerce, Law and Management by Professor Jason Cohen. Professor Mucha Musemwa was appointed to lead the Faculty of Humanities and Ms Maureen Manyama was appointed as the Chief Financial Officer. Professor Thokozani Majozi remains the Dean of the Faculty of Engineering and the Built Environment and Professor Nithaya Chetty as the Dean of the Faculty of Science. The academic stature of the senior executive members has reinforced Wits' standing as a leading academic institution and they have provided sound leadership this year.

Challenges

Wits celebrated its centenary at home and abroad, meeting with alumni, donors, and friends of the institution. Despite the dismal global and local socioeconomic outlook, Wits was warmly received, and managed to fundraise for its Centenary Campaign, raking in close to R2,7 billion in pledges and funding in eight priority areas. However, it did prove **extremely difficult to sell South Africa to potential investors** and donors, many of whom expressed concern about the country, state capture, and issues related to governance.

Another alarming issue was that of the **burgeoning historic debt** that most universities are facing. Student debt owed to Wits has risen from approximately R190 million in 2015 to almost R1 billion in 2022, which in the long-term is not sustainable for Wits or any university in the country. This debt, coupled with the lack of funding for the missing middle, new government funding policies, and the lack of affordable accommodation for students, are some of the key issues that continue to plague the sector. It is necessary to have a national conversation about how these systemic challenges can be resolved.

Another pressing issue is that of the Charlotte Maxeke Johannesburg Academic Hospital, which has not yet fully reopened, and which has impacted drastically on Wits' teaching, learning and services to health sciences students. The **displacement of Wits' dental students** and the need for public dental health services in Gauteng remains unresolved. These are some of the major issues to be addressed in 2023.

Transformation

Transformation is a core element of the Wits' institutional mandate and is central to all aspects of its operations. The University adopted a transformation agenda framed by the national development goals, equity legislation, the United Nations Millennium Declaration and Wits' location in Africa. At the heart of the process of transformation are the values enshrined in the South African Bill of Rights, the Constitution, and a Wits experience driven by a culture of human rights and inclusivity.

Wits adopted an **accelerated transformation programme** in 2015 which outlined the commitment of the University to eight transformation priority areas. In 2021, these areas were reviewed and adjusted to five: diversifying the academy; curriculum reform; institutional culture; institutional naming and language, which was the focus for 2022.

Transformation committees at the school, faculty and divisional levels continue to be strengthened. In 2022, two Transformation Community of Practice **forums** were hosted and more than sixty **social justice workshops** delivered. These tailored programmes seek to develop an inclusive culture within the University.
In terms of **diversifying the academy**, the number of Black academic staff increased from 39.97% in 2013 to 48.51% in 2022 and moved from 50.58% male and 49.42% female academic staff in 2013 to 42.55% male and 57.44% female in 2022 respectively, thanks to tailored interventions. Wits received R30 million from the Carnegie Foundation for the diversifying the academy programme. A new programme focused on Mid-Career Academic Transitions was introduced in 2022 to support the development of mid-career academics. Wits' Chancellor, Dr Judy Dlamini, also launched the Female Academic Leadership Fellowship, to strengthen female leadership in academia.

For **professional and administrative staff**, race and gender targets have been exceeded. In 2013, 80.98% of PAS staff were Black - this has grown to 93% in 2022. Just over 50% of PAS staff identify as female in 2022, in most grades. A focus on employing staff living with disabilities must be prioritised in these areas. It must be noted that aggregate statistics provide only one measure by which to gauge diversity in the academy. It will remain our responsibility to retain oversight of the transformation project through the monitoring and evaluation of equity profiles and targets within specific contexts.

Investments in Infrastructure (and challenges)

Significant progress had been in the 2022 financial year with the implementation of the Wits capital programme, in particularly with projects funded from the Department of Higher Education and Training's (DHET) Infrastructure and Efficiency Grant Programme. The 2022 Annual Wits DHET IEG report was well received by the DHET, acknowledging Wits as a top implementation agent within the higher education sector. The DHET funding enabled further investment in the digitisation of academic

and campus systems, including the connection of clinical services training platforms to the Wits ICT network.

The impact of the April 2021 **fire at the Charlotte Maxeke Johannesburg Academic Hospital** (CMJAH) on the clinical services offered by the Faculty of Health Sciences, remain of grave concern to the University. It has impacted gravely on the operations of the **Wits Oral Health Centre** (a Gauteng Department of Health clinical services entity) and the academic programme of the Wits School of Oral Health Sciences. Should the lack of progress continue, this matter would need to be escalated to the provincial or national level. Wits has successfully relocated, at its own cost, the preclinical training facilities to the new Faculty of Health Sciences Simulation Laboratory in the Wits Health Sciences Building in Parktown. The University has completed the rebuilding of the **Zola Dental Clinic** at the Zola Community Health Centre (R 12 million) and equipped it to the value of R 14 million through donor funding. We are still waiting for government's approval before clinical services can commence at this state-of-the-art dental facility.

The **failure of continuous electricity supply** and **loadshedding** placed a significant burden on the operations of the University at large and is a concern which must be recorded. Prior investments made to digitise systems and processes during the COVID-19 pandemic has enabled the University to become flexible, and to operate within a hybrid mode. Further expansion of the generator fleet is planned for implementation in 2023 and 2024. Previous investments made in photovoltaic electricity generating facilities and solar gas hot water systems are functioning within planned performance parameters.
Wits established a sustainability task team to ensure business continuity, and developed a sustainability strategy for the University, which will be implemented from 2023.

The successful completion of the Knockando Residence Extension enhanced the overall student experience. Significant private residence developments are in progress, close to Wits' Braamfontein and Parktown campuses. The affordability of these residences, in comparison with the National Students' Financial Aid Scheme **accommodation fee cap** is an area of concern.

Several **donor-funded projects** were announced during the centennial celebrations, including the transformation of the Planetarium to the Anglo American Digital Dome, the refurbishment of the Roy McAlpine Burns Unit at the Chris Hani Baragwanath Academic Hospital, and the JCI Archive Room at the Harold Holmes Library.

The restoration of the Wits Great Hall façade was successfully completed, the renovations to the North Lodge Annexes transformed previous stables and outbuildings of the North Lodge into vibrant office and academic spaces used by the Wits Southern Centre for Inequality Studies. The Wits Rural Campus facilities were extended through the successful opening of the Data Centre and Analytics building at the Wits Agincourt Research Centre.

The Wits Spatial Development Framework, which guides long-term campus planning and development will be reviewed in 2023.

Finance Matters

Statement on the effectiveness of the financial controls

Going Concern

The Annual Financial Statements for the year ended 31 December 2022 have been prepared on the going concern basis.

In terms of the Companies Act 71 of 2008, the existence and sustainability of the organisation is determined using solvency and liquidity assessments. We have used these assessments and considered other factors which includes, *inter alia,* current and expected financial performance as well as the timing of repayment of existing financing facilities ; to support the assertion that Wits University is a going concern as at 31 December 2022.

The going concern basis presumes that funds will be available to fund/finance future operations in the ordinary course of business and the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur for the foreseeable future. There is an adequate investment base and cash flows available to cover short term obligations for at least the next 12 months.

In conclusion:

a) Assets fairly valued exceeded liabilities.
b) There is sufficient liquidity to meet short-term liabilities.
c) Management is confident that the cash reserves of the entity will be sufficient to enable the University to meet its short-term obligations in the normal course of business.
d) The University is a going concern.

The Senior Executive Team together with Council, has assessed the potential impact of the University's ability to continue as a going concern, given the nature of the University's operations. Council believes that the University will be able to continue as a going concern into the foreseeable future.

Audit, Finance and Risk Management

Council has established several governance sub-committees to assist with its responsibilities regarding audit, finance and risk management matters. The sub-committees include:

- Council Audit Committee,
- Finance Committee of Council, and the
- Council Risk Committee.

Council Audit Committee

The overall purpose and objective of the Audit Committee is to assist Council in fulfilling its oversight responsibilities with respect to financial reporting, the internal control and management of financial risks, the audit (External, Internal and Grant audit) process, the University's process for monitoring compliance with laws and regulations, its predetermined objectives, and its own code of business conduct.

The Audit Committee is a non-executive body accountable directly to Council for all matters pertaining to the audit of the University's financial affairs and any matters connected therewith. Both the internal and external auditors have unrestricted access to the Audit Committee, including periodic meetings with the Chairperson of the Committee, which ensures that the University of the Witwatersrand's independence is in no way compromised and that appropriate financial procedures and management are practiced.

As part of the duties assigned by Council, the Committee fulfils an oversight role regarding the University's Annual Report and the reporting process, including monitoring the system of internal financial control as implemented by management. It is responsible for ensuring that the University's internal audit function, which is outsourced, has the necessary resources, standing and authority within the organisation to enable it to effectively discharge its duties. Furthermore, the Committee oversees cooperation between the internal and external auditors and serves as a link between Council and these functions.

The Committee has recommended, for approval by Council, Deloitte as the external auditor and Mr. S Tyranes as the designated auditor, for the 2022 financial year. It has further satisfied itself that the audit firm and designated auditor are accredited with IRBA; and the approval / support by the Auditor – General was also sought as required by the Public Audit Act.

The Internal Audit function has been outsourced and services were provided by Ernst & Young Advisory during the period under review. Sizwe Ntsaluba Gobodo – Grant Thornton, provided the grant audits and enterprise-wide risk management services.

Council approved the University's group external audit plan for the 2022 financial year as well as the internal audit plan for 2023 and the three-year internal audit rolling plan.

Finance Committee of Council (FINCO)

FINCO is directly accountable to Council for all matters pertaining to the financial affairs of the University and the Group, apart from audit matters. FINCO 's responsibilities are outlined below and makes appropriate recommendations for Council approval:

- Annual budget including Revenue, Expenditure, Capital Expenditure and Cash Flow forecasts
- review of the quarterly reports of revenue and expenditure,
- adoption and recommends to Council for approval through the Council Audit Committee the audited Annual Statement of Comprehensive Income , the Statement of Financial Position and Statement of Cash Flows,
- determination of the fees to be paid by students, in line with the recommendations by the Department of Higher Education and Training.
- Reviews of the Finance Policies developed and updated during the period under review.
- Review and recommends to Council the approval of high value contracts.
- Reviews the proposed salary increases for financial affordability.

Council Risk Committee

Risk assessment and risk management at the University is addressed through the Council Risk Committee (a sub-committee of Council) and the Risk Management Committee.

The Council Risk Committee oversees the risk management activities on behalf of Council and provides Council with formal and scheduled feedback on the status of key risks, and management's responses. The Committee considers material issues of risk, asset protection, security, legal and corporate governance.

Sizwe Ntsaluba Gobodo – Grant Thornton has been appointed to provide advisory services for enterprise-wide risk management services. Reporting into the Committee is the Risk Management Committee.

Risk Management Committee

The Risk Management Committee guides and monitors the University's annual risk management plan. The Committee's purpose is to establish and maintain a common understanding of the University's risk profile to meet its strategic objectives, and to identify on an ongoing basis the most significant risks to the University. Risk assessment and the managing of risks is regarded as an ongoing management process, integrated into the daily operational activities of the University. The risks dashboards are continuously monitored for SET (i.e. Strategic risk register); Professional and Admin divisions and Faculties, and presented at the respective RMC meetings which are held twice a year. The review process during the year also considers emerging risks and related mitigating actions by management.

The three Committees, together with the other governance committees, provide assurance to Council that there is a framework for the design and implementation of the requisite internal financial controls to

safeguard the assets of the University. The University and its associate entities seek to maintain systems of control over financial reporting and the safeguarding of assets against unauthorised acquisition, use or disposal.

Such systems are designed to provide reasonable assurance to the University and the Council regarding an operational environment that promotes the safeguarding of University assets and the preparation and communication of reliable financial and other information.

Council understands and appreciates that there are inherent limitations to the effectiveness of any system of internal control, including the possibility of human error and the circumvention or overriding of controls.

Accordingly, even an effective internal control system can provide only reasonable assurance with respect to financial statement preparation and the safeguarding of assets. Furthermore, the effectiveness of an internal control system can change with circumstances. Council, through its relevant subcommittees, assessed its internal control system as at 31 December 2022 in relation to its financial reporting strategies in the light of formal reports received from both the University's internal and external auditors and risk advisors.

Tenders Adjudicated in 2022

Formal tender processes were followed for tenders in 2022, with the continuation of an electronic submission protocol. Tender committee membership adjustments were made due to resignations and alignment with the new Senior Executive structures and to improve the independence and objectivity of the committee. Two new members were appointed, including the Chair and the Chief Financial Officer. Two ex-officio members' appointments were removed from the committee. The Tender Committee's membership and remit were aligned and the quorate rules were revised.

In 2022, the following key tenders were awarded: a panel of providers for the supply and installation of Cisco equipment; the appointment of general and hazardous waste removal providers; multiple panels were appointed for security services including ad hoc guarding, crowd control/tactical and armed response services for patrolling outside the University's precincts. A service provider was appointed for the provision of dental simulators and the installation of solar PV panels. Key capital construction framework allocation awards included the following projects: Knockando Residence building works, Parktown Health Sciences Prosthodontics Skills Laboratory, the first phase of the Wits Digital Dome project, the Campus Lodge upgrade, the CPS Control room, and contract extensions related to the Emthonjeni and Umthombo Building renovations, the Geosciences Earth Observatory Laboratory and the Health Sciences teaching and student resource center.

The Tender Committee constituents in 2022 included:

- The Chair appointed by the Senior Executive Team, namely the Acting CFO, Ms Amanda Kort as the interim chair from August 2021 until 29th of March 2022; thereafter replaced by Professor Nithiya Chetty (Dean of the Faculty of Science) from the 30th of March 2022.
- Three Faculty representatives (CLM: Professor Thabang Mokoaleli-Mokoteli, Engineering and the Built Environment: Professor David Root and Health Sciences: Professor William Daniels). Professors Root and Mokoaleli-Mokoteli's terms expired, and they exited as members at the end of December 2022.
- The Acting CFO: Ms A Kort until the 28th of February 2022 thereafter replaced by the newly appointed CFO: Ms M Manyama from the 1st of March 2022;
- The Director of Research Development: Dr Robin Drennan;
- The Head of the Legal Office (represented by Ms S Morar); and
- A vacant position for an expert on Systems and Operational portfolio matters.

In Conclusion

2022 saw the University approve its 2033 Strategic Framework whereby our purpose was defined as making a positive impact on society through:

- creating and advancing global knowledge; and
- fostering graduates to be leaders with integrity.

We will continue to drive innovation throughout the University, embrace the diversity of our people, disciplines and ideas, and strive to empower our graduates to be socially responsive and adaptive to an ever-changing world.

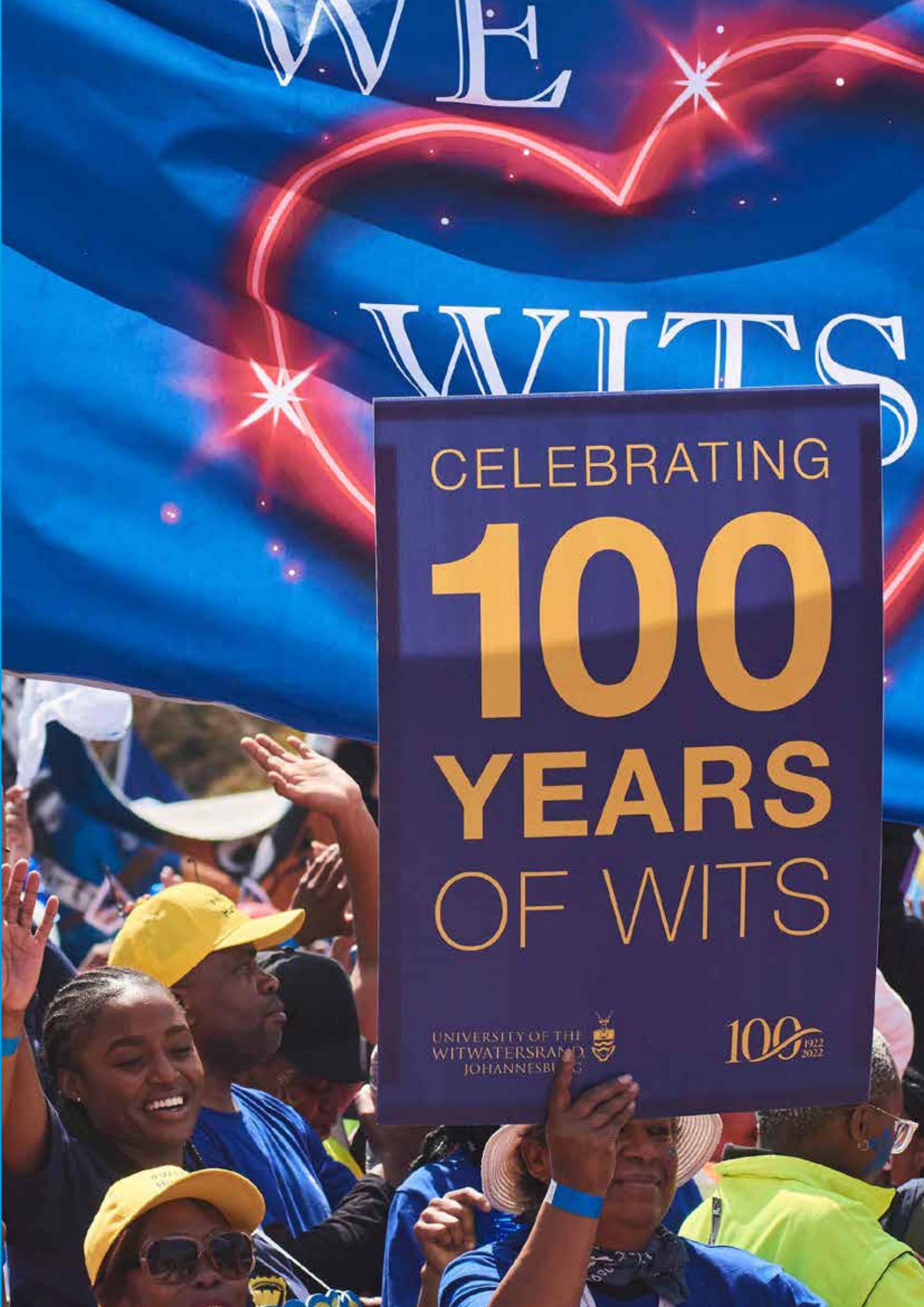
Sincere thanks to every member of the Wits community for their commitment to this leading University, and for their resilience amidst the uncertainties of our country – the leadership that Wits is showing, matters and together, we can impact the lives of our fellow citizens.

I express my heartfelt appreciation to Wits' trusted Council members for giving of their time, intellect, advice, expertise, and experience, for no other reason than to make Wits, our country, and our society a better place. They give of themselves with no expectation of a monetary reward and no compensation. It is through them that our world will become a better place for all, not just now, but in the years to come.

Thank you.

Mr Isaac Shongwe
Chairperson of Council

WITS UNIVERSITY AT 100
From Excavation to Innovation
WITS UNIVERSITY AT 100
WITS UNIVERSITY AT 100
WITS UNIVERSITY AT 100


WE
WITS
CELEBRATING
100
YEARS
OF WITS
UNIVERSITY OF THE
WITWATERSRAND,
JOHANNESBURG
100 1922 2022

3.1. Vice-Chancellor's Review

(The performance of the Vice-Chancellor and Principal in 2022 must be assessed in terms of the success of the collective executive management in driving the University's strategic initiatives.)

Wits is a research-intensive university renowned for its academic excellence, contribution to knowledge creation and the generation of high-level skills that impact positively on society and drives our economy forward. We remain globally competitive and locally responsive, in touch with our contemporary environment and cognisant of our role within society, which includes pursuing a developmental agenda, creating, and advancing knowledge and shaping graduates to become innovative leaders with integrity. Improving operational efficiencies, cultivating a positive institutional culture, and ensuring the short term and long-term sustainability of the University while striving towards these imperatives continues to be a priority for Wits, particularly in a higher education context which is rapidly changing, constrained and which has become increasingly competitive.

These imperatives informed the strategic and operational plans that were developed and implemented by the Senior Executive Team (SET) for 2022, which has indeed been a significant year for Wits. It is the year that Wits turned 100 and the year in which the University's Centenary Campaign reached its climax. There was accordingly intense focus on re-invigorating the Wits brand, re-connecting with alumni, and cultivating relationships with donors, sponsors, and funders.

Staff, students, senators, councillors, alumni, and friends of Wits all played a pivotal role in making sure that the University takes full advantage of the goodwill associated with its centennial year and the Wits Centenary Campaign.

The brand and marketing value earned during this year alone is in the tens of millions of rands. A prime example of the extent to which the **Wits For Good** message was publicised across the globe was the unprecedented and invaluable opportunity which Wits had to occupy four minutes of free advertising space on the NASDAQ screen in Times Square, New York, in September 2022, courtesy of the work of two Wits Alumni. This platform allowed Wits to tell the world of its mission to nurture academic excellence while helping to solve complex societal problems.

We also hosted our first in-person Welcome Day on campus on the 6th of February 2022 after almost two years of disruption caused by the COVID-19 pandemic. Our groundbreaking three-week long Gateway to Success Programme was launched this year. The programme integrates academic content; academic support; health and wellness; student life and personal development components to enable a holistic orientation for first year students.

Once again, Wits University was inundated with applications for undergraduate admission for the 2022 academic year. We received no less than 80 000 applications for 5 500 spaces. We also assisted several academically qualifying and needy to students to register through a number of initiatives, which were put in place to assist this cohort of students.

We continued to use and enhance our Blended Teaching and Learning platform and every course continued to be delivered on online platforms, while dovetailing with on-campus activities.

The University continued to steadily improve in the global rankings and occupies one of the top two positions on the continent in all five of the Times Higher Education, QS, Center for World University Rankings, US News and Shanghai Rankings (also known as the Academic Ranking of World Universities). These improvements have occurred simultaneously with the transformation of the University into a socially inclusive, diverse, non-racial, and cosmopolitan community.

In addition, we exceeded targets on several metrics, including the number of permanent academic staff publishing and reporting research, measured on a rolling three-year average basis, the number stands at 687 up from the last three years by 56. In fact, research output grew strongly in 2021 and 2022, in terms of both quantity and quality. Using approved data from the 2021 publications the University's research publication units has increased by 59% in the last seven years. The graduate student profile in 2022 stood at 16 387 (38.5%). A total of 10 183 students graduated in 2021 and 10 385 in 2022.

Witsies continued to report major discoveries emanating from research. The awards received by academic staff members in 2022 in particular has made the University community immensely proud and much of the research conducted by Wits academics continues to have societal impact. Perhaps, most noteworthy for 2022 has been the development of our Innovation Strategy and the establishment of the Wits Innovation Centre, which aims to enable and grow innovation with impact at Wits. We also finalised the following strategies in 2022:

- The Postgraduate Strategy, which focuses on "Powering the next-generation knowledge from the Global South". This strategy emphasises a vision for the development of future African knowledge leaders and innovators, against the imperatives of providing a swift, secure and stimulating postgraduate experience.
- Our new Research Strategy focuses on the development of a framework to support existing research activities in the University. Special attention is being paid to growing talent; maximising the use of time; enabling more postdoc fellowships; training of research management and administrative staff and encouraging research with impact without overlooking curiosity driven research.
- Our Internationalisation Strategy was also refreshed but still focuses on merging bottom-up formed collaborations with the development of strategic institutional collaborations. The matrix of strategic partners ranges from our highly active relationship with the University of Edinburgh, to some of the less active ones. Emphasis is also being placed on international student recruitment.

We continued to grow our international partnerships in 2022. To this end we note that Wits continues to benefit from its alliance with the African Research Universities Alliance (ARUA); the BRICS Network University; the Association of Commonwealth Universities, and the Association of African Universities. More recently we have become a key member of the AFRETEC Consortium which is a pan-African network of engineering and technology educational institutions which will collaborate to drive inclusive digital growth across Africa in the areas of education, knowledge creation, and entrepreneurship. We have also continued to deepen our cooperation with the University of Edinburgh, University College London, Queens University Belfast, Emory; Vanderbilt University, University of Limpopo, University of Venda and more recently the School of Oriental, and African Studies in the UK amongst many others. We have also continued to cultivate our relationship with several Embassies.

As part of our Centenary Campaign, we spent most of 2022 re-connecting with alumni across the globe. Together with our Alumni Relations Office and Development and Fundraising Office, I hosted a series of Alumni Reunion events in the USA, the UK and Australia over the course of the year. These events reinforced the University's reputation as a global institution. It also provided an opportunity for personal interaction and engagement and for alumni to learn about the successes and achievements of Wits graduates in the diaspora and for alumni to meet and establish networks with fellow Witsies who are now abroad.

As an official climax to our Centenary celebrations in 2022, Wits University welcomed thousands of staff, students, alumni, and friends of the University during the Homecoming Weekend, which took place on our Braamfontein campuses from 2-4 September 2022. The weekend included a parade through Braamfontein, a laser light shows by an Austrian based Wits alumnus, and a reimagined Free People's concert, which raised over R500 000 for the Wits Food Bank. The current and former Chancellors spoke at our Founders' Tea over that weekend and guests from as far afield as Australia joined the alumni reunion, the unveiling of Wits' scholarship boards and the SRC Presidents' reunion, which spanned multiple generations. The public also visited our museums and participated in the many events held throughout that weekend.

This year also saw us come very close to reaching our target to raise R3 billion through our Centenary Campaign. This was achieved through the collective efforts of all members of the Wits community including our Council Members, the Wits Foundation Board of Governors, our Wits Foundation Boards in the UK, US and Australia and of course through the phenomenal generosity of our Donors and Sponsors.

Of importance is that we concluded a long-outstanding Memorandum of Agreement with the Gauteng Department of Health (GDoH) in 2022. The Agreement serves as a framework and aims to strengthen collaboration and enable closer cooperation between Wits and the GDoH, to enable the delivery of quality healthcare services to the public and exemplary health sciences education.

Our Transformation and Employment Equity Office (TEEO) also implemented an array of initiatives to improve diversity and inclusion at Wits and to imbibe a positive institution culture. So too did our Gender Equity Office who were able to focus on pre-emptively dealing more meaningfully with gender misconduct on campus.

With regards to appointments, Professor Garth Stevens, was appointed as the Deputy Vice-Chancellor: People Development and Culture; Professor Mucha Musemwa was appointed as the new Dean of Humanities with Professor Jason Cohen having been appointed as the Dean of the Faculty of Commerce Law and Management.

I must also commend the 2022 Student Representative Council (SRC) under the leadership of Mr. Cebolenkosi Khumalo, for the constructive approach they took in 2022 when addressing issues affecting students. As the Wits Centenary SRC, their impact was indeed exemplary.

Finally, and most significantly is that we completed the development of our new Wits 2033 Strategic Plan during the year 2022. This ushers in a new direction for Wits as it navigates a rapidly changing higher education terrain.

Wits' Centenary Year 2022 has indeed been a phenomenal one!

Professor Zeblon Vilakazi, FRS
Vice-Chancellor and Principal
The University of the Witwatersrand

The Parktown Boys performing as part of the Centenary Celebrations

4. Performance Review

4.1. The Scorecard: Key Performance Indicators

INSTITUTIONAL SCORECARD 2022-Includes data as at October 2022, and updates where applicable, as at 31 December 2022.

INSTITUTIONAL SCORECARD 2022

The Senior Executive Team, after consultation with various constituencies within the University and with the approval of Council, determined Key Performance Indicators as set out below. The Scorecard gives form and specificity to the objectives in the Strategic Plan for the current year, and also includes Council objectives and operational milestones. The success of a strategy depends on three components: description of the strategy, measurement of the strategy, and management of the strategy (Kaplan & Norton, 2004). Part of The Institutional Scorecard 's use is to improve the accountability of the Senior Executive Team in driving excellence and improvement by measuring and managing the identified indicators below.

1. Enrolment and Teaching & Learning Success (25% Weight)					
Indicator		Source	Targets and Objectives		
			Base	Target	Stretch
1.1	Undergraduate Enrolments	Registrar / Sen DVC Academic /Deans	Manage undergraduate enrolments in line with institutional aspirations and DHET targets		
1.2	Undergraduate graduation numbers as annual date of 30 Oct	Registrar / Sen DVC Academic /Deans	3679	3700	3750
1.3	Postgraduate Enrolments - Honours, Masters and PhD + PG Diplomas as at annual date of 30 Oct	DVC's R&I and Academic and Deans	16542	17370	17500
1.4	Postgraduate Graduations - Honours, Masters and PhD + PG Diplomas as at annual date of 30 October	DVC's R&I and Academic, Deans/ Registrar	3044	3544	3650
1.5	Science, Engineering and Technology Profile	DVC's R&I and Academic Deans	49%	50.4%	51%

Student relaxing in front of the Great Hall

Strategies and activities to reach target / achieve objective	Performance as at 30 Oct 2022	Performance as at 31 December 2022	Explanation/Notes
Management of the real-time enrolment platform at the beginning of the year. Weekly tracking with faculties.	25 399	25 383	DHET target 22 785 (PT/ FT/ On line (exc occasional) using HEMIS data
Working with faculties and implementation of student success initiatives.	Year to date is 4082	5009	December graduation cohort will include approx. another 1 000 students
Management of the real-time enrolment platform at the beginning of the year. Weekly tracking with faculties.	Year to date is 16 217 as at 30 Oct 2022 (BIS)	16 384	
Aggressive tracking and monitoring through GSC and with use of systems eg of PG milestones	Year to date is 3550	5145	3550 as at 30 Oct 2022
Careful monitoring of real-time enrolment platform and working with faculties	49%	48.5%	Over enrolment in Law and Education FTEn impacted on ability to meet target of 50%. New registration process for 2023 should factor this in

1. Enrolment and Teaching & Learning Success (25% Weight) (continued)			
Indicator		**Source**	**Targets and Objectives**
1.6	Flexible and Lifelong Learning and teaching	Sen DVC Academic and Deans	1. Blended Learning Programme rollout 2. Online Programme rollout 3. Diversifying assessment methods 49% of courses on ulwazi

	Strategies and activities to reach target / achieve objective	Performance as at 30 Oct 2022	Performance as at 31 December 2022	Explanation/Notes
	• Ensure majority of courses on Ulwazi sites • Develop student competencies and skills in blended learning domain • Develop staff competencies and skills in blended learning domain • Review of Senate and faculty Standing Orders	1) Courses have a site on ULWAZI CLTD and Faculty Teaching and Learning Centres have offered multiple courses for staff development in the domain of blended learning Special site on ULWAZI to develop students' competencies in blended learning Gateway to Success also has an orientation course for students on how to use the LMS.	The ratio refers to the percentage of academic courses with views on Ulwazi • Total Number of Academic Courses Viewed on ULWAZI for 2022 – 3041 • Total Number of Academic Courses Enrolled in 202 -5947 • Ratio - 51% ulwazi site called Helping You Learn Online, in which all Wits students (UG and PG) are auto-enrolled. (100 %) Every faculty has a student support site and a staff support site on ulwazi, https://ulwazi.wits.ac.za/accounts/1/statistics and CLTD offers a number of learning opportunities for staff. https://intranet.wits.ac.za/academic/lat/Shared%20Documents/CLTD%20Prospectus%202021.pdf This was approved at Senate on 24 March 2022.	

1. Enrolment and Teaching & Learning Success (25% Weight) (continued)				
	Indicator	Source	Targets and Objectives	
1.6				

	Strategies and activities to reach target / achieve objective	Performance as at 30 Oct 2022	Performance as at 31 December 2022	Explanation/Notes
		2) The rolling out of the programme PGDip in Science in the field of Data Science. 3) Rolling out the Nursing Science in 2023 online 4) Rolling out the CTA (Certificate in Theory of Accountancy) online. This is the entry to the SAICA exam. 5) PG Dip Specialised Accountancy which is the CVO (Chief Value Officer) programme – this can only be taken by already qualified CA's with work experience. 6) Senate Standing orders reviewed and approved at Senate		

2. Research Output and Impact (25% Weight)

Indicator/performance driver		Source	Targets and Objectives		
			Base	Year-end target	Stretch
2.1	Research productivity: number of journal articles, books, chapters, and conference proceedings per academic staff member	DVC Research and Innovation	3100	3300	3600
2.2	Quality: number of books, chapters, 'highly cited' papers and 'hot' papers published (year to date)	DVC Research and Innovation	110	120	130
2.3	Impact focused: the proportion of PhD completions year to date using the 'by publication' route	DVC Research and Innovation, DVC HR/Senior Director HR	0.1	0.2	0.3
2.4	Innovative research: Number of disclosures (year to date)	DVC Research and Innovation	20	25	30
2.5	Societal impact: Advertising value equivalent (AVE) recorded for press releases of research publications	DVC Research and Innovation	R60 000 000	R 70 000 000	R80 000 000
2.6	External income for research recorded (year to date) by Wits, WCE, WHC	DVC Research and Innovation	R430 000 000	R 430 000 000	R1 700 000 000

Strategies and activities to reach target / achieve objective	Performance as at 30 Oct 2022	Performance as at 31 December 2022	Explanation/Notes
Incentives. Awards. Profile productive researchers	Year to date is 2 894	3 467	Web of Science indexed publications in the categories of journal articles, books, chapters and conference proceedings (year to date)
Encourage publication in higher impact journals	Year to date 54	Highly cited = 74 Hot = 19 Chapter = 169 Book = 16 Total = 278	Sum of the number of books and chapters (in Scopus), and the number of "highly cited" papers and "hot" papers (in Web of Science) at the time of reporting
Provide incentives to students who publish	New indicator to be provided by GRMM	We cannot provide this data yet as the fields are not captured – will be in the new research management system	g/G' where g = PhD completions 'by publication' (year to date) and G' = all PhD completions (year to date)
Development of new Wits innovative strategy	Year to date 20	Unchanged	Number of descriptions of new potentially impactful research-based discoveries
Stronger links with corporates, industry and media	Year to date R 17.5 million	R 21 952 000	Encourage research with impact
Encourage external funding of research and innovation activity	Year to date income stood at: **WHC:** **R1 260 100 000** **WCE:** **R62 100 000** **Wits:** **R343 469 000** **Total:** **R1 665 669 000**	Update not available at this time.	External income received for research and innovation projects

3. Operational efficiencies and effectiveness (25% Weight)				
Indicator/ performance driver		**Source**	**Objectives**	**Strategies and activities to reach target / achieve objective/achieve objective**
3.1	Co ordinate operational effectiveness and efficiencies across the University through SMG	DVC Systems & Operations / SET	• Establish effective monitoring system though SMG to ensure all service units' functions are delivered in an efficient and cost-effective manner • Commit-ment to Digitalisation of our University processes; • A reliable and effective system driven network to support operational and financial efficiencies • All Systems & Operations Division staff trained and adequately skilled. • Establish a single S&O Call Centre.	a) Introduction of a data driven operational system to integrate and support the effective delivery of all services, safety, security and property requirements of the University in the context of a 21st century University. b) Leverage on inter-departmental synergies to significantly improve efficiencies / effectiveness in achieving the division's objectives. c) Training and upskilling of all staff to develop capable internal insourced teams in every portfolio.

Performance as at 30 Oct 2022	Performance as at 31 Dec 2022	Explanation/Notes
a) Documentation of processes for automation is an ongoing process. Since the last update in June, additional solutions have been completed. The progress of these initiatives can be viewed at the link below https://witscloud-my.sharepoint.com/:p:/g/personal/a0075556_wits_ac_za/EU-QDsgsbGZNhKMihXSlRZcBfnX4Mtw5RmTKFpm7_ygyHA?e=U6ipFd	Completed as per strategies planned. Implementation and refinement continues.	**Note**: Firstly, the establishment of SOXCo and Boiler Room (BR) as co-ordinating committees within the Division: these provide focus and co-ordination not previously present in the Portfolio and are leading to increased co-ordination dealing with focus, gaps, and overlaps.
b) As part of improving efficiency within ICT, the four (4) newly appointed GMs, and the CIO are the only ones that form the ICT management team – the rest of the employees are now 100% operational. This re-jigging emanated from the 'John Robertson report'.	Completed.	The Boiler Room provides an additional layer of management integration and training for junior management, adding to the long-term sustainability of the division.
A single S+O Call Centre has in fact been established (but not activated yet) – but is to be rolled out carefully.	Aligned to full roll-out of Unified Comms.	
c) ICT resources are scheduled for Unified Comms (UC) training. The advanced network training has been technical cloud training as an ICT approved digital strategy. In addition, a cohort has been trained on Apple Device support.	Completed.	
A purposeful strategy of cycling support technicians around various parts of the University has been implemented in order that ICT personnel have a full understanding of the strategic needs of the Academic project, and equally to learn best practice.	Completed and continuing.	
The Projects Division of PIMD has been relocated to CPD to rationalise the functions within the portfolio.	Completed.	

3. Operational efficiencies and effectiveness (25% Weight) (continued)					
Indicator/ performance driver		Source	Objectives	Strategies and activities to reach target/ achieve objective / achieve objective	
3.2	Stabilization of the network and all services offered by Wits ICT	DVC Systems & Operations	a) Cybersecurity risk management b) Capacitate Wits ICT to deliver the needs of a 21st century university Digitalisation	a) Ongoing cybersecurity awareness campaigns and prevention of cyber-attacks. b) Upgrade and maintenance of all existing aged ICT infrastructure. c) Provision of uninterrupted online access. d) ICT to be the custodian of and accountable entity for all software across all the University Campuses. e) Seamless integration of all off-site campuses to the Wits ICT system.	

	Performance as at 30 Oct 2022	Performance as at 31 December 2022	Explanation/Notes
	There is ongoing skills development in CPS, including: - Re-training and re-skilling of CPRT personnel to maintain standards, - Training and upskilling of security officers to qualify as fully competent CPRT officers, - Training and upskilling of all security officers in statement and report writing (which has been identified as a weakness), - General Security Practices: NQF accredited course for candidates without Matric.	Ongoing	
	These are critical interventions within that environment and have resulted in better capacity and responses during the year.	Ongoing.	
	The OHS&E Directorate has developed and made available 10 OHS&E training courses which are being conducted to increase OHS&E knowledge amongst Wits employees and contractors/service providers.		
	Significant numbers of staff in the portfolio have attended training and upskilling course during the year. Over 50 different courses were made available within the portfolio (many run by external providers, some run or facilitated by internal departments (including ER) – and more than 20 of these related to OHSE and food safety, for instance.	Ongoing.	
	a) Cyber awareness is an ongoing process – notwithstanding that multiple relevant NEW policies were introduced this year (and served at all the governance structures, including at Council) and that multiple existing policies were reviewed and updated. A phishing exercise for students was carried out in the month of September. b) The Oracle upgrade is completed, AND the full migration of Oracle into the cloud has commenced The Governance portal was moved onto O365 and is now live.		

3. Operational efficiencies and effectiveness (25% Weight) (continued)				
Indicator/ performance driver		**Source**	**Objectives**	**Strategies and activities to reach target /achieve objective/achieve objective**
3.2	Stabilization of the network and all services offered by Wits ICT	DVC Systems & Operations	a) Cybersecurity risk management b) Capacitate Wits ICT to deliver the needs of a 21st century university Digitalisation	a) Ongoing cybersecurity awareness campaigns and prevention of cyber-attacks. b) Upgrade and maintenance of all existing aged ICT infrastructure. c) Provision of uninterrupted online access. d) ICT to be the custodian of and accountable entity for all software across all the University Campuses. e) Seamless integration of all off-site campuses to the Wits ICT system.

	Performance as at 30 Oct 2022	Performance as at 31 December 2022	Explanation/Notes
	a) Cyber awareness is an ongoing process – notwithstanding that multiple relevant NEW policies were introduced this year (and served at all the governance structures, including at Council) and that multiple existing policies were reviewed and updated. A phishing exercise for students was carried out in the month of September. b) The Oracle upgrade is completed, AND the full migration of Oracle into the cloud has commenced The Governance portal was moved onto O365 and is now live. c) The network is stable with an average uptime of 98%. This is a measured parameter. d) This is a safe and obvious way of always being on top of our licence needs and being compliant. This is fully endorsed by the Office of the SDVC: Academic. The Multi Factor Authentication (MFA) initiative was halted to test all applications affected by it being activated. Comms and the how-to documents have been updated to reflect this. Its rolling out has now resumed and will be applied to the University support units during the month of October until the 1st week of November. e) Chris Hani Baragwanath Academic Hospital (CHBAH) network has been completed and live. The S+O portfolio visited Angincourt to understand the data (communications and processing) needs and a secure and reliable network is now up and running. This is supported by an onsite Data Centre with oversight by the S+O portfolio. Wits WIFI is also fully functional at the Wits Reproductive Health Institute – and site visits have been undertaken by the portfolio. FHS servers are being moved form the various sites at FHS into Server Rooms managed by ICT. A scoping exercise for the Tara, Rahima Moosa and Helen Joseph hospitals has been completed with the next step being to get funding to roll out the network in those hospitals.		

3. Operational efficiencies and effectiveness (25% Weight) (continued)				
Indicator/ performance driver		**Source**	**Objectives**	**Strategies and activities to reach target / achieve objective/achieve objective**
3.2	Stabilization of the network and all services offered by Wits ICT	DVC Systems & Operations	a) Cybersecurity risk management b) Capacitate Wits ICT to deliver the needs of a 21st century university Digitalisation	a) Ongoing cybersecurity awareness campaigns and prevention of cyber-attacks. b) Upgrade and maintenance of all existing aged ICT infrastructure. c) Provision of uninterrupted online access. d) ICT to be the custodian of and accountable entity for all software across all the University Campuses. e) Seamless integration of all off-site campuses to the Wits ICT system.

	Performance as at 30 Oct 2022	Performance as at 31 December 2022	Explanation/Notes
	a) Cyber awareness is an ongoing process – notwithstanding that multiple relevant NEW policies were introduced this year (and served at all the governance structures, including at Council) and that multiple existing policies were reviewed and updated.	Completed as per strategies planned	
	A phishing exercise for students was carried out in the month of September.	Ongoing.	
	b) The Oracle upgrade is completed, AND the full migration of Oracle into the cloud has commenced	Ongoing.	
	The Governance portal was moved onto O365 and is now live.	Completed.	
	c) The network is stable with an average uptime of 98%. This is a measured parameter.	Completed.	
	d) This is a safe and obvious way of always being on top of our licence needs and being compliant. This is fully endorsed by the Office of the SDVC: Academic.	Completed	
	The Multi Factor Authentication (MFA) initiative was halted to test all applications affected by it being activated. Comms and the how-to documents have been updated to reflect this. Its rolling out has now resumed and will be applied to the University support units during the month of October until the 1st week of November.		
	e) Chris Hani Baragwanath Academic Hospital (CHBAH) network has been completed and live. The S+O portfolio visited Angincourt to understand the data (communications and processing) needs and a secure and reliable network is now up and running. This is supported by an onsite Data Centre with oversight by the S+O portfolio. Wits WIFI is also fully functional at the Wits Reproductive Health Institute – and site visits have been undertaken by the portfolio. FHS servers are being moved form the various sites at FHS into Server Rooms managed by ICT.	Completed.	
	A scoping exercise for the Tara, Rahima Moosa and Helen Joseph hospitals has been completed with the next step being to get funding to roll out the network in those hospitals.		

3. Operational efficiencies and effectiveness (25% Weight) (continued)				
Indicator/ performance driver		**Source**	**Objectives**	**Strategies and activities to reach target / achieve objective/achieve objective**
3.3	Stabilization of the network and all services offered by Wits ICT	DVC Systems & Operations	a) Ensure all buildings are compliant with OHS&E and other regulations including electrical CoCs and Occupancy Certificates. b) Fit for purpose maintenance and compliance programme.	a) Identify OHS&E and all other non-compliance issues in all buildings by the end of 2022. b) Finalise framework contracts for the revamp of the professional services database for the University to include HVAC, electrical as well as general maintenance contractors by the end of 2022.

Performance as at 30 Oct 2022	Performance as at 31 December 2022	Explanation/Notes
a) The 2019-2021 building condition assessment reports for a substantive portion of the campus environment had been completed	Completed as per strategies planned	Note: PIMD is the 'landlord' for all Wits property. The BR is currently undertaking an exercise to ensure that all assets are correctly captured in an asset register.
A full audit of the OHSE processes was undertaken in 2022. This involved an examination of the policy environment as well as the implementation environment. Whereas only 17 entities were evaluated it is evident that OHSE issues are not well implemented within the University. This has resulted in the need to review the process of OHSE implementation and management within the University as there is poor adherence to the policies.	Audit feedback received. Being actioned.	
The role of the Responsible Engineer (GMR2) was reinstated as of 1 October 2022.	Completed.	
Annual OHS&E inspections of all University areas taking place. Feedback is provided to line management/responsible area persons for actioning.	Ongoing.	
Appointment of OHS Officers at PIMD concluded. Training of PIMD staff have been started, aiming to conclude by end 2022.	Completed	
Investigation of GMR2.7 appointment in support of the GMR2 is in progress. The possible GMR2.7 will be stationed at the Parktown Campus.	Reviewed based on need	
b) HVAC framework contract had been concluded. Three Framework Contract were signed. The Following contracts are in progress: • Diesel and generator maintenance • Lift service contractors • Electrical service providers	Ongoing	

3. Operational efficiencies and effectiveness (25% Weight) (continued)				
Indicator/ performance driver		Source	Objectives	Strategies and activities to reach target / achieve objective/achieve objective
3.3				c) Appointment of professional contractors for the prioritisation, costing and planning of a medium to long-term infrastructure maintenance plan (subject to budget approval).

	Performance as at 30 Oct 2022	Performance as at 31 December 2022	Explanation/Notes
	c) A fire response company was appointed during the year and this is now being appropriately communicated to various entities across the University.	Completed.	
	In addition, the following must be noted in this regard:		
	A Procurement Implementation Plan has been established to be conclude contracts with all vendors by June 2023	Ongoing.	
	• Bulk Store closed and reconstituted with improved controls and systems in place managed by PIMD Finance Department		
	• Existing workshops of PIMD closed,		
	• Temporary/Compliant workspaces currently being constructed,		
	• New tools for Technical staff to improve capacity and efficiency,		
	• Training of Insourced Staff.		
	Repositioned/relocated PIMD Project Management Staff/Unit to CPD.		**Note:** This is the first of a number of relocations envisaged as overlaps and gaps are identified in the portfolio as a whole.
	Former Energy Unit re-established at PIMD, to improve oversight on our energy and bulk service consumption, CoJ rates and efficiencies. (from 1 October 2022)	Completed.	
		Completed.	

3. Operational efficiencies and effectiveness (25% Weight) (continued)				
Indicator/ performance driver		**Source**	**Objectives**	**Strategies and activities to reach target / achieve objective/achieve objective**
3.4		DVC Systems & Operations	a. Successfully complete and operationalise the approved projects as set out in the Wits DHET Infrastructure and Efficiency Grant (IEG) Funding Cycle 5. b. Complete and handover the remainder of the Wits research/ PG Intervention zones projects c. Compliance with DHET Macro Infrastructure Guideline, Norms and Standards d. Develop the handover strategy for completed infrastructure projects.	a) Completion and handover of the following projects by 31 December 2022: i. Commerce, Law and Management Building Redevelopment ii. Built Environment Precinct Expansion and Redevelopment iii. Thembalethu Large Teaching Venues iv. Humphrey Raikes Basement Laboratory v. Central Analytical Unit: MMU & Science Post Graduate Centre vi. Lecture and Teaching Venue Audio Visual Equipment Upgrade vii. Health Sciences Teaching / Student Resource Centre - MSB Level 5 viii. Health Sciences Pharmacy Teaching Laboratory - MSB Level 5 ix. WSOA: Digital Arts Building x. WSOA: Film and Television Lecture Venue SMH Basement xi. WSOA: Fine Arts Studio Development xii. Wits Test / Examination Centre: Part 1 - Flower Hall xiii. Wits Test / Examination Centre: Part 2 - SMH West Wing Drawing Hall b. Completion and handover of the Central Animal Services Unit Health Sciences Upgrade Phase by 31 December 2022. c. Development of and approval by Council of: i. 3-5 year infrastructure management plan ii. Infrastructure management policy d. Development of a handover strategy to ensure appropriate asset management planning in relation to facilities management; OHS&E compliance; maintenance; and safety and security for all newly completed infrastructure projects.

	Performance as at 30 Oct 2022	Performance as at 31 December 2022	Explanation/Notes
	a) A substantive portion of these projects are now completed and or in progress for completion by 31 December 2022. Planning (heritage and building control) have impacted on some projects, which will result in completion being delayed to 2023.	Completed as per strategies planned	
	i. CLM Admin Building occupied. Project savings will be applied to the development of PG learning areas in CLM and NCB buildings.	i. Complete.	
	ii) Site work has commenced in the BE precinct. Heritage approval delays were accommodated, but CoJ planning approval was badly delayed (we imagine due to post-COVID backlogs in their system). Final completion will now be June 2023. But the CEM building infill lecture theatre is completed and in use.	ii. Ongoing.	
	iii) Project replaced with the development of the 100-seater computer laboratory, construction thereof is completed (but computer supply is delayed to August 2023 in view of global supply chain constraints). The development of the Thembalethu Large Lecture Theatres will now be undertaken as part of the WiSH (Wits Institute for Sports Health Centre) development, to be completed by April 2023.	iii. Ongoing.	
	iv) Completed, equipped and in use.	iv. Completed.	
	v) Project replaced with the Gatehouse Science Post Graduate Centre as a result of site and heritage constraints associated with the Biology Courtyard area. Construction in progress and scheduled for completion by 31 December 2022, first use by February 2023.	v. Completed.	
	vi) Phase 1 is completed (ie making all venues usable) but phase 2 (to accommodate fully online elements and hybrid teaching) has been scoped.	vi. Completed.	
	vii) Construction in progress, project will be completed and ready for use at the first semester 2023. The full pre-clinical platform from WSOH was successfully moved in the FHS Building and equipped. This is a state-of-the art facility.	vii. Completed.	
	viii) Project was replaced by the WSOH Preclinical Simulation Laboratory due to the urgency of replacement necessitated by the April 2021 fire at Charlotte Maxeke Johannesburg Academic Hospital. Oral health simulation laboratory completed, demolition on Prosthodontics and Pharmacy Labs commenced, planned completion by March 2023.	viii. Completed.	

3. Operational efficiencies and effectiveness (25% Weight) (continued)					
Indicator/ performance driver		Source	Objectives	Strategies and activities to reach target / achieve objective/achieve objective	

	Performance as at 30 Oct 2022	Performance as at 31 December 2022	Explanation/Notes
	ix) WSOA Digital Arts Building is completed, occupied and in use. In addition, the Chris Seabrooke Music Hall, a sub-deliverable within the project, was successfully launched in March 2022.	ix. Completed.	
	x) Completed and in use.	x. Completed.	
	xi) Project will commence in 2022 but with completion scheduled for October 2023. Heritage approvals and scope cost increase approval awaited from PHRAG and DHET respectively as objections received from neighbourhood interest and affected stakeholder delayed the PHRAG submission. Objection resolved, PHRAG submission now in progress.	xi. Ongoing.	
	xii) Test and Examinations Centre: plans for conversion of DJ Du Plessis Centre: completed. Flower Hall is occupied.	xii. Completed.	
	xiii) Project completed and in use.	xiii. Copleted.	
	b) Construction still in progress and on track for completion by 31 December 2022.	Completed.	
	c) (i and ii) Practise note and guideline issued by the DHET Macro Infrastructure Framework Task team being reviewed for Wits adoption. On track for CPDC meeting in December.	Ongoing.	
	d)Draft Wits Infrastructure planning, procurement and delivery management procedure and guideline completed and will be presented to WCPDC in November 2022.		

3. Operational efficiencies and effectiveness (25% Weight) (continued)				
Indicator/ performance driver		**Source**	**Objectives**	**Strategies and activities to reach target / achieve objective/achieve objective**
3.5	Build in the Sustainability Development Goals	DVC Systems & Operations	Formulate the Campus Sustainability Project for implementation in 2023 and beyond.	a) From various stakeholder groups within the student, academic and professional and administrative staff environment, establish the Wits Campus Sustainability Project Steering Group. b) Finalise the Wits Campus Landscaping Master Plans for both the Braamfontein and Parktown Campuses. c) Develop and adopt an integrated Wits Waste Management and Recycling Plan d) Develop and adopt the Wits Renewable Energy Programme complementary to the utilities management and metering programme for water, electricity and gas. e) Plan campus- wide (multi- campus) learning and meeting spaces

	Performance as at 30 Oct 2022	Performance as at 31 December 2022	Explanation/Notes
	a) Zutari consultants have been appointed to develop the Wits Sustainability Framework. This has involved leadership from in particular CPD and Services Division.	a) Completed as per strategies planned.	
	Mr Jason Huang is now the Project Leader for Infrastructure Sustainability Planning, managing the Project Management Office at CPD, and working very closely with various interest groups.	Completed.	
	Presentations done at Senate and Forum.	Ongoing.	
	Close working relationship have been set up with PVC: Valodia, and a kick-off meeting for S+O, PVC and 19 interested Academic Colleagues is scheduled for 7 November.	Ongoing.	
	b) Wits Campus Landscaping Master Plan was fully developed and was presented and then approved at WCPDC. Services are currently working on the implementation Plan which will involve all Wits properties. In this regard a new and aligned contractor to work specifically at the residence of the VC has been appointed.	b) Completed.	
	c) New General waste and Hazardous Waste Services Providers will be appointed (in November 2022) and thereafter a Waste Recycling Plan will be developed for implementation by end of the year for implementation in 2023.	c) Ongoing.	
	d) Phase 2 of photovoltaic tender was approved at Tender Committee, October 2022.	d) Ongoing.	
	e) Working closely with Office of the SDVC and Prof Diane Grayson. Significant plans have been drawn up.	e) Ongoing. Siteds	
	There is a specific focus on a review of Library and Dining Hall spaces to support a blended and 'everywhere' learning strategy.		
	The Highfield Dining Hall Project on Education Campus has been completed and is current operational.		
	Clare Walker Open Learning Area in Wartenweiler Library opened in October 2022		

3. Operational efficiencies and effectiveness (25% Weight) (continued)				
Indicator/ performance driver		**Source**	**Objectives**	**Strategies and activities to reach target / achieve objective/achieve objective**
3.5	Build in the Sustainability Development Goals	DVC Systems & Operations	Formulate the Campus Sustainability Project for implementation in 2023 and beyond.	a) From various stakeholder groups within the student, academic and professional and administrative staff environment, establish the Wits Campus Sustainability Project Steering Group. b) Finalise the Wits Campus Landscaping Master Plans for both the Braamfontein and Parktown Campuses. c) Develop and adopt an integrated Wits Waste Management and Recycling Plan d) Develop and adopt the Wits Renewable Energy Programme complementary to the utilities management and metering programme for water, electricity and gas. e) Plan campus- wide (multi- campus) learning and meeting spaces

	Performance as at 30 Oct 2022	Performance as at 31 December 2022	Explanation/Notes
	a) Zutari consultants have been appointed to develop the Wits Sustainability Framework. This has involved leadership from in particular CPD and Services Division. Mr Jason Huang is now the Project Leader for Infrastructure Sustainability Planning, managing the Project Management Office at CPD, and working very closely with various interest groups. Presentations done at Senate and Forum. Close working relationship have been set up with PVC: Valodia, and a kick-off meeting for S+O, PVC and 19 interested Academic Colleagues is scheduled for 7 November. b) Wits Campus Landscaping Master Plan was fully developed and was presented and then approved at WCPDC. Services are currently working on the implementation Plan which will involve all Wits properties. In this regard a new and aligned contractor to work specifically at the residence of the VC has been appointed. c) New General waste and Hazardous Waste Services Providers will be appointed (in November 2022) and thereafter a Waste Recycling Plan will be developed for implementation by end of the year for implementation in 2023. d) Phase 2 of photovoltaic tender was approved at Tender Committee, October 2022. e) Working closely with Office of the SDVC and Prof Diane Grayson. Significant plans have been drawn up. There is a specific focus on a review of Library and Dining Hall spaces to support a blended and 'everywhere' learning strategy. The Highfield Dining Hall Project on Education Campus has been completed and is current operational. Clare Walker Open Learning Area in Wartenweiler Library opened in October 2022	a) Completed as per strategies planned. Completed. Ongoing. Ongoing. b) Completed. c) Ongoing. d) Ongoing. e) Ongoing. Sites Identified.	

4. Finance and Fundraising (15% Weight)					
Indicator/performance driver		Source	Objectives	Strategies and activities to reach target/achieve objective	
4.1	Budget 2022	CFO	Propose and obtain approval at Finco and council for a break-even result for the 2023 Council Controlled budget, a Residences budget in line with the long-term break-even plan and a zero-result budget for restricted income.	Design on the most recent assumptions a model that will support a break-even budget, is fair and equitable to all stakeholders and provides for all major out of parameter costs that are necessary to the strategic objectives of the University.	
4.2	Provide continuity to the strategic finance plan to deliver sustainability presented at Council Retreat	CFO	The Business, Commercial and Efficiency responses proposed to be followed through with implemented initiatives in 2022,	The November 2020 Council Retreat supported the Finance initiatives to support sustainability. The proposals are being followed up with initiatives to be proposed for implementation by Mr P Desai	
	Deliver to DOHET, an unqualified by auditors, set of Financial Statements on the due date, and grant audits on the deadline date,	CFO	Manage a process with external auditors, finance team and external stakeholders the closing of the financial year end, financial results on time and correctly.	Unqualified Annual Financial Statements for 2021 and Grant Audits submitted by due date to DOHET.	

	Performance as at 30 Oct 2022	Performance as at 31 December 2022	Explanation/Notes
	The Council funded results for the three quarters delivered a surplus which is R296m above budget and the projected forecast for the year indicates a surplus of R130m for the year – this is quite a positive projection for 2022 compared with the break-even budget. The consolidated **residences (CHRL and WJ)** results as at the end of Sept is a surplus of R 159m against a YTD budget surplus of R132m which is R27m above budget. The full year projections as at September is a deficit of R34,7m against the full year budget deficit of R44m **which** is R9,3m better than the annual budget. This deficit, largely due to the accounting adjustment relating to the leases will reduce in the long term as we get closer to the end of the lease arrangements and it is projected that together with an annual 7-8% fee increase, a consolidated break-even result can be achieved in 2025/2026" (as per the 2023 budget presentation) **.** The 2023 budget submission by Residences is in line with this	Done and approved November 2022 Governance meetings A break-even Council controlled budget was approved for FY2023. The residences (CHRL &WJ) budgeted for an improved deficit of R37 million. The preliminary unaudited financial results for the 31 December 2022, reported a surplus of R391 million. This was before the final year-end adjustments are processed. The Wits Junction reported a comprehensive loss of R42.7 million which is an improvement as compared to the R48 million reported in FY2021.	
	The Short Courses strategy and implementation plan has been presented to SET and was subsequently approved.	Done and approved November 2022 Governance meetings	
	Unqualified Audit Opinion on the Annual Financial Statements for the year ended December 2021 was achieved and submitted to DOHET by the 30 June 2022. The Grant Audits reports were submitted by the respective due dates to DOHET, for all the grants received by the University.	Done and approved for FY2021. The external audit process for the financial year ended 31 December 2022 is underway and will be presented at a Council meeting scheduled for June 2023, through the relevant subcommittees.	

4.3	Review Wits' Property Portfolio	DVC Systems & Operations	1. Develop and review an updated Acquisition Strategy for property opportunities adjacent and close to the University. 2. Produce a Development Framework for Wits-owned properties in the Braam in order to be able to issue a development call to the market. 3. Update the database of private developments adjacent and close to the campus in respect of student accommodation, retail and other developments for updating principles and guidelines set out in the 2021 Wits Special Development Framework.	Task RWPP and other key stakeholders (internally and externally to Wits) to provide this by July 2022	

	1) A strategy was developed and target properties and projects were identified for acquisition. Investigations were aligned to Wits Spatial Development Framework in overall support of the 2033 Wits Strategy. These are: • Noswal Hall, • Louis Pasteur Site, • Metrobus Offices, • Braamfontein Street Furniture Project Noswal Hall was acquired in March 2022. Metrobus offices remain a discussion point with the CoJ. Planning is in progress for the construction of 3 pedestrian street crossings into the University entrances on Jorissen street. A grant from the Kresge Foundation allowed for the development of a prototype street furniture project, following a detailed public participation process which informed design directive. This is linked to the management of Eland Square. 2) This Development Framework for Wits Owned Properties in Braam is in progress and will be released in final form in November. 3) Review of student accommodation was done in conjunction with CHRL resulting in ending of lease with Res Publica and extension of lease with Conurban for 650 beds.	Done and approved November 2022 Governance meetings	**Note**: Planning of Frankenwald is proceeding very well. Planning approvals for Urban Development Framework, Environmental Impact Assessment and Township Establishment initiated. UDF approved in August 2022, EIA expected in November and Township Establishment in first quarter of 2023. To date income has been MR 76 of which MR 40,2 has been to the student endowment fund. Several large residential developments on the edge of the Braamfontrein Campus necessitates a review of the development strategy for Wits owned land along Jorrissen to ensure a diverse and vibrant academic neighbourhood development long term. Development call to be postponed to June 2023. Wits Braamfontein Development framework will be included in 2023 Wits Spatial Development Framework review.

4.4	Fundraising projects - new money raised	VC	R140m	R144m	R148m	a) Continue to prioritise lead gifts to the Campaign b) Ongoing prioritisation of flagship Case for Support Centenary projects c) Ongoing prioritisation of potential major gift donor prospects d) Appropriately increase intensity of engagement with potential major gift donors across all key geographies: SA, UK, US and Australia e) Continuously build the capability of Wits Executives and Campaign Ambassadors to promote the Campaign f) Ensure funding opportunities and appropriate recognition at all levels – including providing adequate processes and support material for Wits Faculties and Schools to manage and promote their Centenary initiatives. g) Refine campaign brand and messaging h) Develop and implement bespoke communication programme to multiple stakeholders and donor sectors i) Culminate 2022 with a very solid platform to build future campaigns – 2023 and onwards.	
4.5	Centenary Campaign and increasing donor base or philanthropy	VC	R2,5m (in cash, gifts, sponsorships, and pledges)	R2,5m (in cash, gifts, sponsorships, and pledges)	R2,7m (in cash, gifts, sponsorships, and pledges)		

	R155m in new money raised	R2.6 billion	Exceeded the stretch target
	Centenary Campaign now at R R2,55 billion as at 31 October 2022	R2,6 billion	The Centenary Campaign has gained much momentum this year, and we are well on the way to cultivating more donors and securing more funding in the years to come.

5. Institutional Culture (10% Weight)					
Indicator/performance driver		Source	Objectives	Strategies and activities to reach target/achieve objective	
5.1	Staff wellness	Senior Director HR/ DVC HR	- Holistic wellness of staff - Transformation - Review and consolidation of policies	a) Provide emotional, physical, social, financial support to staff through platforms like Kaelo b) Tracking of employment equity across Academic and PAS staff as per the legal requirements c) Seamless policy integration by working with stakeholders and governance committees	

A visual resonance light show as part of the Centenary Celebrations

	Performance as at 30 Oct 2022	Performance as at 31 December 2022	Explanation/Notes
	The Kaelo intervention is an ongoing offering. The uptake on this programme stood at 16.58% as of 31 August 2022. A plan for a comprehensive review of HR policies, for POPIA compliance and relevance, was presented to the HRC of October 2022. A task team was appointed to oversee this project	The uptake on the programme stood at 21.97% for the period January to December 2022. Arrangements are underway through the Procurement Office to rebroke the service. HR policies have all been updated for POPIA compliance. The report for 2021 has been submitted to the Department of Employment and Labour. EE Analysis and Plan formulated for the next 5-year cycle	

5.2	Student wellness and experience	Dean of Students (In partnership with Senior DVC: Academic, DVC: Research and Innovation, DVC: Systems and Operations, Director: GEO, and Director: TEEO)	Review the student mental wellness strategy (current strategy was approved in 2019) Address first year student transition Provide support to students to enable their participation in the blended learning process Enhance postgraduate student support Address GBV on campus	a) Benchmark Wits strategy and services against policies and practices in the sector b) Multi-stakeholder engagements, and consideration of student inputs in developing new strategy c) SET approval of revised strategy by September 2022 SET Retreat d) Gateway to Success Programme as a partnership between student affairs and academic affairs e) First Year Experience programme f) Loan laptop and data support to students g) Blended student support services h) Postgraduate student welcome and orientation i) Benchmarking postgraduate student support services with student affairs divisions in the sector j) Postgraduate student support framework in partnership with DVC: Research and Innovation k) GBV campaigns with GEO l) GBV focussed training for student leaders at SRC, residence and school council levels	

	EBE has also launched several student wellness support programs in 2022 such as EBE lunch talks, EBE studio, Africa creative day, EBE you belong campaign and EBE *o'right mfowethu* dialogue. **Dean of Students** **a) The Mental Wellness Strategy** 2019-2022 review has been completed and was based on: - A comprehensive series of stakeholder meetings/consultations/ workshops: with internal key stakeholders (staff, students and external stakeholders) - Student feedback from student surveys by Analytics and Institutional Research Unit (AIRU) and Student Representative Council (SRC) - A benchmarking process with UCT; UJ; SU; UWC; UP and UE **b) Highlighted areas from the Review for inclusion in new strategy:** - Strengthen the prevention work on mental health through institutional collaborations - Increase Resources: Additional mental health staff capacity is required in all service provider units, to address the increase in severity and demand for the services. (Annual budget requests year on year 2023-2028 - Facilitate Workshops with a focus on Identity and values with students and staff cohorts, to enhance a sense of belonging - Co-construct with stakeholders a caring community-through an approach of intersectionality - Strengthen systemic wellness initiatives/services - Include staff wellness to be highlighted as a priority - Increase support programmes / initiatives for food insecurity/ homelessness - Enhance Academic support for students to address high levels of academic stress - Increase Capacity Building-staff and student cohorts, first responders.	Completed as per strategies planned Feedback received and being considered for 2023.	TEEO part of stakeholder engagement to implement and review the mental wellness strategy. We presented to 1st year student during gateway success programme through a video recording. TEEO provides training to mentors for FYE TEEO supported the post graduate welcome day. More need to be done to market it. We partnered with GEO to train at residence, student leaders and house committee EBE - The Psycho-social division has a psychologist and -social workers and offers one-on-one and group student psycho-social support. The addition of this division to the faculty has enabled the faculty to offer academic, eco-social

5.3	Campus Housing and Residence; First year enrolments in residences	Dean of Students	Develop an inclusive residence life which enhances a sense of belonging In 2019, Council approved a residence admission target which requires that 50% of residence beds be allocated to first time entering students. For 2022, we aim to place 45% of first years in residence	a) Residence student orientation and welcoming programme review; b) Engagement with ARSC and House Committees; c) Benchmark Wits residence life against similar universities in the sector; d) Multi-stakeholder engagements, including: GEO, International Students' Office, TEEO, etc. and students themselves;	

	a) First Year Residence Student Orientation Survey shared with students and staff. b) Dialogue with house committees and the ARSC on residence culture – ongoing c) As of 30 April 2022 – first years in residence are at 47% d) Workshops on institutional culture, including gender identity facilitated e) ARSC Mid –Term review session held between 5th -8th July. f) Engagements with wardens on 1st year support and plans presented on 1st year reception and monitoring of House Committees relating to the deployment of the Orientation programme. g) House Committee Code of Conduct and O-week Code of Conduct has been finalized with the ARSC. h) House Committee elections completed with training to commence after the exam period. First year students' distribution plans in place and supported by the ARSC	Completed as per strategies planned 2023 implementation plans in progress	

5.4	Diversifying the Academy To advance inclusivity	DVC HR and Transformation Director, SET	To advance seniority of diverse staff in the different ranks senior lecturer, ass prof and professor	a) Various interventions – among others: b) Mentorships c) Financial support and personal development d) Academic development workshops	

	Health Sciences – In 2021 the faculty revised its promotions and appointments criteria in order to accelerate transformation, without compromising academic excellence. These criteria are being implemented since beginning of 2022. To support staff development in line with the new criteria, various staff development initiatives are underway, to advance teaching, learning and research capacity. In T & L, the primary focus is on curriculum and instructional design and development, with greater emphasis on blended learning, and modernising curricula. This includes formal programmes offered to staff members, i.e., PG Dip in Health Sciences Education, MSc and PhD Health Sciences Education. Short courses and workshops are also offered with focus on assessment design. In research, the primary focus is on research methods, article writing and grant applications through workshops. Staff development covers both Wits and Joint Staff Workshops have also been held for the development of professional and administrative staff, who play a crucial role in supporting the academic programme.	38 academics awarded Carnegie Diversifying the Academy (CDTA) grants totalling R19 million. Of the 38 recipients, 31 have started, 7 are due to start in 2023. 22 recipients are early career academics and 6 mid-career academics. Academic development programme for mid-career academics developed in collaboration with CLTD and the Research Office. Enhancing Mid-Career Academic Transitions (EMCAT) is the follow on from the Early Career Academic Development Programme (ECAD). The pilot of EMCAT is half way through with 20 participants from the wider Wits community and 3 CDTA recipients. New project manager of CDTA grants directing recipients to appropriate development programmes e.g. ECAD, EMCAT, PG Dip HE etc Personal development coaching available to CDTA recipients as part of grant. To date, 9 recipients have taken up the offer of a 6-month programme. Quarterly group meetings for CDTA recipients provide space for group coaching, peer support and networking. A research presentation event was held on 1st December whilst Claudia Frittelli, the Carnegie programme manager was visiting.	

5.5	Curriculum Responsiveness .	Sen DVC Academic Deans	Curriculum that advances inter and trans disciplinary work Curriculum that is responsive to contemporary issues in society	a) Work collaboratively across faculties and universities and other societal groupings b) Use of blended and online modes c) Use of diverse assessment methodologies d) Curriculum content transformation	

	a) The University is part of the Gauteng regional triangle collaborating between UJ/UP/Wits University is part of of AFRETEC – 10 African university partnership working together on digital transformation on the continent. We Have introduced the PG Dip in Data Science which involves courses from all five faculties and will be offered in 2023 and an interdisciplinary diploma b) We offer 2 modes of learning fully online course through higher education partners (HEPA) and blended courses using ULWAZI c) Senate has approved standing orders on assessment which open up opportunities for diverse forms of assessments. d) we are ready to roll out the Masters in African Philanthropy as a contemporary issue. Another is a short course in innovation which in time will lead to a PG Diploma in Innovation. MSC in Environmental Science Health Sciences – The faculty offers several professional qualifications, which have compulsory work-based training. As part of student training in these programmes, students in selected programmes are taught in other faculties including the faculties of Science and Humanities. The focus in relation to curriculum development in 2022 has been the MBBCh and BHSc curricula which are undergoing internal review, which is a collaborative effort between the Faculty of Health Sciences and the service faculties. Part of this curriculum review is to ensure that the curriculum is responsive to modern and emerging local issues, while remaining internationally relevant and competitive To further enhance the multidisciplinary approach, the faculty runs Inter-Professional Education sessions as part of students training in their respective programmes. This also includes the involvement of students in service teams in healthcare led by senior healthcare workers who are joint staff. Through the Extended Training Platform (EAP), the faculty provides work-based training in rural areas such as Bushbuckridge. The faculty also runs clinics in disadvantaged areas such as Muddlersdrift, which service local communities. The faculty also runs mobile clinics, including a dental clinic train, which services various communities.	Completed as per strategies planned	

Vice-Chancellor and Principal, Prof. Zeblon Vilakazi taking part in the Centenary parade

	EBE- Data EBE module to be introduced into the common first year of the BSc(Eng) in 2024 and investigations underway on the introduction of data science into all years of study of the nine BSc(Eng) programmes.		

4.2. University Rankings

Wits continues to participate in World University Rankings. The University's performance in the key international rankings has remained consistent over the past 5 years as reflected in the table below. In comparison with other South African universities, Wits is generally ranked at number 1 or 2 in South Africa by the three major world university ranking agencies.

World University Rankings		2018/19	2019/20	2020/21	2021/22	2022/23
ARWU (Shangai Rankings)	Academic Ranking of World Universities	201-300	201-300	201-300	301-400	301-400
	Ranking in South Africa	1	1-2	1-2	2	2
	Rankings in Africa	1	1-2	1-2	2	2
CWUR (Center for World University Rankings)	Center for World University Rankings	181	254	275	292	292
	Ranking in South Africa	1	1	2	2	2
	Rankings in Africa	1	1	2	2	2
US News (Best Global Universities Rankings)	US News Best Global Universities Rankings	197	200	192	212	244
	Rankings in South Africa	2	2	2	2	2
	Rankings in Africa	2	2	2	2	2
THE (Times Higher Education)	THE World University Rankings	251-300	201-250	201-250	251-300	251-300
	Ranking in South Africa	2	2	2	2	2
	Rankings in Africa	2	2	2	2	2
	THE Emerging Economies Rankings	12	11	12	15	15
QS (Quacquarelli Symonds)	QS World University Rankings	364	400	403	424	416
	Ranking in South Africa	2	2	3	2	3
	Rankings in Africa	3	3	2	2	3

4.3. Total Student Enrolments

	2022
Gender	Enrolled
FEMALE	24 501
GENDER NEUTRAL	63
MALE	17 768
Grand Total	**42 332**

	2022
Race	Enrolled
AFRICAN	30 056
CHINESE	174
COLOURED	1 665
INDIAN	4 871
RACE UNKNOWN	77
WHITE	5 489
Grand Total	**42 332**

		2022
UG / PG	Programme Type Description	Enrolled
Postgraduate	Doctoral Degree	2 379
	Honours Degree	2 269
	Masters Degree (Research and Coursework)	6 304
	Masters Degree (Research)	1 800
	Occasional Student Postgrad	146
	Postgraduate Diploma	3 573
Postgraduate Total		**16 471**
Undergraduate	General Academic 1st Bachelors Degree	12 134
	Professional 1st Bachelors Degree	12 852
	Undergraduate Diploma	110
	Undergraduate Occasional Students	765
Undergraduate Total		**25 861**
Grand Total		**42 332**

	2022
Faculty	Enrolled
Faculty of Commerce, Law & Management - Total	11 356
Faculty of Engineering and the Built Environment - Total	7 476
Faculty of Health Sciences - Total	7 542
Faculty of Humanities - Total	10 360
Faculty of Science - Total	5 598
Grand Total	**42 332**

4.4. Student Graduates

	2022
Gender	Qualified
FEMALE	6112
GENDER NEUTRAL	22
MALE	4105
Grand Total	**10239**

	2022
Race	Qualified
AFRICAN	6608
CHINESE	62
COLOURED	456
INDIAN	1380
RACE UNKNOWN	2
WHITE	1731
Grand Total	**10239**

		2022
UG / PG	Programme Type Description	Qualified
Postgraduate	Doctoral Degree	305
	Honours Degree	1596
	Masters Degree (Research and Coursework)	1358
	Masters Degree (Research)	390
	Postgraduate Diploma	1711
Postgraduate Total	**5360**	
Undergraduate	General Academic 1st Bachelors Degree	2673
	Professional 1st Bachelors Degree	2174
	Undergraduate Diploma	32
Undergraduate Total	**4879**	
Grand Total	**10239**	

	2022
Faculty	Qualified
Faculty of Commerce, Law & Management - Total	3131
Faculty of Engineering and the Built Environment - Total	1500
Faculty of Health Sciences - Total	1484
Faculty of Humanities - Total	2711
Faculty of Science - Total	1413
Grand Total	**10239**

People taking part in the parade as part of the Centenary Celebrations

4.5. Student Affairs

4.5.1. The Division of Student Affairs

The Division of Student Affairs is the central division that contributes to the support and development of students through a range of service offerings and development initiatives, in partnership with students and stakeholders both internal and external to the University. The division play an important role in ensuring that the University's duty of care mandate finds expression. Flowing from this; the division works across the University to ensure a caring, inclusive, and empowering student experience with student success at the core. The division facilitates co-curricular and/or extra-curricular learning programmes and activities and is central to the implementation of the Senate approved Co-curricular Transcript.

The division consists of the following units: Campus Health and Wellness Centre (CHWC), Campus Housing and Residence Life (CH&RL), Counselling and Career Development Unit (CCDU), and Wits Sport. In August 2022, the Senior Executive Team (SET) approved the establishment of a Centre for Student Development (CSD), which brings together the Development and Leadership Unit (DLU), the Student Governance Office (SGO), and Wits Citizenship and Community Outreach (WCCO) into one organizational unit. The CSD will also focus on expanding the work in the student transitions portfolio and provide dedicated support to student entrepreneurship efforts.

Centenary Activities

In 2022, the Division of Student Affairs made an important contribution to marking the University's centenary year. These contributions include:

- Successfully organising a centenary parade through the streets of Braamfontein. Approximately 10 000 Wits students and staff participated in this initiative
- Hosting the re-imaged Free People's Concert, commemorating the University's role in the fight against apartheid, and recommitting the University to playing an active role in promoting social justice. Over R500 000 was raised for the Wits Food Bank through the concert
- A successful Students' Representative Council (SRC) reunion, marking 100 years of student governance and student activism at Wits

A number of student run initiatives were supported to successful implementation. These included: a residence sports day (hosted by Knockando residence), a Heritage Day Festival (hosted by the International Students Sub-Council), "flash-mob" performances by the Wits Choir across the University campus and also at the OR Tambo International Airport, a pop-up selfie booth where students participated in a #GratefulWitsie activation, the unveiling of a tree of memories by the Engineers for the Future student society as well as the launching of an Official Wits 100 song and Music video (https://youtu.be/5M4F2VuN7ml).

Student Affairs' Strategic Student Support Initiatives

In response to interrupted learning at basic education level owing to the Covid-19 outbreak which impacted 2022 first year cohort's readiness to university studies; a Gateway To Success (GTS) programme was conceptualised and implement in collaboration with the Senior Director Academic. The three-week compulsory programme integrated academic and student life activities which enabled first year students to seamlessly transition into university studies and campus life. GTS was run in a blended format, with some activities taking place on campus and some run in an online mode.

The Division, in 2022 also, piloted a postgraduate student orientation programme in partnership with all faculties, the Postgraduate Office, and the Postgraduate Association. Several webinars were held focussing on the postgraduate student experience. These webinars included conversations with UP and UCT, and with Federal University of Rio Grande do Sul (Brazil), The University of Edinburgh (Scotland), and the Institute of Technology Bombay (India). The division again successfully hosted the postgraduate book-club session throughout the year; the postgraduate student initiatives are funded by through University Capacity Development Programme Grant (UDCPG).

Through the Office of the Dean of Student Affairs and in partnership with Wits ICT, the loan laptop

programme was again made available to Wits students. This programme gives students, especially missing middle students, access to a loan laptop device, which enables their full participation in the blended academic programme.

Student Affairs 2022 Key Milestones Per Unit/Department

The Division of Student Affairs implements it mandate through units and departments within its fold. This includes Counselling and Careers Development Unit (CCDU), Campus Housing and Residence Life (CHRL) Wits Sport, Campus Health and Wellness Centre (CHWC) as well as the recently approved Centre for Student Development (CSD). The 2022 millstones for each of Student Affairs' units and departments are reflected in the following sections.

4.5.2. Campus Health and Wellness Centre (CHWC)

CHWC is a major contributor to creating a positive Wits experience for the whole Wits community, primarily students. This is achieved through the ongoing provision of quality health and wellness services to our students to enable academic success. CHWC is part of a multidisciplinary team tasked with managing students at risk to minimise academic underperformance. In 2022, CHWC continued to tend to student psycho-social and mental health needs of student through an in-house psyche nurse and sessional therapist. The centre also retained a collaborative relation with Akeso to manage and accommodate 48 hours admission of students with mental health challenges through assessment and support. As part of CHWC's offering, students can be seen by a sessional medical doctor who come into the centre once a week. During the 2022 academic year, CHWC expanded its support to Higher Health, especially with efforts to curb the spread of HIV in the higher education system. The centre also embarked on efforts to improve skills level of staff members through routine training and development initiatives.

4.5.3. Emerging Centre for Student Development

The Senior Executive Team (SET) during its retreat in September 2022 approved the establishment of the Centre for Student Development (CSD), which entails the integration of the Student Governance Office (SGO), the Wits Citizenship and Community Outreach (WCCO) and Development and Leadership Unit (DLU). Although the three units will remain specialised areas within the centre, it is envisaged that integration of roles and programmes between the three units will foster synergies and enable optimisation of resources and skills and thus improve on the depth and impact of student developmental initiatives run across the units.

4.5.4. Campus Housing and Residence Life (CH&RL)

CHRL ran a comprehensive Residence Academic Advisory (RAA) programme, which is aimed at providing additional academic support to first year students. The RAA programme entails the identification of senior students in residence, who are doing well in some subjects/modules that are perceived to be difficult. These students are in turn made available as an inhouse resource to support first year students who might be struggling with such subjects/modules. The RAA program also benefits from the ongoing appointment of experienced academic staff as residence warden; in 2022 CHRL appointed Dr Farai Mlambo, a lecturer within the School of Statistics and Actuarial Science, as an Academic Warden at Men's Hall of Residence (MHR). Dr Mlambo has since made significant contributions for the betterment of student academic success at MHR.

CHRL received a major boost with the addition of 67 beds at Knockando residence. The beds became available due to the expansion plans that were conceived in the prior year to help alleviate shortage of beds in the University residential space. The University also concluded a lease agreement for an additional 650 beds. Because of this lease, a new residence, which was subsequently named Amani House by students, was added into the fold of residences under the management of CH&RL. The word "Amani" refers to "peace" in Swahili and is indicative of students' own commitment to creating a culture of peace and tolerance in the residences. Systematic conversations with house committees were conducted by CH&RL together with the Deputy Dean of Student Affairs during the first part of the 2022 academic year. These conversations were intended at ensuring that house committee's conduct and operations are aligned to broader institutional values and geared towards the promotion of a culture, that positions university residentials as conducive living and learning communities. At mid-year, the director and deputy dean of students also held in-depth discussions with the ARSC as part of their mid-term review.

Wit's residences hosted academic dinners annually to celebrate achievements by students. Academic dinners also serve to motivate first year students to aim higher. The celebrations are also very important because they remind residence students why they are at the University and serve to encourage others who may feel despondent that they can achieve highest accolades in the University. The Dean of Student Affairs, Mr Jerome September, always makes time to attend just about every dinner to assure students that they matter to the University. Other exceptional programmes hosted in the Wits residences include: [1] Abuse is not Love "How to Love Training" Hosted by YSL Beauty in partnership with ADAPT in collaboration with Sunnyside House Committee and CCDU. [2] Breadbasket Initiative by Men's Residence and Sunnyside House Committee which endeavours to tackle the student hunger crisis on campus.

4.5.5. Counselling and Careers Development Unit (CCDU)

The Therapy, Advocacy, Careers Services and Professional Internship Programmes for 2022 were aligned with priorities in the Wits 2033 Strategy, towards the promotion of "*an environment of caring and holistic wellness*": contribution toward a positive and enriching student experience of university life and *Student Success*. In alignment with strategic priorities, the services, and programmes within CCDU were operationalised through the undertaking of various key activities including the review of Mental Wellness Strategy 2019-2022. This was completed following a drawn out inclusive consultative process in the form of workshops and meetings with students and staff as well as undertaking a comprehensive benchmarking process with selected universities. This review process informed the planning for the updated Mental Wellness Strategy 2023-2028 envisaged for presentation to the Senior Executive Team (SET) 2023. A range of support and student empowerment programmes were provided in 2022; these were offered both in-person and online to undergraduate and postgraduate students mainly focused on individual therapy and group therapy.

The Wits Student Crisis Line and App, operated by ICAS to offer a 24-hour psycho-social support to student remained operational during the 2022 academic year. In respect to collaborative advocacy programmses, emphasis in 2022 was on the promotion of mental health and wellness and psycho-education, as well as efforts to increase the visibility of mental health and wellness support services. Other advocacy activities in form of #100Days of Kindness Campaign for the Centenary, O'Week Awareness drives; Smart Moves; Suicide prevention Month; Spreading Kindness; Happy Minds Campaign; Women's Day Campaign; Kindness Book & Clothing Drive; Health Month, #LET'SCHAT (student dialogues), Wellness Yoga on the Lawns and FYE support workshops were conducted throughout the year.

An enhanced career services offering was developed based on a review of services, consultations, meetings, and a comprehensive benchmarking process to inform a 5-year Career Services Strategy. The focus of the strategy is to prioritise facilitation of comprehensive services and programmes to optimise holistic preparation for the world of work for graduating students. Career development counselling practices tailored for post Covid 19, hybrid world of work-context was rolled out to students from 1st year to final year as well as postgraduate students. The Graduate Recruitment Programme (GRP) continued in 2022; several Career Fairs and the Postgraduate Professional Speed Dating event, which is a dynamic and interactive event, were hosted on campus in 2022. The student employment portal is increasingly well-utilised. The portal was implemented in collaboration with ICT to provide a centralised, easily accessible and temporary/vacation jobs and internship opportunities.

4.5.6. Student Governance Office

The Student Governance Office (SGO) provides strategic oversight on structures of student governance at the University. SGO fulfils this pivotal role by supporting structures of student governance notwithstanding their inherent diversity by conducting leadership training and capacity development initiatives, advancement of democratic practice by ensuring holding of ordinary elections, ascertaining the consistent application of policies as well as serving as an important link in the facilitation of effective stakeholder engagement. The elections of the new SRC were conducted and concluded on 28th September 2022 with a total student voter turnout of 25.01%. This voter turnout aligns with prescripts set in the SRC's Council-approved constitution for threshold of 25% of the entire student population to vote in elections for the resulting SRC to be considered as dully elected.

The new SRC assumed office on the 1st of November 2022 signaling an end to the 2021/2022 SRC tenure under the leadership of Mr Cebolenkosi Khumalo which SRC collective is applauded for the constructive approach they have adopted when addressing issues affecting students. The SRC together

with its structures undergo a thoroughgoing induction to familiarise members with roles and procedures of various institutional committees to improve capacity and enhance their participation as a critical stakeholder in the advancement of sound co-operative governance at the University. The SRC represents students in various structures of institutional governance and related committees including the Council, Senate, and University Forum.

4.5.7. Wits Citizenship and Community Outreach (WCCO)

The Wits Community and Citizenship Outreach (WCCO) provides a range of opportunities for students to learn in real world contexts, through action and reflection. This is achieved through a multi-faceted student volunteer programme, which allows students to engage in a meaningful way with societal issues. The post-COVID era heralded increased challenges and hardships amongst the student body that could be attributed to loss of income in various households. This necessitated the re-opening of the food programme and various other means of support to cushion students against these difficulties whilst at the University. The WCCO's food programme relies on student volunteers who play an important role in packaging and distribution of food parcels, as well as serving of daily hot meals with support from the Dean of Students. It is owing to this spirit of volunteerism and servantship that the WCCO hosted a food programme volunteer recognition event to reward student volunteers in November 2022.

The Wits food programme consist of three complementary interventions, this are [1] The Food Bank, [2] The Masidleni Daily Meal Project and [3] Wits Food Gardens. During the 2022 academic year, an average of 837 food parcels were distributed to students through the Food Bank per month, and a further 96 000 hot meals were served through the Masidleni project. Wits food gardens, which were established as a sustainable initiative to alleviate student hunger, were severely degraded by lack of maintenance and care during the COVID-19 pandemic. During the 2022 academic year, WCCO worked on a recovery plan for the gardens in collaboration with Co-operative and Policy Alternative Centre (COPAC). It is worth noting that the food gardens received a major boost following a generous donation of funds in 2022. This donation will partly be used to appoint a farmer to train and work with students to rehabilitated food gardens as well as to purchase required implements.

The WCCO also plays a pivotal role in addressing student homelessness. As of November 2022 a total of 635 students had benefited through either placement on procured beds at off-campus students residences around Braamfontein, or via an upfront R10,000 deposit payment needed to secure accommodation. The agile operational model adopted by WCCO towards accommodation enables the provision of support to many students with limited resources. The table below provides details regarding student accommodation support.

Table 2: Student Accommodation Support

Funding Source	No of Beds	Description
Council Hardship Fund	297	Full Accommodation (Off-Campus Res)
Council Hardship Fund	46	R10 000 Deposit for a Wits Residence
SRC#Paving 100	50	SRC Fundraising Initiative
Beit Trust Hardship Fund	17	Only Zimbabwean, Zambian or Malawian students
Sponsored beds by Private Service Providers	47	Private Accommodation Provider Support

4.5.8. Development and Leadership Unit (DLU)

DLU provides co-curricular development opportunities for students who have a desire to develop themselves personally, socially, and professionally across faculties. Through the creation of a vibrant developmental student co-curricular and experiential learning activities, DLU strives to develop and incubate a generation of change makers and innovators who contribute to the shaping of a better society, locally, nationally, and globally. In 2022, various programmes within the DLU underwent a comprehensive systematic review and renewal; the process for programme review was undergirded by the Appreciative Inquiry (AI) approach. Because of the review, most programmes had a programme-specific Monitoring and Evaluation (M&E) element being developed to assess effectiveness and impact over time.

Following a decision made at the FYE Committee in 2019, DLU worked with faculties to recruit mentors who were each allocated a group of mentees for them to mentor for the whole year in 2022. The mentors were senior students from the same faculty as the first-year students. Ulwazi (Wits' Learning Management System) sites were created for each online course and for the FYE. This aided communication with students, as they could find information on the site and announcements could be posted and emailed to students. Six hundred and eighteen mentors were selected from a total pool of 810 applicants in 2022. The recruitment of the 2022 mentor cohort was concluded in 2021 for the 2022 academic year. Mentor number breakdown per faculty for 2022 are shown in table 3.

Table 3: Mentor Numbers per faculty

Faculty	Number of Mentors
Commerce, Law and Management	130
Science	132
Health Sciences	73
Engineering and the Built Envrionment	131
Humanities	152

The FYE mentoring programme is one of the offerings in the DLU environment that underwent a rigorous review and renewal process towards the end of 2022. DLU was central in the coordination and implementation of the reviewed orientation programme implemented as an integrated academic and student life orientation programme that spanned over three weeks. GTS therefore ran from 7 to 25 February and was conceptualised as the first part of new students' First Year Experience (FYE); advertised as compulsory for all new first year students. Owing to COVID-19 restrictions a limited number of students could be brought onto campus at the same time; therefore, for during the first two weeks of GTS students were divided into two groups per faculty and each group attended half a day of faculty-organised activities and half a day of student life activities for each week. In the third week, students continued working on their online courses and attended on-campus student life activities from Monday to Thursday as well as the Wits Spirit soccer game on the Friday, which marked the end of the programme. A survey on student experience regarding GTS in 2022 showed that for the most parts; students indicated that they found GTS beneficial. One of the positive outcomes worth noting is that 94% of students indicated that they had made friends during GTS, which will help reduce student feeling disconnected and alienated from loved ones.

Student Entrepreneurship Education Development (SEED) is a broader university programme with two-fold overarching objectives: [1] to advance entrepreneurial mindset development /entrepreneurship orientation amongst students and [2] to propel student enterprise development through a range of enterprise support initiatives. The SEED programme is coordinated under the purview of DLU. In 2022, coordination of student entrepreneurship activities was significantly expanded and improved; several programmatic enhancements, formation of new internal and external networks was realised. Institutional involvement in the Entrepreneurship Development in Higher Education (EDHE) was significantly improved as Wits managed to secure two of the four regional spots to qualify for the 2022 EDHE national inter-varsity competitions. The Deputy Dean of Student Affairs together with three students also participated at the Entrepreneurship Forum organised by Carnegie Mellon University (CMU) Africa in Kigali, Rwanda co-ordinated by the Dean of the Faculty of Science, Prof. Nithaya Chetty, who also chairs the AFRETEC student entrepreneurship committee. DVC Research and Innovation, Prof Lynn Morris was nominated and became one of the finalists in the category of the most supportive DVC at the 2022 EDHE national

competitions by the unit, in recognition of the work she has been doing to support the entrepreneurship and innovation ecosystem at Wits.

4.5.9. Wits Sport

In 2022, despite a few hurdles, many sport performances remained on a high standard, with Wits producing several national and USSA representatives. The 2022 academic year demonstrated that Wits is truly a Top 5 sporting university in South African. However, this poses an existential challenge to sustain the current momentum and position into the future. Wits Sport has potentially assembled the best group of high-performance sport coaches in the country by ensuring that we can play a leading role in sport coaching whilst also contributing towards transformation in the South African sport fraternity. It is important to note that whilst we place a great emphasis on top class coaching; the continued upskilling of sports administrators and all our coaches as well as support staff will position Wits sport at the forefront of elite sporting systems remains high amongst our priorities. Wits Sport has 28 sports clubs that participated in local, regional, national, and international intervarsity competition and prepares student athletes to be competitive at all levels, ranging from representing the University to representing the country on international stage.

2022 was indeed a remarkable year for the University with Wits Netball Club winning the 2022 USSA Netball Premier Division and qualifying for the 2023 for the Varsity Netball Tournament. Wits football ladies qualified for the Varsity Football Tournament, while Wits Hockey men qualified for the Varsity Hockey Tournament and Wits Men Hockey made it to the finals. Wits sport cemented its place in the country as one of the best hosting universities when it comes to sporting events; in 2022 Wits sport was host to many PSL games and other development tournaments. Wits Sport Currently manages the HP Gym, Basketball Facility and Pool at the Impilo Building. This Facility currently services 6 of our High Performance Sporting Codes.

Supporters at the Spirit Game

Highlights of Excellence in Sporting Performances

- Hockey players Shanna Mendonça, Morgan De Jager and Reece Govender represented South Africa at the Junior African Nations Cup in Egypt, where South Africa won the male and female divisions, with the students being named keepers of tournament.
- Umtha-Unathi Mavuso and Panashe Dumbu were selected for the USSA National Basketball Team that will participate at the upcoming FISU World University Games in Chengdu, China in July 2023.
- Rugby players making provincial and international call ups are Cal Smid, Sibusiso Sangweni, Sibusiso Shongwe, Nico Steyn and Morne Brandon at the Lions Currie Cup. Henco Van Wyk is playing the United Rugby Championships for the Lions and Wits captain Dameon Venter is currently representing the Sharks in the Currie Cup.
- Wits Cricket Club 1st team won the ENZA Premier League 50 Overs competition for 2022/23 season. The team also won the USSA Section B Cricket championships in December 2022.
- Malose Makwea and Jason Westman won the Men's Lightweight pair event and were placed 2nd for the Men's A Lightweight double at the 2023 USSA Rowing Sprint.
- Amy Wallace took part in the South African Junior Closed Competition in Sandton, came 2nd in the competition and qualified for the Commonwealth Games. She also earned Protea colours.
- Wits Women's Football Club played the U21 Pirates Cup and won a bronze medal.
- Netballers participating at the Telkom Netball League included Sidney Coetzee for KZN Kingdom Stars, Shani Mokken, Panashe Chiranga, and Giada Prinsloo for Gauteng Fireballs. Amy Horn and Alix Horn were selected for the Junior Gauteng Fireball.
- Siyabonga Mhlongo and Langa Nindie were selected to represent the SA U/23 team in the Ultimate Frisbee U/23 world championships taking place from 1-8 July 2023 in Nottingham, United Kingdom.
- The Volleyball Ladies team won the JVU Ladies premier league in October 2022 as well as the Aquadarshan Provincial tournament.

Runners taking part in the park run as part of the Centenary celebrations

Highlights of Excellence in Sporting Performances

Rising Star:
• Male: Reese Andrew Govender (Hockey)
• Female: Sydney Coetzee (Netball)

Student Sport Administrator of the year
• Grace Phoebe Taylor (Hockey)

Breaking Boundaries Award
• Netball Club

Honorary Award
• Anushka Monema - Tang Soo Do

Club of the year
• Basketball Club

Sportswoman of the year
• Panashe Chiranga (Netball)

Sportsman of the year
• Dylan Kruger

Junior Sports person of the year
• Sydney Coetzee (Netball)

Full Blue Colours

- Reece Andrew Govender (Hockey)
- Calin James Hannie (Hockey)
- Erin Herz (Football)
- Refilwe Bridgett Tswai (Netball)
- Simone Embeth van Reenen (Netball)
- Ashleigh Lauren Gray (Netball)
- Sidney Coetzee (Netball)
- Ruan Venter (Rugby)
- Gerswin Mouton (Rugby)
- Joshua Isaac Primstein (Rugby)
- Thomas Berman (Rugby)
- Lehlohonolo Motho (Tang Soo Do)

Half Blue Colours

- Gabriella Ashley Desai (Hockey)
- Michael Newland-Nell (Hockey)
- Akanyang Hlanganani Nkabinde (Hockey)
- Luke Francois Lourens (Hockey)
- Michael Shaun Bailey (Hockey)
- Cameron Stewart Fullerton (Hockey)
- Keegan Luke Figueira (Hockey)
- Diante Warren Gordon (Hockey)
- Tetelo Mahlatse Maphaka (Cricket)
- Divan Esterhuizen (Cricket)
- Muhammad Manack (Cricket)
- Kgaogelo Andries Sathekge (Basketball)
- Christopher James Craig (Basketball)
- Isira Pramudith Mohottalalage (Basketball)
- Enoharabi Samuel Besong (Basketball)
- Umtha-Unathi Mavuso (Basketball)
- Jacques Mahanga (Basketball)
- Mosis Mabuya Mdlalose (Chess)
- Pragna Dharshini Singh (Chess)
- Simangaliso Abel Dlamini (Football)
- Kgwadi Quintin Molepo (Football)
- Aden Tristen McCarthy (Football)
- Tumelo Fortune Letsogo (Table Tennis)
- Charelize Bezuidenhout (Netball)
- Thandiwe Mokiti (Netball)
- Tshowa Mbuyi Betty Katumba (Netball)
- Dipuo Mabasa (Netball)
- Thuso Davis Nkosi (Netball)
- Ngia Selengbe (Rugby)
- John Kelly Ifechukwu Okonkwo (Rugby)
- Prince Rotondwa Mulea (Rugby)
- Luhle Liyema Matyolweni (Rugby)
- Setshaba Mohlakoane Mokoena (Rugby)
- Hendrik Theunis Gouws (Rugby)
- Zahra Kader (Karate)
- Mojalefa Machekana (Tang Soo Do)
- S'londiwe Simelane
- Tristan Wilkinson
- Tlhologelo Mashiane
- Katlego Mokgotle
- Dienelle Moodley
- Vhukhudo Munyai
- Karabo Zulu
- Madiala Leputu

Honorary Commendation:

- Elsje Jordaan (Netball Coach)
- Jane Mbombo (Netball Coach)
- Thamsanqa Martins (Netball Coach)
- Master Greg (Tang Soo Do Instructor)
- Vinolia Austin (Administrator)
- Isiswe (Rugby Sponsor)
- Makgabo Mahopo (Alumni Sportswoman)
- Lindelwa Khanyile (Social Media Award)
- Nosipho Mpangase
- Riane Richael Ravele
- Lutho Sipamla (Cricket)
- Ricky West (2016-2022 Men's Hockey Head Coach)
- Robyn Johnson (Woman's Hockey Player and Strength and Conditioning Coach
- Rusten Abrahams (Hockey)
- Thabang Modise (Hockey)
- Chad Futcher (Hockey)

Hosting:

Wits cemented its place in the country as one of the best hosting universities when it comes to events, and has been given the opportunity to host countless PSL games from high level games to development tournaments.

Student sport and university sport codes have been one of the most important cornerstones and enablers of South African sporting achievements. Many Olympic and international medal winners and other success stories have come through our university system. However, Wits Sport believes that universities can play an even bigger role, particularly regarding transformation of all facets.

Wits Sport has a High-Performance Gym inside the Impilo Building – a facility that services our six high performance sporting codes. We are delighted that this facility will be upgraded through the help of our donors, the Zylstra Family, that have donated R80m to the project.

Below are our high-performance teams that will benefit from this project:

- Rugby Male and Female Teams
- Field Hockey Male and Female Teams
- Football Male and Female Teams
- Basketball Male and Female Teams
- Cricket Male and Female Teams
- Netball Female Team

The upgrade to this facility will put us at a great advantage and opportunity to take our sporting activity to the next level. Student athletes are drawn to the high level of academic standards and sporting

excellence of a university this substantial improvement and investment into this facility will aid Wits University and Wits Sport to attract better student athletes and help build a healthy sporting environment.

We have active participation on different levels by more than 7000 students participating in sports. Our high-performance clubs and bursary student make up a small part of that number, with 200 of these students being bursary holders.

In conclusion, Wits Sport has great potential to be the best performing sports department in the country that can compete with the best.

Part of the crowd at the Free People's concert

4.6. Research

4.6.1. Research and Innovation

The year 2022 was a productive year for Wits, its staff and students. Conventional and creative research productivity remains high, and the quality of this research is excellent. At the time of writing, researchers at Wits, including staff and students, had published 4 554 items that are indexed by Scopus. This number included 3 556-journal articles, 220 conference proceedings, 144 book chapters, and 21 books.

The year 2022 also saw the completion of two significant strategies that will guide our research and postgraduate student training over the next five years. These strategies are intrinsically related. However, it is the first time that Wits has a separate postgraduate student strategy. This strategy aims to integrate postgraduate life into the overall scholarly vision of a research-intensive university through advancing postgraduate research capacity and facilitating the establishment of an inclusive postgraduate research culture at Wits.

In 2022 was also the first year of implementation of the new Innovation Strategy. Our concept of innovation is extremely broad. It embraces the use of knowledge created through research to benefit communities, government, NGOs, and commercial enterprises. The challenge we began addressing in 2022 was how to shape the support for such broad-based innovation. This led to various organisational changes, creating new entities – funded from a contribution from David Fine and alumni of the University – and rearranging existing entities. Wits is well placed for the future to take its impact through innovation to the next level of success.

The strength of the University depends largely on its talent base. Talented academics and students contribute to the knowledge produced through research. It is therefore appropriate to recognise all the contributions made, but also to give special recognition to the top achievers.

In 2022, Prof. Derick Raal from the Faculty of Health Sciences, was again recognised as a 'Highly Citied' scholar, meaning that his work was cited within the top 1% globally; indicating that he is one of the world leading scholars in his chosen field. He has enjoyed this recognition for three years running.

In 2022 Wits authors published 19 'hot papers'. These journal articles have been highly cited to place them in the top 0.1% when compared to papers in the same field and added to the database in the same year. These papers fall into the following disciplines: internal medicine (8), astronomy and astrophysics (2), biochemistry and molecular biology (2), cell biology (2), multidisciplinary science (2), environment sciences (1), imaging science (1), and infectious diseases (1).

It is also worthwhile to record the research achievements earned by Wits scholars in 2022. Some of these achievements, listed in alphabetical order, include:

- Achille Mbembe and Karen Hoffman won the ASSAf Science for Society Gold Medal
- Andrew Forbes jointly won the award in the Physics category of the World Academy of Sciences (TWAS) award
- Lenore Manderson won the 2023 Bronislaw Malinowski Award (awarded in late 2022), from the Society for Applied Anthropology in the USA
- Shabir Madhi won the NSTF Lifetime Achievement award
- Sehliselo Ndlovu won the NSTF Engineering Capacity Development award
- Tamiru Abiye won the TW Kambule-NSTF Award for Researchers
- Theresa Mazarire won the L'Oréal-UNESCO For Women in Science Sub-Saharan Africa Young Talents Award for Mapping mosquitoes to combat malaria
- Yahya Choonara who won the FIP Distinguished Pharmaceutical Science Award.

In conclusion, Wits is in a good space to leverage our traditions of engagement and our history of high-quality research, by staff and students, to make a difference to our various communities in the future. Wits is prepared to fulfil its role as a research-intensive public university to act as a reservoir of knowledge that can help our country to move forward for the benefit of all its peoples. This gives real meaning to our sobriquet: Wits for Good.

4.6.2. NRF Rated Researchers

One measure of research intensity is the number of NRF rated researchers in a university. The rating system is a peer review process that evaluates the impact on a discipline made by individual researchers.

The NRF runs an annual call for rating applications. These consist of a detailed CV and a motivation about one's impact on a particular scholarly community. These applications are renewed by up to six independent peer reviewers. Based on their assessments, a specialist panel awards one of the following ratings: A (leading international scholar), B (internationally recognized scholar) or C (established researcher). There are also two 'developmental' ratings for early career academics, namely: Y (for young entrants) and P (prestigious young entrants).

Including joint appointed staff, Wits has about 420 rated researchers as shown in the table below. The table also compares Wits' proportion of each major category against the total number of people in that category.

Table 4: Summary of Rated Researchers at Wits

	A	B	C	P	Y	Total
Wits + JS	**27**	**113**	**215**	**1**	**63**	**420**
All ratings	**125**	**792**	**2 721**	**21**	**763**	**4 422**
Wits' proportion	22%	14%	8%	5%	8%	9%

The A-rated researchers are recognised by their peers to be global leaders in their chosen field. Wits has 27 researchers, including joint appointees, in the A category accounting for 22% of the total number of A-rated researchers in the country. The Vitamin C programme was introduced in 2022 to encourage young researchers to obtain an NRF rating. Funding was provided for 24 newly C-rated researchers in 2022.

4.6.3 Research Entities

Wits has 60 recognised research-focused entities, all working on transdisciplinary collaborative research programmes. The breakdown of these entities from smallest to largest include:

- 5 research units in health sciences, humanities, and science,
- 23 research groups in a wide range of fields
- 20 centres including 6 DSI-NRF centres of excellence and 6 MRC extramural centres
- 1 innovation hub (new type of entity)
- 11 institutes, their names are listed in the table below.

Table 5: Research Institutes at Wits

Name of Institute	Field of study	Director
Clinical HIV Research (CHRU)	Communicable diseases	Ian Sanne
Evolutionary Studies Institute (ESI)	Palaeosciences	Marion Bamford
Global Change Institute (GCI)	Sustainability in a changing natural and social environment	Francois Engelbrecht
Mandelstam Institute for Theoretical Physics (MTP)	Theoretical physics	Joao Rodrigues
Mining Research Institute (WMRI)	Mining and rock engineering, and economic geology	Glen Nwaila
Perinatal HIV Research (PHRU)	Reproductive health	Neil Martinson
Society, Work and Development Research (SWOP)	Social sciences	Prishani Naidoo
Sydney Brenner Institute for Molecular Biosciences (SBIMB)	Genetics and bioscience	Michele Ramsay
Wits Infectious Diseases Research Institute (IDORI)	Oncology and communicable diseases	Rob Breiman
Wits Reproductive Health and HIV Research (WHRI)	Reproductive health	Helen Rees
Wits Social and Economic Research (WiSER)	Social sciences	Sarah Nuttall

Three new entities were created in 2022, namely the Wits Strengthening Oncology Services Research Unit (directed by Maureen Joffe), the Wits Centre for Journalism (directed by Dinesh Balliah) and the Wits Diagnostic Innovation Hub (directed by Wendy Stevens). The latter was the first innovation focused entity. Entities undergo annual reporting and rigorous reviews every 5 years. Over the last 2 years, 7 entities have been closed primarily due to leadership or funding changes. The growth of recognised research entities over time is shown in the figure below.

4.6.4 Research Productivity

At the time of writing, researchers at Wits, including staff and students, had published 4 554 items that are indexed by Scopus. This number included:

- 3 556 journal articles,
- 220 conference proceedings,
- 354 reviews,
- 144 book chapters,
- 21 books (see details below), and
- 271 other types of publications in scholarly journals.

The trend over time is a strongly positive one as reflected in the figure below.

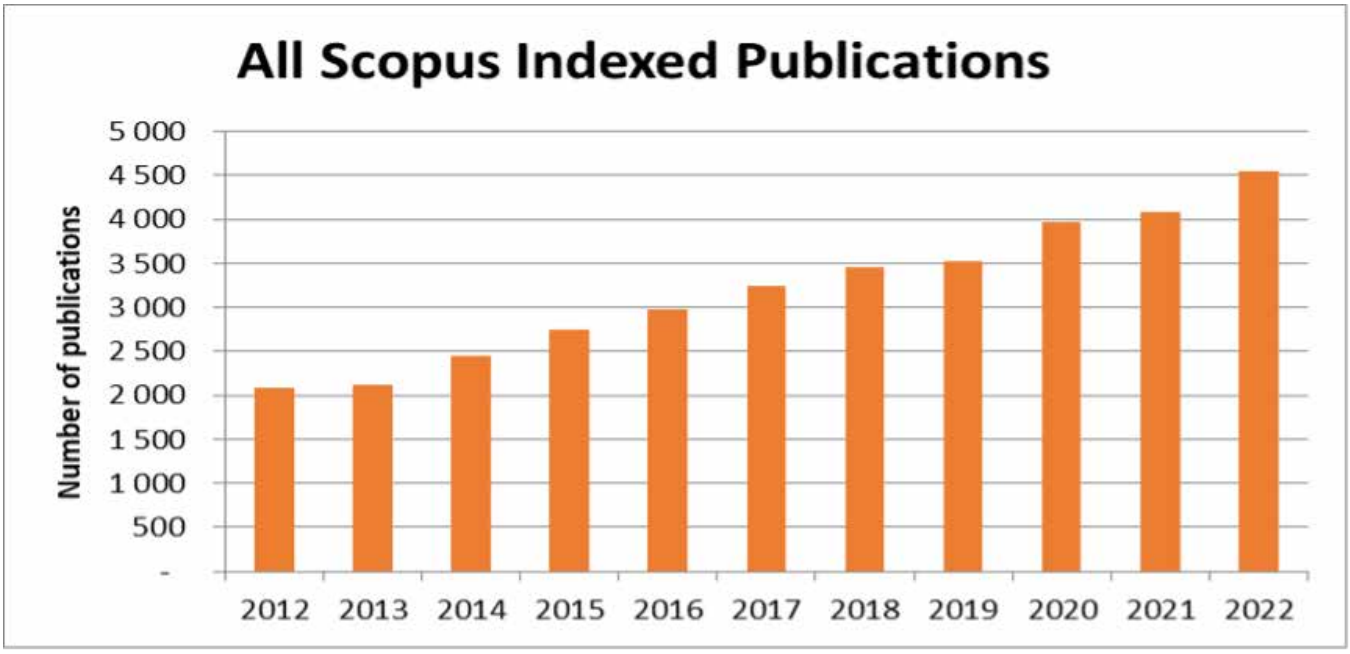


Figure 1: Ten-year summary of Scopus Indexed Publications at Wits

The 21 books published by Wits authors are detailed in the table below.

Table 6: Books published by Wits authors

Book title	Publisher	Authors
Dockside reading: Hydrocolonialism and the Custom House	Duke University Press	Christine Hofmeyr
Black Youth Aspiration: Imagined Futures and transitions into adulthood	Emerald Group Publishing Limited	Maja Botshabelo
A Revolutionary for our time: The Walker Rodney Story	Haymarket Books	Leo Zeilig
Groundwork for a new kind of African Metaphysics: The idea of predeterministic historicity	Palgrave MacMillan	Aribiah Attoe
Shell Structures - Theory and Application	Springer Nature	Mitchell Gohnert
Worrier state: Risk, anxiety and moral panic in South Africa	Manchester University Press	Nicole Falkof
African Islands: A Comparative Archaeology	Routledge Taylor & Francis Group	Peter Mitchell
Whites and Democracy in South Africa	James Currey and Sun Media	Roger Southall
La Repubblica Delle Emozioni. Retorica E Comunicazione Politica Nella Venezia Rinascimentale	Mimesis Edizioni	Luigi Robuschi
Wake Up This is Joburg	Duke city Press	Tanya Zack
THE POLITICAL ECONOMY OF CHINA- US RELATIONS	Palgrave MacMillan	Mzukisi Qobo
Changing the subject: Feminist and queer politics in neoliberal India	Duke University Press	Srila Roy
The Earthly Community: Reflections on the Last Utopia	V2 Lab	Achille Mbembe
Past Environment and Plant Use in Holocene Southern Africa	Bar Publishing	Malebogo Mvimi
Heritage and Design: ten Portraits from Goa (India)	Cambridge University Press	Pamila Gupta
Taking a Common Concern Approach to Economic Inequality: Implications for (Cooperative) Sovereignty over Corporate Taxation	Brill Nijhoff	Alexander Beyleveld
Climate Change and Tourism in Southern Africa	Routledge Taylor & Francis Group	Jennifer Fitchett
Customs and Beliefs of the |Xam	Wits University Press	Jeremy Hollmann
#FeesMustFall and its Aftermath: Violence, Wellbeing and the Student Movement in South Africa	HSRC Press	Seipati Mokhema
Practical Case Studies in Digitalising Operations	Juta	Pius Oba
		Michael Sony
Literary Style in Yann Martel's "Life of PI": Critical Insights	Sunbonani Media	Visvaganthie Moodley

It is interesting to see the fields in which these publications are classified. This breakdown of the five top broad fields in which Wits authors published in 2022 is shown below.

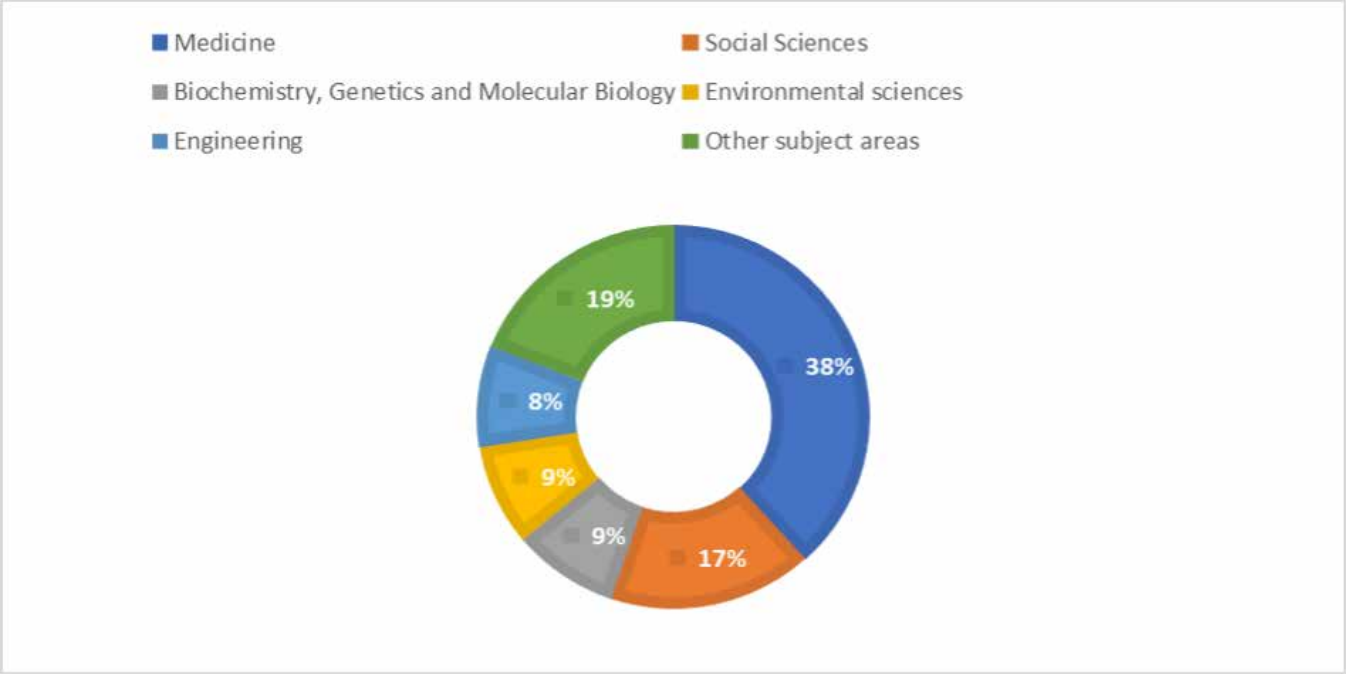


Figure 2: Broad Fields in which Wits authors published (2022)

The Wits Centenary Parade

4.7 Technology and Infrastructure

4.7.1. Capital Works Programme Overview

In its 2022 financial year, reporting period ending 31 December 2022, the University successfully completed the following major capital works, with the DHET Infrastructure and Efficiency Grant programme remaining a valuable funding source in the reshaping and ongoing renewal of the campus landscape.

Effort was put into ensuring that there was good coordination between the provision of ICT and energy needs in all the projects described. It became increasingly clear that many students rely on university facilities to ensure that they are connected to good Wi-Fi services. In this regard there will be increased planning of shared and informal learning spaces going forward.

4.7.2 2022-2023 Capital Works Programme work in progress

The following major capital projects commenced in the year 2022.

a) Campus Standby Generator Programme: The standby generator capacity at the Origins Centre was increased to now allow for full coverage of the entire centre during periods of loadshedding. The Origins Centre is both a visitor and exhibition centre as well as the academic home of the Department of Archaeology, including some of its fossil and sample collections.

Operating the campus environment under continued loadshedding conditions places a substantive increased operational requirement on the existing university generator fleet and medium voltage ring main reticulation and switchgear systems. To address these increased operational requirements, the University is investigating the deployment of further standalone generator units, augmented by the required splitting of some of the longer ring main portions into smaller sub-links to enable better operational control, cost efficiency and increased system reliability overall. It is currently estimated that an investment of R45 million would be required in the 2023-2024 financial years to implement and achieve the desired level of business continuity and operational efficiency.

b) Redevelopment of the Origins Centre Third Bay*:* The previously unoccupied and inefficiently used third bay of the Origins Centre was redeveloped to provide postgraduate and research space for the School of Geography, Archaeology and Environmental Sciences (GAES), and research groups within the Evolutionary Sciences Institute (ESI). This completed development will free up much needed space in the Palaeosciences building required to accommodate growth within its tenants' own academic and research programmes.

Lightweight insert of academic offices, seminar rooms and collection storage pods
in previous unused Origins Centre Third Bay

c) Redevelopment of the Flower Hall Test and Examination Centre: The Flower Hall on the Braamfontein West Campus, was redeveloped to provide a test and examination centre, more than doubling its previous capacity through the insertion of an additional floor as well as a mezzanine level. The building had also been integrated with the adjacent Goldfields Laboratory building to allow for its future planned use as a shared-service laboratory zone and innovation space on completion of the planned redevelopment of the current underutilised DJ du Plessis building.

North lobby linking Goldfields Laboratory and Flower Hall Test and Examination Centre

Aerial view of south lobby and new parking and external landscaped area

Internal view of additional floor inserted with mezzanine level above

Aerial view of south lobby and new parking and external landscaped area

d) Knockando Residence Extension: An extension to the existing Knockando Residence was successfully completed, yielding an additional 67 new student beds at this male student residence. The first intake of students was done in time for the 2023 academic year.

Interior of new student room

Walkway from existing to new extension in background

Interior view of shower and ablution facilities in new extension

Wits University is well-serviced by immediate adjacent and/or close proximity private student residence developments in respect of both its Parktown and Braamfontein Campuses. Infill and optimisation opportunities will continue to be explored for the existing university owned and operated residences. The overall affordability of private residence development remains an ongoing concern for the University, as is the case within the higher education sector at large.

e) Emthonjeni building refurbishment and Biology parking area resurfacing: Extensive structural repairs, deferred maintenance and redevelopment were completed at the Emthonjeni Building on Braamfontein Campus East towards the end of 2022. The Emthonjeni Centre is now fully operational again, supporting the academic, research and outreach programmes of the School of Human and Community Development.

Refurbished kitchenette areas throughout

Refurbished entrance

Refurbished seminar and training rooms interior

f) Gate House Science Postgraduate Centre: The lower ground, ground and first floors of Gate House on the Braamfontein Campus East had been completely redeveloped and extended to provide for a science Postgraduate Centre and academic offices for the School of Molecular and Cell Biology (MCB). This new postgraduate centre will be a shared resource within the Faculty of Science and provide a dedicated space for post graduate seminars and interdisciplinary work within sciences at large. This follows the successful completion of the redevelopment of the MCB Postgraduate Research Laboratory on the second floor.

Interior of new post graduate seminar and training rooms

New insert across lower ground and ground floor levels of previous unlinked areas

New post graduate student areas adjacent to seminar and training rooms

g) Construction Economics and Management Infill Seminar Room: As part of the current ongoing Built Environment Precinct (academic homes to the Schools of Architecture and Planning (SoAP) and Construction Economics and Management (CEM)), scheduled for completion in 2023, the CEM Infill was completed in 2022 and provides much-needed teaching space for CEM.

Interior of new CEM infill seminar room

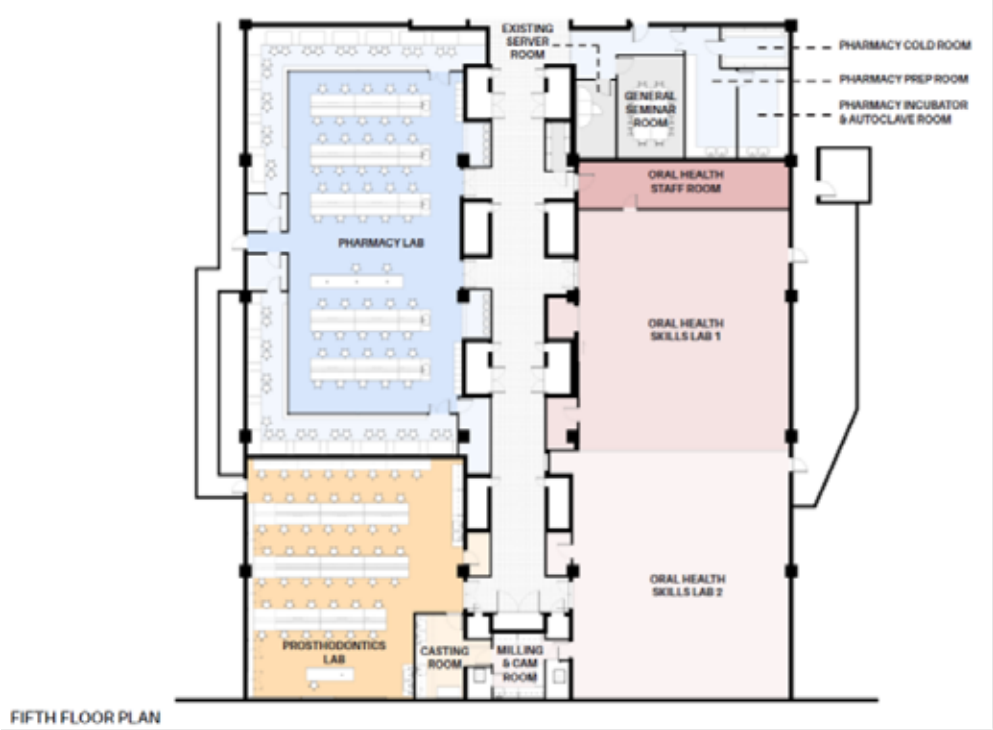
Exterior of new CEM infill seminar room

h) Leseding Computer Laboratory: A new 100-seater teaching and student computer centre was developed in the Leseding Building on the Parktown Education Campus. Collaboration pods are included on the passage perimeter of the new facility to allow for informal collaboration and study opportunities for students.

Interior view of 100 seater computer training laboratory

Collaboration pods inserted on edge in public walkway

i) Health Sciences Simulation Zone Level 5|Phases 1A and 1B: What was previously a seminar room zone on level 5 of the Health Sciences Building in the Parktown Health Sciences Campus was redeveloped into simulation laboratory zone. The Oral Health Science phantom head laboratory, which is a preclinical training facility, was successfully relocated to the new simulation laboratory zone following the April 2021 fire at Charlotte Maxeke Johannesburg Academic Hospital (CMJAH). It is projected that at the end of June 2023, all School of Oral Health Sciences preclinical training facilities will have been relocated from previous locations in CMJAH. The training capacity of the phantom head simulation laboratory was increased from 44 to 88 workstations, aligned with the anticipated growth and an introduction of new qualifications in Oral Health Sciences.



Level 5 Simulation Zone Layout

Phantom Head Precilinical Lab

Precilinical Prostedontics Lab

j) Zola Dental Clinic: From own and donor funding the University redeveloped, furnished, and equipped the Zola Dental Clinic and the Zola Community Health Centre, Soweto as part of the School of Oral Health Sciences (SOHS) Extended Training Platform (ETP) required for its clinical training. This facility is now just awaiting commencement of clinical services by the Gauteng Department of Health (GDoH) in the first quarter of 2023, to assist with the mitigation of significant negative impact on the training ability of the Wits School of Oral Health because of the April 2021 CMJAH fire and the ongoing lack of meaningful progress towards the implementation of remedial works required to render that facility fully operational.

Dental chair zone for clinical training

Sterilisation and equipment room

Interior view of a dental chair pod

Conclusion

The year was a successful one, and the Systems and Operations Portfolio developed a keen sense of delivering the needs of the Academic Project. The summary provided above shows that substantial progress was made on the capital projects front.

4.7.3 Technology and Infrastructure

Property and Infrastructure Development

Council noted an update on the progress of the property programmes, including the approval of the Frankenwald Urban Development Framework by the City of Johannesburg; income from the Frankenwald Project, and contributions to the Student Endowment Fund. Council noted the various initiatives to consolidate the University's south-western perimeter, including the Louis Pasteur property and the Metrobus Offices. It also discussed and approved the potential sale or auction of the Sterkfontein Quarry should the site prove to be of no scientific value. It noted an update on the completion of the Wits Great Hall Façade Refurbishment Project. Council approved an offer to purchase the Louis Pasteur Site in Braamfontein at a cost not exceeding R20 million, with the proviso that the auction process was determined to be credible and that all other risks were identified and addressed.

4.8 Wits for Environmental Sustainability

The latest (2022) report of the Intergovernmental Panel on Climate Change (IPCC) makes clear that climate change is causing "dangerous and widespread disruption in nature and affecting the lives of billions of people around the world". The report highlights the fact that people and ecosystems that are the least able to cope are being most severely affected. Unfortunately, the world now faces irreversible, unavoidable, and multiple climate hazards over the next two decades with heightened risks, especially for low-income individuals. Climate change is now "a grave and mounting threat" to human well-being and a healthy planet. The dire situation that humanity finds itself in is, unfortunately, a result of decades of inaction. It is therefore imperative that all institutions, including universities, take urgent action to address this challenge. Wits University is committed to doing all that is needed to meet this challenge.

The University will build its capacity in research, including in building multi-disciplinary approaches; build networks of research across the globe on climate change, especially in the Global South; enhance its offerings in teaching on climate change at both the undergraduate and postgraduate level; support effective and evidence-based policymaking to address the climate emergency; and transform the University's own practice to serve as a living laboratory for just practices of sustainability.

At the strategic level, the University has appointed a Pro Vice-Chancellor: Climate, Sustainability and Inequality to coordinate its various functions related to climate change. Through its core research and teaching activities, the University is at the forefront of the scientific contribution to addressing climate change, including its academics contributing to the IPCC reports. The University is developing new inter- and trans-disciplinary research initiatives and international partnerships to enhance its current scientific contributions. Its teaching activities are being further developed to contribute to building expertise to meet the climate challenge, and all first-year students are now required to take a climate change course. The University is providing extensive support to policy processes to support adaptation and mitigation efforts.

Universities like Wits are complex organisations and can be a model for communities to demonstrate how an organisation committed to sustainability should operate. In this regard, the University is working on improving its existing campus and facilities, including Wits' new energy strategy and efficiency programmes that include rooftop solar PV installations; green buildings; building management systems; indoor lighting retrofits; sustainable hot water systems for residences; water, storm water and waste water assessments; food security programmes; transport systems; green procurement policies; land and waste management and the overall and health and wellbeing of the Wits community.

4.9 Collaboration and Partnerships

4.9.1 Global Engagement

Wits is actively working with our collaborators around the world in many of the major global challenges amongst others. These include climate change, water scarcity, energy provision, migration, public health and inequality, where Wits has notable strengths.

Our memberships of university networks allow us to engage with like-minded universities to ensure that we remain at the forefront of transnational research exchanges.

In this regard, the University is a full member of the following networks:

- African Research Universities Alliance (ARUA);
- The BRICS Network University;
- Association of Commonwealth Universities (ACU);
- Association of African Universities (AAU);
- The European Association for International Education (EAIE);
- NAFSA: Association of International Educators;
- International Education Association of South Africa (IEASA);
- The Open Society University Network (OSUN);
- CIVIS a group of 11 European and 5 African universities.
- African Engineering and Technology Network (AFRETEC)

Traditionally, our engagement has been with European and North American institutions, however, a few years ago we took the decision to actively pursue engagements with institutions in the global south. In this regard, we have been actively courting institutions in the BRICS nations and on the continent of Africa. Regarding collaborations in Africa, Wits is the founding member of the African Research Universities Alliance (ARUA).

In 2022 we were approached to become members of the African Engineering and Technology Network (AFRETEC NETWORK, which is a pan-African collaboration of seven technology-focused universities from across the African continent. The network will build a strong knowledge creation and educational infrastructure on the continent. It will also provide a platform for its members to engage in deep collaboration that drives inclusive digital growth in Africa.

We are continuing to use the synchrotron facilities at Grenoble (in France), Campinas (in Brazil) and Brookhaven National Laboratories (in the United States). We also continued having researchers based at the CERN facility in Geneva (Switzerland) in 2022; this entails about 20 staff and students being in Geneva on a full-time basis.

4.9.2. Agreements

The University has many academic cooperation agreements with universities and agencies around the world.

These are too many to list. That said, we have 72 active agreements in Africa, 85 in Europe, 26 in Asia, 71 in North America and 6 in South America. These numbers reflect a drop from those reported in previous year, as we did not renew several agreements on expiration, as many of these agreements did not produce anything concrete. Our agreements vary in nature, from simple staff and student mobility agreements, to joint degrees and use of specialised equipment. We have identified some of these as being strategic and as such, are dedicating more resources to this handful of partnerships.

In 2022, we again ran a series of Seed Funding with four of our Strategic Partners, viz. University College London, Edinburgh University, Queens University Belfast and Emory University in the USA. These co-funding programmes support six to eight collaboration projects that are in their early stages. Some of the areas in which we funded collaborations were the Health Sciences, Materials Science, Migration Studies, the Fine Arts, Health Economics and the Natural Sciences.

We also have several cooperation agreements with various levels of government in South Africa, which have an impact on policy developments. Most notable of these are our agreements with the City of Johannesburg and the Gauteng Province. We work very closely with the City of Johannesburg to conduct research for them in several areas. For the Gauteng government, we host the Gauteng City Region Observatory (GCRO) on campus and are partners in the Cradle of Humankind World Heritage Site.

Most of our mobility agreements are with universities in Europe, as the European Union is a generous funder of these.

4.9.3. Joint Postgraduate Programmes

The University has embarked on several joint postgraduate programmes with international partners. This is in response to our fear of the potential “brain drain” that could occur when students undertake postgraduate studies at international universities. Our joint degree programmes, also known as “split site”, programmes are in the infancy stage, but we are encouraging academic departments to investigate possibilities. A flagship of this initiative is the Masters in Economics that we have developed with Edinburgh University (through funding from the Mastercard Foundation) which will accommodate up to fifty students from the two universities. In 2022, Wits also had three joint PhDs with Erasmus University in the areas of Law and Governance, Economics and Migration and Intercultural relations.

4.10 Development and Fundraising

2022 marked the University's formal Centenary year as well as the fifth year of the Wits Centenary (Wits100) Campaign - which began with the 'silent phase' from 2018 – 2020. 2022 was also the year that the global community retreated out of two years under the COVID-19 pandemic and the second year under the leadership of the new Vice-Chancellor and his substantially changed, largely new Senior Executive Team. The exciting vision of this new leadership team has been incorporated into the repositioning of the Campaign in terms of strategic priority themes and projects.

The Wits100 Case for Support – *Wits For Good – the Next 100 years* details eight priority themes (digital transformation; innovation; health; solving global challenges; society, governance and justice; future proofing our national treasures; developing the next generation of leaders and energising our broad alumni base). Each theme builds on a solid base of 'notable achievements' upon which a range of 'priority flagship fundraising projects' has been crafted. This is a dynamic document that is regularly updated to reflect the significant number of key flagship Centenary projects that have received funding from generous donors and sponsors and to add emerging themes and projects.

The Wits Development and Fundraising Office (DFO) provides strategic development and fundraising advice and assistance to executive leadership and academics across all five Wits faculties, as well as professional administrative departments, to drive the achievement of the Centenary Campaign goals and objectives.

Depending on the priority assigned to a project, assistance is provided from project conceptualisation, proposal writing and prospect research through to working with key University executives and academics from the development of a bespoke fundraising strategy to implementing fundraising plans and approaches to prospects.

Centenary Activities

A comprehensive programme of Centenary fundraising and development activities, events, activations, collateral, international engagements, partnerships/collaborations, and communications was implemented in line with the revised Case for Support and campaign plan.

The University was ablaze with celebrations, visits and interactions with staff, students, alumni donors, and partners. The Centenary celebrations provided a wonderful opportunity to host them and allow these guests to independently witness the Wits of today.

The Centenary year formally began in March with the opening of the Wits Chris Seabrooke Music Hall, an iconic intimate and bespoke venue considerably adding to the Braamfontein landscape. In July, alumnus and world-renowned artist, William Kentridge gifted us *'Oh to Believe in Another World'* which took centre stage at the Linder Auditorium for two nights and in September we gathered a range of 'Friends of Wits' in New York's Time Square for the screening of the Wits100 promotional video clip.

The Homecoming Weekend from 2 – 4 September 2023 was an incredible sea of blue on campus. Thousands of Witsies walked through Braamfontein during our Centenary Parade in colourful regalia. This was truly a demonstration of unity, pride and belonging. This was followed by the Wits100 alumni reunion, the Visible Resonance Light Show projected onto the Great Hall facade , a reimagined Free People's Concert which raised over R500 000 for the Wits Food Bank, the unveiling of scholarship boards recognising top achievers over the past 100 years, a multi-generational Wits Reunion and a Centenary Founders Tea which included words from our current and former chancellors, Dr Judy Dlamini and Justice Dikgang Moseneke on the role of universities in society today, views supported by our Chair of Council Isaac Shongwe.

In parallel to the range of activities on campus, senior Wits leaders visited and hosted prominent alumni and friends across the world and on campus through one-on-one meetings, campus tours and reunions. Many solid friendships were rekindled, and these will stand the University in good stead going forward. This ambitious travel schedule included visiting seven key cities on the US and Canadian East and West

Coasts, three in the United Kingdom and four across Australia.

The Centenary year culminated in November when we hosted our friends from Anglo American in the erstwhile Joburg Planetarium which will be transformed into the Wits Anglo American Digital Dome.

Wits100 Campaign Funding received to date

An initial target of R3 billion was set to support the eight priority areas. All cash donations, gifts-in-kind and associated sponsorships received since the beginning of 2018, as well as future pledges of support within the Campaign period, are counted in the campaign income. The Campaign met its first income target of R1,1 billion at the end of July 2018 and, despite the considerably changed external circumstances, had collected R2,1 billion by the end of 2021 and R2,6 billion by the end of 2022.
A very positive trend that has emerged as the campaign gained momentum – and went into the 'public phase' at the beginning of 2021, was a significant uptick in the number of major gifts and sponsorships above R50 million. Many of these are multiyear pledges where the investment will be realised in future years as the flagship Centenary project is implemented.

To capitialise on the excellent goodwill and momentum that has been generated, and the very solid foundations that have been established, over the campaign to date, the Centenary Campaign will be extended until at least the end of the Vice Chancellor's first term at the end of 2024. The 2023 target has been set at R3,2 billion.

To date in the Wits100 Campaign academic projects have received around 49% of the income and annual student support projects around 30%. In addition, long term student endowment funds have received around 10% of the income and infrastructure projects make up the balance of 11%. Student support projects comprise largely of scholarships for the neediest students which make an important contribution towards alleviating the student funding crisis.

Wits is fortunate to receive generous support from a wide range of corporate, foundation, government and individual donors and sponsors - including bequests from alumni and others. The largest contributor are corporate and corporate foundations (30%) however a very encouraging trend has been the substantial increase in income received from individuals and family foundations (22%) followed by international trusts and foundations (15%). A substantial portion of this funding comes from South African sources (67%) followed by the United States (16%) and the United Kingdom (14%).

Dancers performing at the Free People's Concert

The following projects have received significant funding - or pledges of future support – over the Centenary period:

- 3 Major **Mastercard** Projects totalling more than R500m
- R200 million for the world-class **Wits Brian and Dorothy Zylstra Wits Sports Complex – home of Wits Sport and Health**
- R150 million from the **Kirsh Foundation** to support top achieving postgraduate students
- R100 million+ from the **Ford Foundation,** with a large proportion for the **Wits Southern Centre for Inequality Studies**
- The R70 million state-of-the art **Wits Roy McAlpine Burns Unit at Chris Hani Bara**
- R55 million sponsorship to completely repurpose the Planetarium into the **multidisciplinary Wits Anglo American Digital Dome**
- The R50 million **David and Angela Fine Chair in Innovation**
- A R50 million student support endowment to rename the erstwhile AMIC deck the **Sibanye-Stillwater Innovation Bridge**
- A new R22 million **Advanced Surgical Skills Lab** to train specialists and sub-specialists in the health sciences
- R20 million from the **Oppenheimer Generations** Trust to support Future Ecosystems in Africa
- R16 million for the **Lamberti Endowment**
- R15 million from the **Bergman family** for the Zola Dental Clinic in Soweto
- R15 million for the **Claude Leon Chairs** in Water and the Environment
- R10 million Endowment for Sport from a prominent Johannesburg Family
- A R10 million **anonymous bequest** for palaeosciences
- Significant gifts for the **Jack Ginsberg Centre for the Book Arts** and the **Wits Chris Seabrooke Music Hall**
- Very strong support from **global (Carnegie, Gates, Open Society etc), local (Raith, Bertha, Hillensberg, Albert Wessels etc) philanthropic foundations** and a range of **Sector Education and Training Authorities** (BANKSETA, INSETA etc)
- Significant ramp up in investment from **corporates and corporate foundations**
- A R1.5 million gift to support students in need from former SRC President **Rex Heinke**
- A generous R1 million gift from our Chancellor, **Dr Judy Dlamini,** to catalyse the **Female Academic Leaders Fellowship**

Jesse Clegg performing at the Free People's Concert

5. Governance

5.1. Governance

5.1.1. Higher Education Act

The governance of the University is regulated by the Higher Education Act, (No. 101 of 1997), as amended, the Institutional Statute of 2002, as amended, and is a bicameral system of the lay-dominated Council on the one hand and the academic sector, Senate and faculty boards on the other. Added to these structures is the statutory advisory committee or University Forum that includes management, academic staff, professional and administrative staff and students, which must be consulted with regard to major policy decisions. Management of policy in the University is the responsibility of the Vice-Chancellor and Principal and the Senior Executive Team (SET). The affairs of the University's alumni are governed through the Executive Committee of Convocation. The application of pertinent legislative requirements is as follows: a) Management of the University (as in Governance) is in the hands of the Council (s27 HEA) b) Academic and research functions are performed by Senate (s28 HEA) c) The Vice-Chancellor and Principal and SET (s30 HEA read with s26(2)(g)) d) Relationship between the structures: Council and Vice-Chancellor and Principal - Council and Vice-Chancellor and Principal: (s34 HEA 20(2)(h) (Stat); Vice-Chancellor and Principal is accountable to Council (7) (4) (Stat) - Senate and Vice-Chancellor and Principal: Vice-Chancellor and Principal is chairperson of the Senate (s26(4) (a) HEA) - Council and Senate: Senate is accountable to Council (s28 HEA) - University Forum and Council: University Forum must advise Council on certain issues (s31 (1)(a) HEA) and University Forum must perform such functions as determined by Council (s31(1) (b) HEA) - SET and Vice-Chancellor and Principal, Council and Senate – not provided for in Act or Statute, and - Vice-Chancellor and Principal and Executive of Convocation – the Chief Executive Officer participates in the deliberations of the Committee.

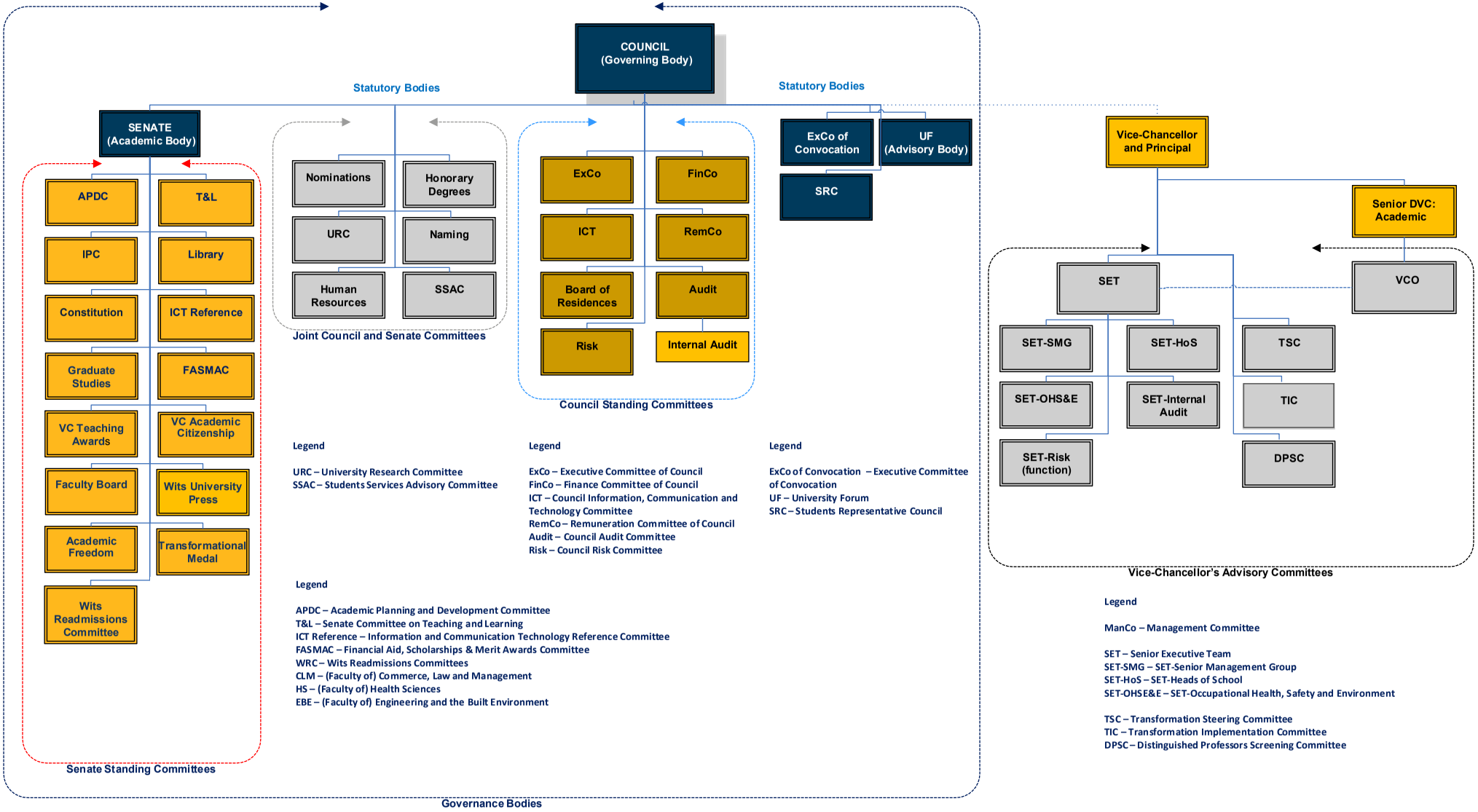
5.1.2. The Council and its members

The University of the Witwatersrand's Council is the highest decision-making body in the University and is responsible for its good order and governance; the strategic direction; financial policy and sustainability, performance, quality, and reputation. It governs the University subject to the Act, any other law and the Institutional Statute.

The University of the Witwatersrand's Council comprises academic and non-academic persons appointed in terms of the Statute of the University of the Witwatersrand, the majority of whom are non-executive. 60% of the members of the Council are persons who are not employed by, or are students of, the University of the Witwatersrand. The role of Chairperson of the Council is separated from the role of the University of the Witwatersrand's Chief Executive Officer, the Vice-Chancellor and Principal. Matters especially reserved to the Council for decision-making are set out in the Statute of the University of the Witwatersrand, by custom and under the Higher Education Act, (No. 101 of 1997), as amended.

The Council is responsible for the ongoing strategic direction of the University of the Witwatersrand, approval of major developments and the receipt of regular reports from Executive Officers on the day-to-day operations of its business. The Council ordinarily meets four times a year and has several standing committees, including an Executive Committee, a Finance Committee, an Audit Committee, a Remuneration Committee, a Risk Committee, and an Information, Communications and Technology Committee, and a Board of Residences. All these committees are formally constituted with terms of reference and comprise mainly lay members of Council. The Council and Senate have a set of joint committees, including a Nominations Committee, an Honorary Degrees Committee, a University Research Committee, a Naming Committee, a Human Resources Committee, and a Student Services Advisory Committee. The Council met four times during 2022, for its ordinary meetings, an extraordinary meeting was held as well as engaging in a strategic planning session.

Governance and Vice-Chancellor's Advisory bodies and their standing committees

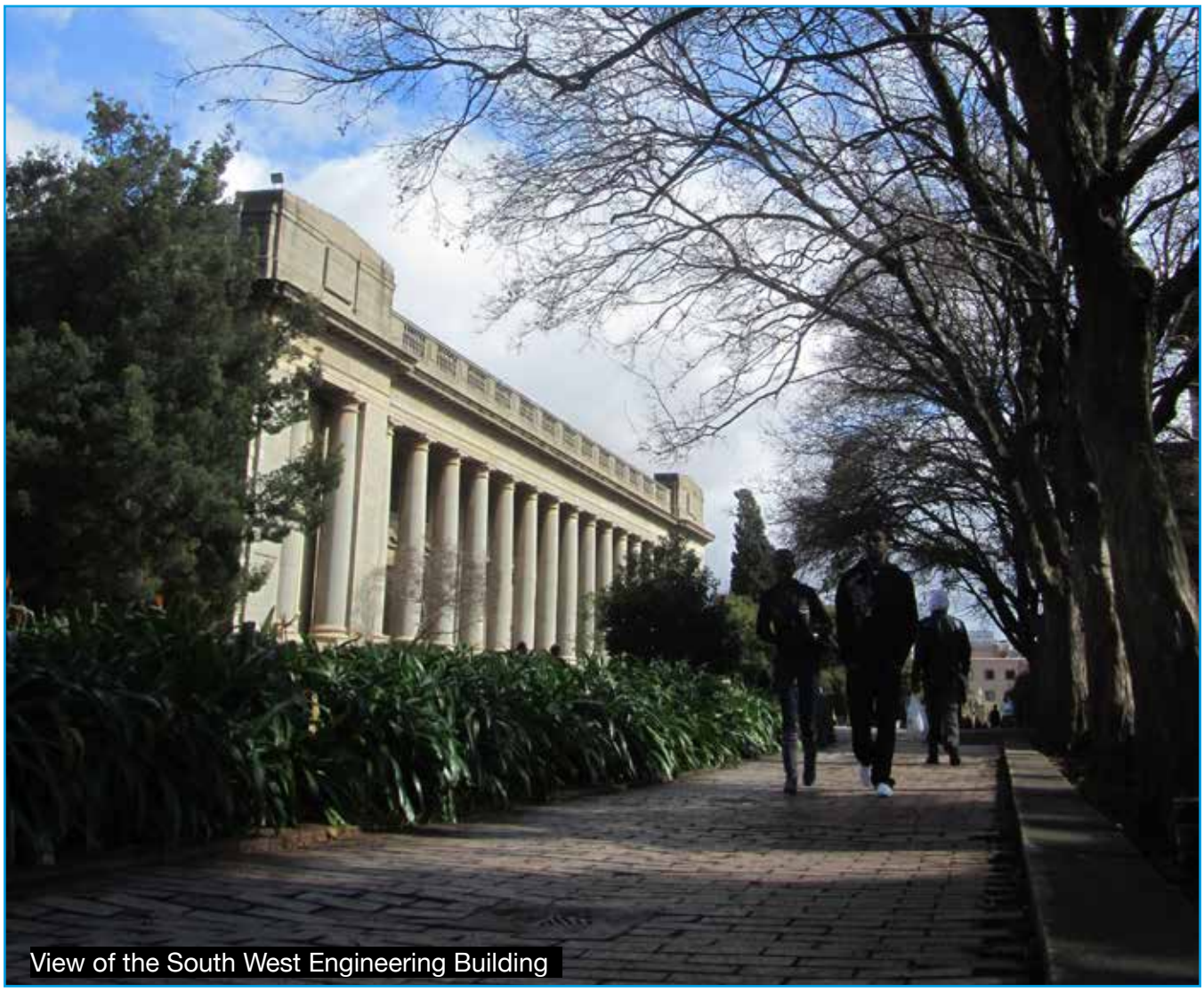


Council Membership

Category	Incumbent	Other positions / achievements	Term
Chair	Mr Isaac Shongwe	Chair: Letsema Holdings Founder of the Africa Leadership Initiative and the Young Africa Leadership Initiative.	14 June 2017 - 31 December 2018 1 January 2019 - 31 December 2019 (transition period) 1 January 2020 - 31 December 2022 – Term extended (1 January 2023 – 31 December 2025
Vice-Chair	Vacant		
Secretary to the Council	Ms Carol Crosley	University Registrar	
	University Registrar BA (Wits) H Dip.Ed (Wits) Honours (Unisa) MEd (Wits)		Ex-officio

Members of Council (External)			
Category	**Incumbent**	**Other positions/ achievements**	**Term**
Members appointed by the Minister of Higher Education and Training	**Ms Nasima Badsha** M.Sc (Natal), Graduate Certificate in Education (Leeds), BSc (Hons) (London)	Former Deputy Director General in the Department of Education, Former CEO: Cape Higher Education Consortium	1 September 2018 –30 December 2020 (Term extended to 31 December 2023)
	Dr Mlungisi Cele PhD (UWC), MPHIL (UCT), PGDip (UKZN), BEd (Hons), BA	Acting CEO of the National Advisory Council of the Innovation (NACI).	1 January 2022 – 31 December 2024
	Professor Glenda Gray MBBCH, FCPaed(SA), DSc (Honoris causa)	President & CEO of the South African Medical Research Council. Research Professor of Pediatrics at the University of the Witwatersrand. Director at the Perinatal HIV Research Unit in Soweto. Co-PI of the HVTN and Director of HVTN Africa Programmes.	1 January 2022 – 31 December 2022 (Term extended to 31 December 2025)

Elected by the Executive of Convocation	**Ms Stacey-Lee Bolon** BA (Wits), BA (Hons) General Psych (Wits), BA (Hons) Industrial Psych (Wits), MA Industrial Psych (Wits)	Innovations Manager (FNB). MD Early is Best. Director: Venture Network.	27 September 2019 – 31 July 2023 Ex-officio
	Dr Maurice Goodman MB BCh, MBA (Wits)	Chief Medical Officer (Discovery Health). Trustee: Discovery Foundation and Discovery Fund Committee: SAMA Human Rights, Law and Ethics.	05 December 2014 – 31 December 2023 Ex -officio
Appointed by the Premier of Gauteng	**Ms Mahlengi Bhengu-Motsiri** B.Admin (UKZN), PGDip Econ (SCA)	Chairperson of the South African Youth Commission. Executive Director: Core Business. Board member of the Gauteng Partnership Fund (GPF), and OR Tambo School of Leadership.	18 October 2021– 31 December 2022 (Term extended to 31 December 2025) Member has resigned

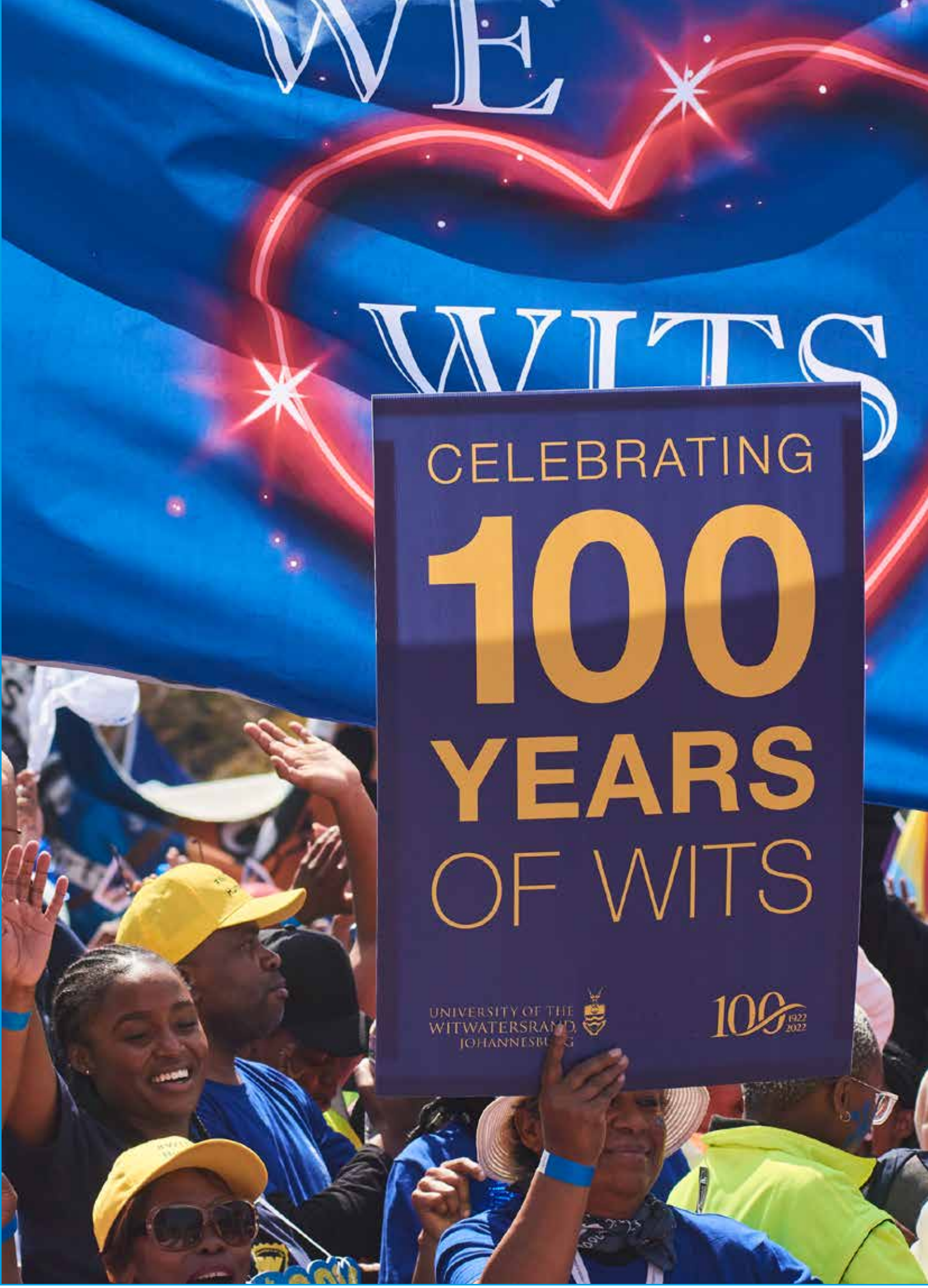


View of the South West Engineering Building

Members of Council (External)			
Category	**Incumbent**	**Other positions / achievements**	**Term**
Elected by Donors	**Professor Michael Katz** BCom (Wits) LLB (Wits) LLM (HLS) LLD (honoris causa) (Wits) Admitted Attorney (High Court of SA) Honorary Degree: Doctor of Laws (Wits) Course director, Advanced Company Law (Wits) Honorary Professor (Wits)	Chairperson: ENSafrica; Member of the Board of Governors (HUJ), Member of the King Committee on Corporate Governance, Trustee of numerous trusts. Amongst others, The Nelson Mandela Children's Fund, Constitution Hill Trust, Legal Resources Trust, Constitutional Court Trust, Donald Gordon Foundation, and South African Holocaust and Genocide Foundation.	27 May 2020 – 31 December 2023
Members elected by Council	**Mr Isaac Shongwe** BA Hons (Economics & Politics) (Wesleyan, USA, P.Phil (Oxford)	Chair: Letsema Holdings Founder of the African Leadership Initiative and the Young Africa Leadership Initiative.	14 June 2017 - 31 December 2018 1 January 2019 - 31 December 2019 (transition period) 1 January 2020 - 31 December 2022 – Term extended (01 January 2023 – 31 December 2025
	Ms Lusanda Kgakololo Bachelor of Science Honours. Bachelor of Science (Microbiology with Distinction)	Well established in the market as a Strategist. Experience spans a wide variety of sectors including utilities, banking, aviation, energy, telecommunications, transport, broadcasting, FMCG, postal services, as well as public sector.	22 September 2021 - 31 December 2024

	Ms Nothando Ndebele MBA (Oxford, UK) MSc (Oxford, UK) (BA) in Economics and Women's Studies (Harvard, USA)	Chief Financial Officer: Bayport Financial Services; Former Head: Financial Institutions Group: ABSA.	1 April 2017 - 31 December 2019 (Term extended to 31 December 2022) (Term extended to 31 December 2025) Member resigned
	Ms Hawa Bibi Khan (Bachelor of Accounting UKN; Honours in Commerce UNISA	Real Estate Transactions, Advisory & Capital Raising; Private Equity; Insurance Transactions.	1 January 2023 - 31 December 2025

Members of Council (External)			
Category	**Incumbent**	**Other positions / achievements**	**Term**
	Mr G Serfontein (Chartered Director (SA): Professional designation for Non-Executive Directors of companies. Masters in Development Finance (MDEV). Hons. B. Comm (Management Sciences).	Experienced in various executive and non-executive roles in the financial services industry and held various positionss Amongst others: Audit Manager at the Office of the Auditor General and Compliance Consultant at ABSA Bank.	22 September 2021 - 31 December 2024
Members elected by Council	**Adjunct Prof. BP Agulhas** (CA (SA) South African Institute of Chartered Accountants (SAICA) - Chartered Accountant (South Africa) Institute for Public Finance and Auditing	Chair of the Examination Board of the South African Institute of Government Auditors. Board member of the Board of the Field Band Foundation, a nonprofit entity, and as chair of its Audit Committee.	1 March 2022 - 31 December 2024
Appointed by business and labour organisations	**Mr Gavin Hartford (Bachelor** of Social Science Hons in Industrial Sociology)	An industrial sociologist and labour relation and stakeholder strategy specialist.	8 April 2021 - 31 December 2023


WE
WITS
CELEBRATING
100
YEARS
OF WITS
UNIVERSITY OF THE
WITWATERSRAND,
JOHANNESBURG
100
1922
2022

Members of Council (Internal)			
Category	**Incumbent**	**Other positions / achievements**	**Term**
Vice-Chancellor and Principal	**Professor Zeblon Vilakazi** BSc (Univ of Manchester) MSc (Wits); PhD (Wits)	Chair of Senate Fellow of the Royal Society (UK). Member of the Programme Advisory comittee of Nuclear Physics at Joint Institute for Nuclear Research. Member of the Academy of Science in South Africa.	Ex-officio
Member of the Executive Management appointed by the Vice- Chancellor and Principal	**Professor Ruksana Osman** BA (Wits), HDipEd (Unisa), BEd (Unisa), MEd (Wits), PhD (Wits)	Senior Deputy Vice-Chancellor: Academic UNESCO Chair in Teacher Education for Diversity and Development Member of Academy of Sciences of South Africa.	Ex-officio

Interior of the Wits Planetarium

1.4.3. Members of Council (Internal)			
Category	**Incumbent**	**Other positions / achievements**	**Term**
Elected by the Senate	**Professor Mboyo-Di-Tamba Vangu** MD; MMed; MSc; Cert Exec MBA; PhD	Chief Specialist & Head: Nuclear Medicine; Assistant Head of School: Clinical Medicine.	1 January 2023 - 31 December 2025
	Professor Nosipho Moloto MM: Innovation Studies(Wits) PhD: Chemistry(Wits) MSc: Chemistry(Wits) BSc: Chemistry(Wits)	Full Research professor (Wits) SARCHI Chair (Wits)	1 January 2022 - 31 December 2023
	Professor Thokozani Majozi BScEng (Natal), MScEng (Natal), PhD (UMIST)	Dean of the Faculty of Engineering and the Built Environment Head of School: School of Chemical and Metallurgical Engineering , University of the Witwatersrand.	1 November 2017 – 31 December 2020 (Term extended to 31 December 2023)
	Professor Deeksha Bhana BCom, LLB, LLM, PhD (WITWATERSRAND)	Deeksha Bhana is a Professor of Law and the Assistant Dean of Postgraduate Affairs at the Faculty of Commerce, Law and Management, University of the Witwatersrand.	1 January 2023 - 31 December 2025
Elected by the Deans of the Faculties	**Professor Shabir Madhi** MBBCh (Wits), MMed (Wits), FCPaeds (SA), PhD.	Dean: Faculty of Health Sciences (Wits) Professor of Vaccinology Director: Vaccines & Infectious Diseases Analytics Research Unit (Wits-VIDA). Co-Director: African Leadership in Vaccinology Expertise (ALIVE).	1 January 2023 - 31 December 2024
Elected by the academic staff	**Doctor Victor de Andrade** BA (Speech and Hearing Therapy), MA, PhD (Wits)	School of Human and Community Development	01 May 2019 - 31 December 2021 (Term extended to 31 December 2024)
Elected by the Non-Academic Staff	**Mr Tumishi Madihlaba** Diploma, BA Politics and Management (Wits), PG Dip in Public Management (Wits)	Manager: Contracts (Wits University)	1 September 2017 - 31 December 2021 (Term extended to 31 December 2022) (Term extended to 31 December 2025

SRC President	**Mr Aphiwe Mnyamana** Student		01 September 2022 - 30 September 2023
PGA Chairperson	**Ms Nqobile Mkhize** Student		1 March 2023 - 28 February 2024

Visible resonance light show as part of the Centenary celebrations

5.1.3. Matters of Significance considered by Council during 2022

In view of the Council's responsibility to govern the University and to provide ongoing strategic direction of the University, Council considered various matters during the year and received regular reports from the executive officers on the day-to-day stewarding of the University.

Strategic Plan and 2023 Council Objectives

Council approved its Strategic Plan and the 2023 Council objectives which focused on Financial Sustainability and Governance, General Sustainability, Research Impact, and Advancing the Public Good. It also approved statements on transformation and sustainability.

2022 Council Self-Assessment

Council approved the recommended 2022 Self-Assessment conducted by the Council Executive Committee for submission to the Department of Higher Education, Science and Innovation by 30 June 2022. The assessment was done in line with the new guidelines of the Department for all institutions. During the process, the Council deliberated on the responses received and reflected on the challenges, shortcomings, and improvements.

Teaching and Learning Matters

Council noted that Wits and other universities would be audited by the Council on Higher Education, the quality assurance body for higher education, and that an Institutional Self-Evaluation Report was being prepared under the leadership of the Senior DVC: Academic, Professor Ruksana Osman. Subsequent, to that the audit visit by the Council on Higher Education, the finalised 2023 Learning and Teaching Plan, formal changes to the organisational structure of the School of Literature, Language and Media, and the expanded composition of the Faculty of Science Board was reported. The 2022 blended learning approach was also presented, as part of the broader Teaching and Learning Plan.

Council noted the submission of the Wits Self-Evaluation Report to the Council for Higher Education and an external panel reviewed it.

Quarterly Enrolments Planning Reports

Council noted the quarterly enrolments planning reports in all faculties and as of October 2022 the figures were as follows:

- The new first years enrolments were 25 117;
- The Postgraduate was 16183; and
- The total enrolments for Postgraduate and Undergraduate studies were 41 300.

Council also approved the Department of Higher Education and Training's Mid Term Enrolment Review (2023-2025).

2022 Salary Agreement

Council noted that an agreement had finally been reached between the University Management and Organised Labour (ALTSA, ASAWU, NUMSA, ACADEMIC UNION) pertaining to the 2022 salary increases which ranged between 5%-5.5% depending on the grades of staff members. Council noted that the University has paid salary increases to staff members, both unionised and non-unionised.

Naming and Renaming Wits' Places and Spaces

Council approved the naming and renaming of:

Old Name	New Name
Wits Football Grandstand	Ronnie Schloss Stands
Wartenweiler Library Learning Area	Clare Walker Learning Area
Johannesburg Planetarium	Wits Anglo American Digital Dome
Centre of Exercise Science and Sports Medicine	Academic Department, School of Therapeutic Sciences, Faculty of Health Sciences

The naming of three chairs was also approved: the CHIETA Chair in the Hydrogen Economy, the Colin G. Caro Director of Research in Biomedical Engineering, and the PPS Chair in Health Economics.

Honorary Degrees

Council approved the proposal for honorary degrees to be bestowed on:

- Dr Patrick Soon-Shiong (Doctor of Medicine),
- Mr Abdul Minty (Doctor of Science),
- Professor James Sylvester Gates (Doctor of Science); and
- Dr David Hyman Fine (Doctor of Science).

Centenary Campaign

Council noted details regarding fundraising efforts by Wits abroad. The Australian Friends of Wits University was officially launched on 26 May 2022, at which a long-standing donor committed more than R80 million for a facility focusing on high-performance sports and health to be hosted in the Faculty of Health Sciences. Wits' partnership with the University of Edinburgh was strengthened when a delegation visited the Wits Rural Campus and Braamfontein in May.

Centenary Campaign activities, including the William Kentridge production, the Homecoming Weekend, Mandela Month, and alumni reunions and donor engagements in South Africa, the United Kingdom, the United States and Canada were reported and noted by Council.

Student Funding

Hardship Fund and Accommodation Assistance

- Council noted that under student funding, Wits had disbursed R1,6 billion in financial aid, scholarships and bursaries to 26 161 students this year. A total of R156 million in Financial Aid and Scholarships was budgeted for 2022, of which R42 million was budgeted for undergraduate merit awards (3 152 UG students received awards) and R74 million for postgraduate merit awards (1 764 PG students received awards). R28 million was allocated towards the Wits Hardship Fund to assist students to pay for their registration and accommodation fees in 2022.

Finance Update

- Council agreed to the proposal that the 2022 tuition fee increases (4%) and residence fee increases (5.75%) (excluding postgraduate entities), which are lower than the recommendations made by the Department of Higher Education and Training.
- Council approved the FY2023 breakeven budget, subject to the Ministerial Statement on University Fees and Subsidies from the Department of Higher Education and Training, which will only be available at a later stage, the Wits pensioners' subsidy for 2023, contract extensions exceeding

five years, the Wits Junction Sub-Ordination Agreement and Letter of Support, and the report from the Council Audit Committee (which includes the approvals of the budgeted fees for the Assurance Providers, namely External and Internal Auditors).

- Council noted the Wits Entities' Mid-Year Financial Results as of June 2022. It approved the:
- Interim Financial Report to be submitted to the Department of Higher Education and Training,
- Mid-Year Financial Results as of June 2022, and
- Capex Report.

It approved the Charitable Contribution Agreement with the Wits Fund Inc. (US) and the extension of an existing residence lease which allows for more beds at a lesser cost.

Council approved the following new or updated finance-related policies, which have been uploaded to the Intranet:

- Asset Policy (Movable, Immovable, and Intangible),
- Cash Management Policy,
- Credit Control and Bad Debt Policy,
- Delegation of Authority Policy,
- Financial Aid Policy,
- Procurement Policy,
- Sundry Accounts Receivable Policy,
- University's Finance and Investment Policy,
- Wits Pooled Equity Policy,
- Accounts Payable Policy,
- Earmarked Grants Policy,
- Student Fees Policy,
- Academic Collection Policy,
- Student Academic Misconduct Policy,
- Restricted Funds: Project and Income, and the
- Short Courses Policy.

Council also noted a report on the Wits Junction Residence's financial background and history.

Risk Management

Council approved the Risk Management Policy and Risk Management Framework

Council noted that the risks from the SET Risk Dashboard were reassessed in terms of the economic climate and environment. Council took note that the SET Risk Register formed part of the Annual Performance Plan.

Student Matters

Student Representative Council

- Council noted that the 2022/23 Students' Representative Council (SRC) election which concluded on 28 September 2022, with a voter turnout of 25.01%. The new SRC assumed office on 01 November 2022. Council also noted reports from the Board of Residences and the Students Services Advisory Committee.

5.1.4. Excellence in Governance, Management and Support

The office of the University Registrar is charged with the responsibility of the University's governance activities related to general institutional supervision with a view to, inter alia, ensure compliance with the provisions of the Higher Education Act, regulatory compliance, institutional governance, student administration and maintenance of university records. The University's governance practices are continually being reviewed and improved by benchmarking against internationally accepted best practices and King III/IV. We recognise that the primary goal of the University is to educate and develop research and to be at the cutting-edge of thinking. To do this, Wits must ensure it has efficient administration and a service orientation towards supporting these goals.

The University has developed appropriate systems, policies, and procedures that are both responsive to our community as well as being compliant with regulatory requirements. This translates to

- simple and just policies, rules, and standing orders
- interdepartmental collegiality within the administration
- clarity of ownership of processes and responsibilities (particularly in a devolved structure like the one at Wits)
- a solid relationship between academics and the administration - service orientation towards students
- administrative staff who are knowledgeable, professional, flexible and firm, regular post-mortem exercises after each major administrative activity, with the intention of improving business processes; and
- a culture of mutual respect towards colleagues (particularly in the presence of students). The events in the higher education environment over the past few years have necessitated that administrative departments and staff not only become agile and responsive to the needs of its stakeholders in this changing environment, but also, often, required revised and enhanced administrative processes.

This has enhanced engagements between staff to enable students to gain a thoughtful and clear understanding of the University rules and processes, which included reporting lines and authority structures, and how these related to them in their everyday lives. Excellence in all spheres of service delivery within the University is recognised as one of its key performance indicators. Attention is given to both internal and external service delivery areas.

The University hosts an Integrity Hotline which deals with issues of fraud, whilst internally a multitude of platforms are used to measure performance, particularly with regards to student services. These include a compliments and complaints hotline; and feedback devices placed in strategic offices such Fees Office and the Student Enrolment Centre.

The Wits choir performing at the Free People's Concert

5.2. Institutional Transformation and Workplace Equity

Institutional Naming

A new naming policy has been adopted and a revitalised Institutional Naming Committee with extended representation from a range of stakeholders has been active in renaming Wits' places and spaces. In response to several calls to name or rename Wits' buildings, spaces and places, several names were changed. Emphasis was placed on calling for submissions to name or rename after symbolic events and/or evocative descriptions of a particular place, after women who have played key roles in academia and after women who were involved in the struggle for gender equality.

Curriculum Reform

The unpredictability of global changes is compelling higher education institutions to rethink their curricula to improve the quality and competitiveness of their programmes to better serve the needs of the students, the market and society. The advent of COVID-19 and subsequent proclamation of state of disaster and lockdown in March 2020 has propelled the adoption of online and blended modes of provision as important alternative modes of provision alongside face-to-face contact mode of provision. The ability to switch between modes of provision gives academic staff the liberty to choose the best method of delivery based on the type of lessons they want to deliver, whether they want class activities online or in-person (especially those involving experiential and interactive learning).

As stated in the Guidelines for Curriculum Development at the University of the Witwatersrand (2018), in this day and age new approaches to curriculum are required if we are to meet the demands for excellence in higher education both now and in the future. To achieve this, the University has made strides in identifying gaps in various economic sectors and has continued to develop several new programmes and curriculum reforms to ensure that our programmes remain relevant and competitive. During the period Jan 2022 to December 2022, the University Senate has considered through its Sub-Committee, the Academic Planning and Development Committee (APDC) and approved a number of new courses, programmes and curriculum reforms. Few examples of these developments are discussed below.

In line with *Wits' policy for Joint Bachelors, Masters and PhD degrees with International Higher Education Institutions (2021)* and the *Department of Higher Education, and Training's Policy Framework for Internationalisation of Higher Education in South Africa (2020),* Senate approved a *Joint PhD between Wits and SOAS University of London in the United Kingdom*. The goal of the Joint PhD programme is to establish a concrete avenue of collaboration between SOAS Economics and the Wits School of Economics and Finance to attract excellent candidates with an interest in heterodox economics (or political economy) and to strengthen doctoral training in heterodox economics or political economy, with a focus on the Global South. The joint PhD programme anticipates drawing on specific expertise located across the SOAS Economics Department and WITS School of Economics and Finance. The programme will boost research capacity and output at both institutions in a critical area of research, as well as contribute to complementary research collaborations. The PhD programme will include a strong research-training component (deliverable through SOAS Economics and the SOAS Doctoral School) and will allow for mobility between the two institutions.

The School of Economics and Finance is introducing a new curriculum, *the Master of Commerce in Inequality Studies*. Inequality Studies is an emerging field within the social sciences. Its emergence is partly informed by rising inequality around the world, and particularly in the global south and secondly because a range of increasingly sophisticated tools for analysing and investigating inequality have been developed. The curriculum addresses a scarce skill and an important niche area in the discipline of Economics. Background research suggests that no higher education institution in South Africa or on the African continent currently offers a MCom or Economics that specialises in the field of Inequality Studies. The programme will offer students a rigorous and interdisciplinary opportunity to develop their skills to address one of the world's most pressing socio-economic problems.
The Faculty of Health Sciences is introducing a new curriculum for *Bachelor of Health Sciences Honours in the field of Virology*. In Virology, viral infections may vary from self-limiting, mild, to highly transmissible

infections through various routes resulting in high morbidity and mortality rates. To date, new species of human infecting viruses are still being identified. Currently, viruses make up over 60% of all human pathogens. Emerging and re-emerging viral infections can cause pandemics and endemics outbreaks representing a major global public health concern. For example, currently, the world is in the middle of the SARS-CoV-2 pandemic as well as the likes of ongoing HIV pandemic which still poses a great challenge in the world. The University of the Witwatersrand is one of the leading institutions in Africa and beyond, hence introducing Bachelor of Health Sciences Honours in the field of Virology would increase the scope of fields offered and put it at par with other institutions already offering Bachelor of Health Sciences Honours degrees in the field of Virology.

The Faculty of Humanities is developing a *Postgraduate Diploma in Higher Education*. High quality, effective university teachers are needed to improve the retention and throughput of students at both undergraduate and graduate levels, an issue of national and institutional importance. To this effect, the Senate also approved a Postgraduate Diploma in Higher Education. The purpose of the PGDip (Higher Education) is to professionalise university teaching to enhance undergraduate and postgraduate student success through a formal professional learning qualification for academic staff. This qualification is designed to enable academics to acquire the threshold knowledge and skills to be competent university teachers. Candidates who complete this qualification can contribute meaningfully to departmental/ school/ faculty/ university level committees which develop and implement policies and practices to improve learning, teaching, assessment, and curriculum design in higher education. Furthermore, the PGDip (Higher Education) aims to build a critical mass of academics who are critically reflective, reflexive, who value research-informed teaching as well as research and scholarship and who ensure better teaching and thus effective student learning.

Language policy

The Wits Language Implementation Plan is guided by four policy and planning principles: Status, Corpus, Acquisition and Attitudinal (rehabilitation) Planning. Each of the principles assumes continuous corpus planning and implementation. The Plan comprises of five phases as outlined below.

Phase 1: Implementation mechanisms are complete and were in place by the end of 2017, with work beginning in earnest in 2018.

Phase 2: Branding and linguisti landscsping is now integrated within regular University processes. The Property and Infrastructure Management Division, together with Wits Marketing, have ensured that all new signage and University branding is in English, Sesotho and isiZulu. The translations were done by the Wits Language School and all organisational units have multilingual letterheads and mail signatrues. Reporting is via the DVC: Systems and Operations, and sernior managers.

Phase 3: Communicative competency in isiZulu or Sesotho or South African Sign Language (SASL), in addition to English by all staff and students (learning a language)

Phase 4: Intellectualisation of isiZulu, Sesotho and SASL as academic media

Phase 5: Learning through isiZulu, Sesotho, SASL and English but not to the exclusion of other languages.

The negative effects of Covid-19 notwithstanding, significant progress has been made with the implementation of the Wits Language Policy, especially in terms of integrating language policy work into mainstream activities. Each faculty provides strong academic literacy support to undergraduate and postgraduate students. This support takes different forms and responds to the needs of the students in the faculty concerned. This support has been strengthened by the provision of intensive writing courses and/or modules which are offered by all faculties at different levels.

Faculties and schools report through their Assistant Deans for Teaching and Learning to the Senate Teaching and Learning Committee. Their reports are required to provide clear information on the structure and content of such support, to enable discussion within the Senate Committee and the sharing of teaching and learning innovations.

Students' language acquisition in isiZulu and/or Sesotho and/or SASL

The Faculty of Humanities has a language requirement for all first-year students to select either isiZulu or Sesotho or South African Sign Language (SASL) and to complete both first and second semester courses. Students who are proficient in any two of these may select one of the modern languages (French, German, Italian, Portuguese or Spanish) or isiZulu or Sesotho for home language speakers. Students are required to show proof of proficiency either through a matric pass in the subject, or a signed letter from the School of Literature, Language and Media.

The Faculty Health Sciences in partnership with external stakeholders developed and translated some medical terminology from English to isiZulu. This content is available to students through the Uthini Mobile Application. Students, mainly MBBCh students, are required to learn conversational isiZulu through the Uthini App and to demonstrate their competence through conducting clinical assessments in isiZulu (examined).

The Faculty of Engineering and the Built Environment has a common first year curriculum which includes the options of Sesotho and isiZulu alongside other humanities subjects. It does not apply to students studying in Architecture and Planning or Construction and Economics Management.

The Faculty of Commerce, Law and Management (CLM) has adopted a multi-pronged approach to language policy implementation. One area of focus is the development of staff members' linguistic abilities in line with the Wits Language Policy through courses offered by the Wits Language School. Another focus area is the academic writing development work taking place at the undergraduate and postgraduate levels in the faculty. A third focus area is support for multilingual learning and teaching in the Faculty. Regarding the latter, the Faculty of CLM and the Faculty of Science are currently collaborating on a multilingualism Scholarship of Teaching and Learning (SoTL) research project aimed at exploring trans-languaging opportunities for advancing student learning.

The Faculty of Science is aiming to provide some training in selected courses to academics and tutors who wish to implement trans-languaging in their courses, which requires the training of staff.
According to the Rules and Syllabus, most science students already have the possibility of taking an African language as one of their elective courses in the first year. The academic advisors who assist students with curriculum planning have been asked to bear this in mind and to promote this to students where it would be possible and appropriate in their curricula.
Members of the Science Teaching and Learning Unit are currently collaborating with counterparts in the Faculty of CLM on a UCDP-funded Scholarship of Teaching and Learning project on multilingualism. The first phase of this project entails a comparison of the language policies of different higher education institutions, a systematic qualitative literature review of multilingualism and trans-languaging in higher education, a review of the previous snapshots of student language needs taken in 2002 and 2014, and an updated survey of the current needs. The second phase will involve discussion with lecturers on multilingualism and trans-languaging possibilities, based on evidence garnered from Stage 1.

Staff members' isiZulu, Sesotho and SASL language acquisition

There is a clear increase in the uptake of the courses in 2022. The Human Resources Development Unit is responsible for ensuring the provision of English literacy courses for staff as part of its skills development offering.

Phase 4: Intellectualisation of isiZulu, Sesotho and SASL as academic media

All disciplines are advised to provide translations of course summaries, important course materials, and important concepts in isiZulu and Sesotho. This can be done in conjunction with their students or through the Wits Language School. Some disciplines may wish to include other languages in addition to isiZulu and Sesotho.

Faculties report, through their Assistant Deans for Teaching and Learning, to the Senate Teaching and Learning Committee on their progress towards ensuring multilingual competence among students and how this competence is assessed. They also report on multilingual teaching and learning innovations.

Phase 5: Learning through isiZulu, Sesotho, SASL and English but not to the exclusion of other languages

The faculties of Science and of Commerce, Law and Management will conduct research on the need for multilingualism and trans-languaging amongst staff and students, before piloting multilingual teaching and learning in selected areas. Should the results be favourable, then multilingual practices will be extended to other disciplines in their faculties. The Built Environment is considering participating in this process. There are already pockets of informal multilingual teaching taking place throughout the University.

A new multilingual tool developed by the Centre for Teaching Learning and Development

The Centre for Teaching, Learning and Development is planning to develop an innovative multilingual, multimedia glossary database system which will allow users to click on a word, get the explanation of the word and a related picture and/or audio and/or video clip in different languages. If the word does not exist in the database, it will be flagged, and academics or others can then enter the definition. This will be integrated into the University's student teaching portal. Machine learning will also be used to better identify the most appropriate word meaning, given the context within which the word is found.
The Wits Language Policy has been implemented throughout the University and many activities have been mainstreamed. In particular, the implementation of the language requirement has provided a strong base from which to develop isiZulu and Sesotho as languages of academic discourse, and now a renewed and extended focus on collective research and teaching opportunities so that languages and African languages are central to giving even more momentum in building academic leadership in this area as Wits and in the sector and that these efforts cohere around the Wits Language Policy.

New innovations in implementing the language policy:

African language representation in explainer animation films about the Transformation Office
Some offices like the Transformation office and the Gender Equity office have started to create media and content in languages that are more relatable and accessible to the communities that are in the University spaces. Sesotho and isiZulu are being used in the pamphlets, posters and media. This is significant because it roots the information in our context and touches the hearts of members of our communities.

The use of multilingual material in Wits' Sexual Orientation and Gender Identity Advocacy Programmes

These programmes are widely known across the University largely due to the poster campaign behind toilet doors highlighting the importance of respecting people who are transgender or have a disability, how the 52 gender neutral toilets are utilised, and discouraging instances of gatekeeping, harassment and discrimination. The posters were designed in English and converted into three African languages, namely isiZulu, Sesotho and Tswana. The use of these languages was deliberate and important noting that transformation cannot happen solely inside the confines of the English language.
The Wits/Be True 2 Me weekly transgender support group also hosts meetings with facilitators who know basic South African Sign Language (SASL). Subtitles are also used in online meetings. The importance of SASL extends to the Deaf transgender community and to those with Autism who are non-verbal. We use a system where a non-verbal person will wear a particular lanyard when they wish to only sign and their contribution to the discussion will be relayed in spoken language by the facilitator to other group members. Currently, two facilitators can offer these innovations at Wits. The importance of using the three languages is a priority in Wits' Sexual Orientation and Gender Identity Advocacy Programmes.

Conveying COVID-19 vaccination messages in multiple languages across multiple media

Wits University offered COVID-19 resources in multiple languages including an animation in isiZulu to create awareness and to educate staff about COVID-19 during the pandemic. This included the development of posters, flyers, COVID-19 kits and animations in multiple languages with subtitles. Voice

notes in isiZulu and Sesotho were also utilised to share information with staff members via WhatsApp, especially for those who were working remotely.

Institutional Culture

Throughout 2022, there was sustained engagement with the University community and key stakeholders to deepen conversations, action and intervention around Institutional culture. The Transformation, Employment and Equity Office (TEEO) facilitated 65 engagements across the University community from students and faculties to registrars and university management. These engagements created a safe space for the University community to come together and reflect on our experiences of institutional culture as well as actualize our own power and recognize that it is everyone's role to create the institutional cultures that we would like to experience and be part of. We are constantly growing and developing our work in the University. Our workshops are participatory and developed based on context and the particular needs of a community. Currently, we facilitate 15 different workshops and engagements whose themes are as follows:

- Capacity building workshop,
- Staff Induction Sessions through HRDU
- Institutional Culture Workshops
- Sensitising HR Officers
- Social Justice Policy Workshops
- Academic Citizenship Programme - partnered with CLTD
- Anti-Racism work
- Diversity and Inclusion Workshop
- Transformation at Wits
- Cyberbullying workshops
- Power, privilege, and positionality
- Safe zone training
- Cross-cultural intelligence
- Conflict management

Key values highlighted in these engagements included respect, dignity, equality, integrity, fairness, empathy, compassion, and communication, among others. Cross cultural intelligence is particularly important in diverse spaces like the University, as it teaches us to engage and embrace one another as a community in ways that are safe and prioritise dignity, equity and learning.

Managing and acknowledging conflict in relation to race, gender, class, ability, inequalities, and other binaries has been a large focus of our work. It is essential to create constructive and growth enabling spaces for engagement around these topics when building an inclusive and empowering institutional culture for all. It creates a space to surface underlying issues in ways that help people to reflect and engage that conflict and ultimately to resolve it, creating an environment that is conducive for learning, teaching, research, and community building.

Themes/ issues that have emerged from our engagements:

- Mental Health and Wellness for staff is a challenge and Covid -19 has exacerbated this. There is a need for people to work collectively to enhance each other's mental health and general well-being on campus;
- The need for more diversity and social justice discussions;
- Internal and structural racism - Black staff still feel that they experience racism (direct aggression,

microaggression and internalised racism) at the hands of other colleagues, while male white staff have also expressed anger and frustration at their exclusion from certain funding or roles at the University because of their gender and race;

- Institutional facade of transformation -Some feel like the transformation priorities outlined by the institution is just a "check box" exercise and say that they don't see a lot of the transformation on the ground in their experience of the University;
- The need for more action and implementation for change;
- There is a need to more engagement and strengthening of Collegiality (building trusting relationships)
- Discrimination based on gender, sexuality, or disability continues to be reported (intersectionality);
- More attention needs to be paid to the reality of student hunger, homelessness, and mental health;
- More focus on implementation of policy and monitoring.

TEEO has been actively involved in advocating awareness for and implementation of the Prevention and Eradication of Bullying policy. There is a huge interest from the Transformation Committees and the broader university community in the policy resulting in a high demand for conversations around creating safe spaces in the University community.

Given the growth in this work, the Transformation office has been approached to provide advice and support to high schools grappling with challenges of discrimination and social justice. As a result, there has been an increased interest in the work that we do. We hosted a teachers' and principals' workshop on Transformation and Inclusion in high schools. Through these engagements we shared our knowledge, experience and built impactful partnerships with the broader society.

Partnerships are central to the work of the Transformation Office. We work very closely with other offices and structures involved in Social Justice: CCDU, GEO, DRU, WCOO, SRC and Transformation Community of Practice (TCoP). We intentionally involve them in our engagement as part of building sustainable and integrated approach and systems to proactively advocate and prevent discrimination.

Sexual Orientation and Gender Identity Advocacy Programmes

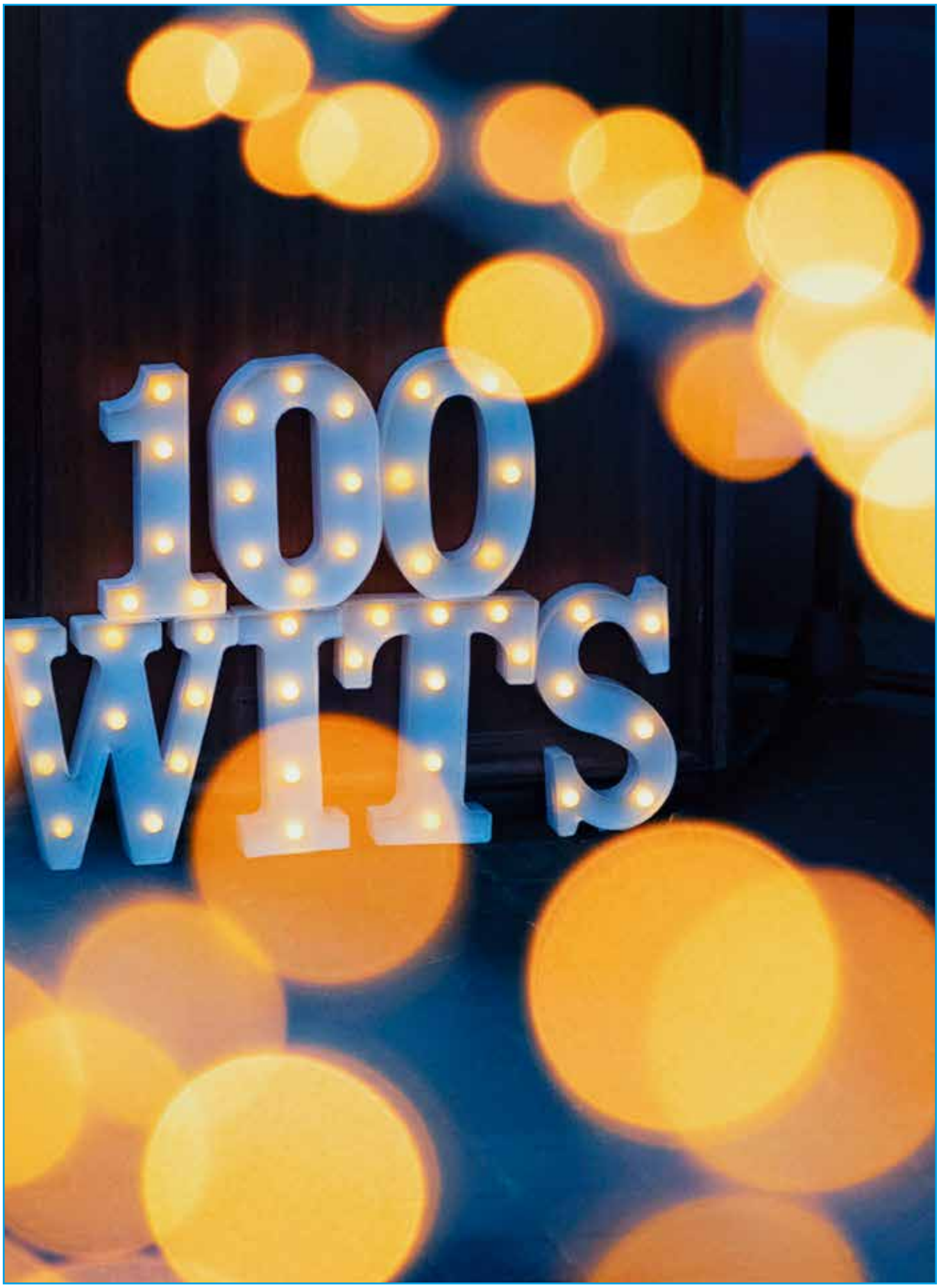
People who identify as LGBTIAQ+ (Lesbian, Gay, Bisexual, Transgender, Intersex, Asexual and other identities of sexual orientations and genders) are valued members of the University community. Support groups for members of the LGBTIAQ+ community are implemented by the SOGI team to create a safe space for students to engage, share solutions to common problems and build friendships with others. We facilitate Be True 2 Me/ Wits transgender online support group every Thursday with good participation and a focus on accessibility.

SOGI has access to safe material for those exploring and affirming their gender identities. Access to these materials makes a big difference in the lives of members of the LGBTIAQ+ community. The Safe Zones@ Wits Binder and Queer Clothing Bank have distributed 28 binders, in partnership with Genderwear.

The work of SOGI goes beyond the University and includes support for high schools and other institutions. As part of stakeholder engagement and capacity development, two key meetings were held with St Stithians College following transphobic responses to the Girls' College move to include a transgender woman learner, specifically offering guidance on sports and toilets. Site visits were conducted to gender neutral toilets at Wits. There has also been interest from other universities like the University of the Free State SRC and managerial staff who were interested in learning more about the SafeZones programme and how they could implement the programme in their own spaces.

As a way of empowering those around us to facilitate meaningful engagements and contribute to the safety and the inclusivity of the institution we hosted "Train the Trainer" sessions hosted in partnership with Wits Gender Equity Office on the 16th and 19th of May. Safe Zones also facilitates training of those in key leadership positions in the institution. Training has been facilitated for SRC, House committees, Residences among others. Networking and collaborations are incredibly important for our work. Some collaborations include work with GEO, CCDU, DRU and OSS. It is important to further conversations that share reliable information and give the University community a space to engage around key Sexual Orientation and Gender Identity topics. Workshops were facilitated and continue to be facilitated on campus with different communities in the University. In the area of visibility and raising awareness, SOGI

has also had a presence on Wits radio. As part of advocacy interviews with VOW FM on pronouns and gender, deadnaming and queer mental health were completed and aired. Wits Pride Parade was held on 28 May 2022.



5.2.1. Gender Equity Office

The Gender Equity Office (GEO) is an office that approaches and deals with gender misconduct on campus holistically. Legal advisors, social workers, advocacy, education staff, and volunteers staff the office. The services of the office are available to all members of the Wits community.

During 2022, the office provided counselling services both in person and online, ran support groups for survivors of gender-based violence and for those seeking to grow and nurture healthy relationships and offered legal advice and ran disciplinary hearings. The office focused heavily on its education and advocacy portfolio and as a result was able to achieve some great and impactful firsts.

The GEO runs several advocacy programmes throughout the year including collaborative events with CCDU, TEEO and various student bodies. The annual Sekwanele event took place during August and is an event that informs the Wits community about how and where to report criminal matters of a gendered nature. The event also highlights support services both on and off campus.

The annual Madoda Sabelani event, hosted in collaboration with CCDU, was titled "Whose Culture Is It Anyway" and was an exploration and discussion of residence cultures and how they impact on relationships between students.

During July 2022, the GEO hosted its first colloquium titled "On Men and Masculinities". The colloquium engaged students and staff on navigating men and masculinities in relation to gender advocacy work. The colloquium embraced all forms of knowledge, knowing and knowledge production and encouraged performers, researchers, educators, and artists to submit collaborations, artworks, performances, and discussion papers to explore men and masculinities. The themes included embodied healing, queering the binaries, the visa status of masculinities, (un)healthy masculinities and post-apartheid masculinities. The colloquium was hosted as a hybrid event over two days and led to great conversations, performances, and research ideas.

Carrying on its tradition of painting a mural during Women's Month to celebrate and remember staff and students who have been victims of gender-based violence, the office collaborated with the Community of Practitioners against Gender-Based Violence on South African Campuses to paint a mural on the walls in the West Campus tunnel. The mural honoured staff and students who lost their lives to gendered violence on campuses over the past ten years.

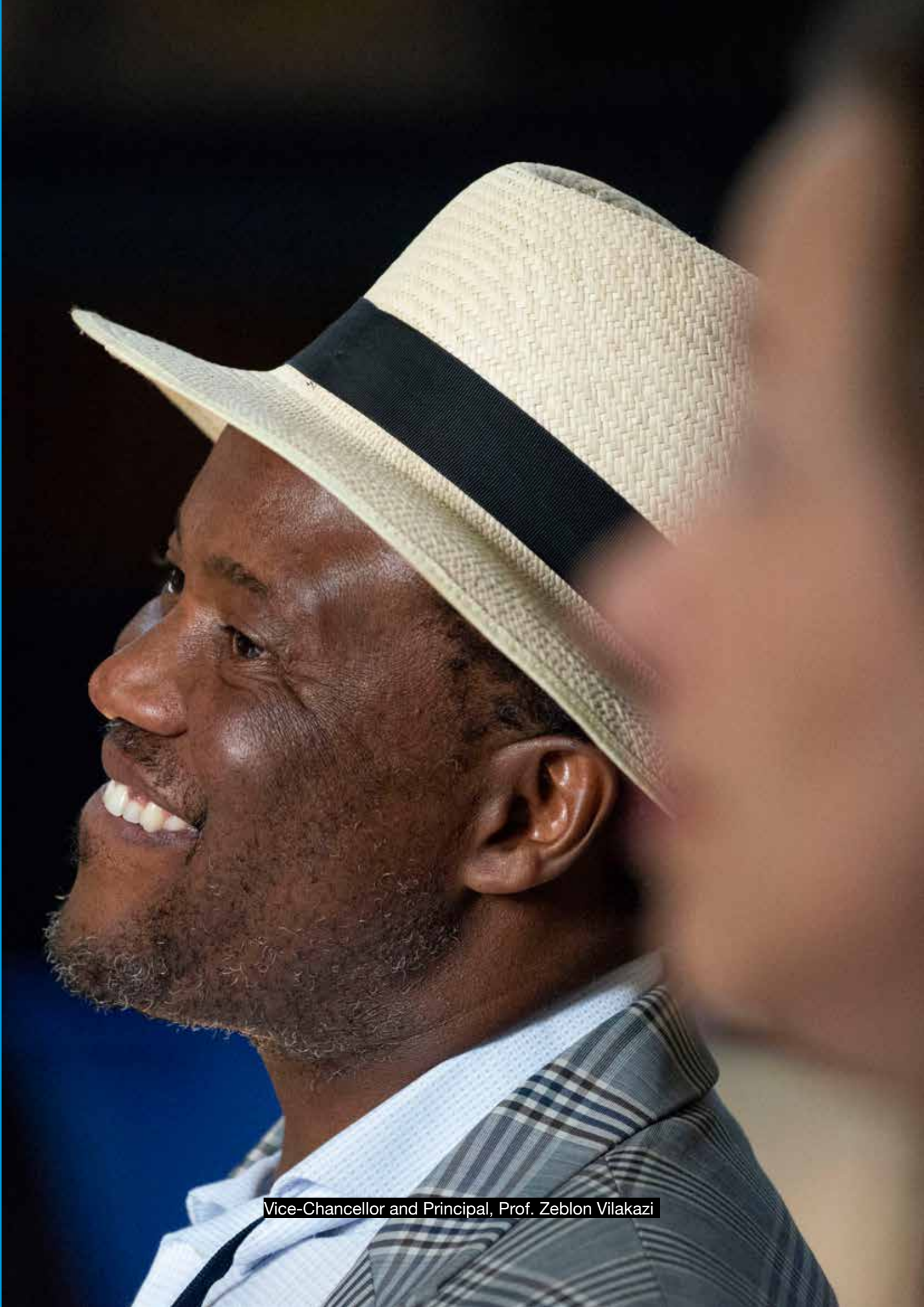
During October 2022, the GEO hosted institutions from across the country for the first ever inter-varsity Pride march. The day was a celebration of the LGBTIAQ+ community and included a mural collaboration with members of Wits Activate. The mural was painted alongside the Women's Day mural and honoured those who lost their lives to homophobic violence. The event was a great success and allowed queer communities across campuses to celebrate and be embraced by their larger communities.

The office attended two community of practice conferences where universities from South Africa send gender practitioners to discuss ways in which we collectively address gender violence on campus and acquire skills and tools to better do the work on campuses. The community of practice was started by the GEO and is currently chaired by the director of the GEO.

5.3. Occupational Health and Safety

During 2022, the OHS&E carried out the following important interventions:

- The successful delivery of the University Capital Works Projects without major safety stoppages, major lost time incidents and without DOEL major investigations;
- The Remote Work Policy. OHS&E assisted and contributed to the development of the remote work policy that seeks to attract local and international high caliber talent and remotely work in a healthy as safe manner;
- The successful Development of the Hazardous Chemical Substances and Hazardous Biological Agents Guidelines and procedures that assist the University in managing viruses, bacteria etc and toxic chemicals;
- The testing and implementation the use of a private fire and rescue emergency response teams cutting emergency response times by half from call out to first appoint of access;
- The successful first phase integration of OHS&E systems into university department operations i.e., change of work process and workflow increasing third party OHS&E compliance by 20% from 2021;
- Permit to work system. OHS&E assisted and contributed to the development of the University permit to work system that will regulate dangerous work carried out by contractors;
- Successfully generated third income stream through provision of OHS&E training courses to external parties within the University;
- Incident on Duty. Successfully piloted a digital IOD ticket system.



Vice-Chancellor and Principal, Prof. Zeblon Vilakazi

5.4. Risk Management

Risk Dashboard – 11 October 2022

SET Risk Dashboard – 11 October 2022 [updated after Council Risk Committee]

(G-CC-CRC-2022-014)
Document 60

	Risk	Current Risk Temperature (Cold – Warm – Boiling)	Trend	Control Effectiveness (Weak – Good)	Action Progress (0% 25% 50% 75% 100%)	Risk Owner
1	**Instability in South Africa and Higher Education Funding Crises** National political and socio-economic issues impact on universities. Public finances dwindling, subsidy stagnant, research funds cut, and fees capped. Inefficient administration and policy changes at NSFAS and students being defunded. Higher education funding is a national issue that remains a perennial problem, needs a national solution. Missing middle are particularly affected. Limited postgraduate funding programs. The emerging risks within the sector on increased cases of racism and Xenophobia.		↔			Vice-Chancellor & Principal, CFO
2	**Institutional finances** The approximate 90% plus reliance on subsidy and fees income will from 2021 challenge the teaching and learning and research model being sustained. Strategic responses of a business review, commercial income streams and efficiency initiatives have been identified. The implementation of these strategic responses is key to the constant delivery of our model. The risk is in the timing and fullness of implementation. There is an emerging of loadshedding and lack of power, which has resulted in increased fuel costs and associated costs implications for the University.		↔			Vice-Chancellor & Principal, CFO
3	**Research funding framework challenges** Changes to the NRF Funding Framework. Changing patterns in NRF funding impacts research indicators, including rating. Potential variance in research productivity (output by staff and students). Changing research culture globally and its threats and opportunities for cutting-edge knowledge production. Risk that the university is distracted from its focus on research goals due to the Covid-19 challenges, Higher Education crises and funding. Funders changing priorities which impact the funding allocated towards research. International funders may be less likely to give funding to South Africa post-COVID and a shrinking global economy.		↑			DVC Research and Innovation, Deans
4	**Infrastructure and Technology risk** Cyber security, campus sustainability strategy and reduced reliance on external utilities are key. Legacy IT infrastructure and capacity of ICT and learning systems for the online environment. Wi-Fi and internet access for teaching platforms not stable. Digital transformation, including how and what we teach, how and where students learn and how and what we research as well as our management and administrative processes. Inappropriate infrastructure to support strategic plan pertaining to PG ambitions. Inefficient use of infrastructure. Project execution and governance risk. Lack of strategic procurement which results in lost opportunities on the cost efficiencies and long-term supplier relationships.		↔			DVC (Systems and Operations)
5	**Transformation challenges and changes to the institutional culture** Slow evolution of the institution's cosmopolitan character and its ability to achieve diversity of race, class, gender, international. Competition from Government and Higher Education institutions for talented black staff. Challenges to attract and retain staff (academics). Student leadership issues and relationship with the University. Lack of social cohesion as a result of student unrest.		↔			Vice-Chancellor, Deans, Dean of Students and Registrar

SET Risk Dashboard

	Risk	Current Risk Temperature (Cold – Warm – Boiling)	Trend	Control Effectiveness (Weak – Good)	Action Progress (0% 25% 50% 75% 100%)	Risk Owner
6	**Teaching and Learning risk** Ensuring valid and reliable assessments, some in person, some remote (online and take home) is an area that needs attention. We need to focus on diversifying assessments that are valid and reliable and with emphasis on academic integrity. Practical, lab and field-based learning has been impacted which could impact on quality of qualifications. Quality of government - controlled teaching platforms and facilities affecting quality of education and service to students and staff. Ensuring that the gains of the last two years are not lost, and that blended learning is strengthened.					Senior DVC Academic, DVC Research and Innovation, Deans
7	**Access to library information services and preservation of special collections** Access to information is vital to the success of the university. It is threatened by exchange control, cyber security and physical infrastructure. Escalating publishing costs and malicious cyber-attacks of the digital library or equipment failure/theft may deny users access to information. The slow pace and provisional structure of the institution's digitisation capacity, including the weaknesses of assessment and cataloguing hinders the development of a proper management strategy. The uncontrolled accumulation of research materials at 10 library sites prevents efficient use of materials and presents risks from flooding, theft and fire. Robust infrastructure is needed to ensure preservation of special collections and historical archives, many of which are unique, that are used by local and international researchers.					DVC Research and Innovation SET
8	**Challenge with the Centenary Campaign execution** The impact of the coronavirus pandemic and its impact on the economy and the ability of donors to contribute towards the Wits Centenary Campaign puts the fundraising campaign at risk of not achieving its R3 billion target by the end of 2022. A total of R2.6 billion had been raised to date (which is inclusive of pledges).					Vice-Chancellor & Principal
9	**Post Covid-19 transition** In several areas, the university is dealing with the economic and social challenges arising out of Covid-19 and the challenges related to the recovery from Covid. Relatedly, climate change, is a key challenge facing the university. The university is engaged in a range of activities link to these challenges, including the greening of its own campus, and expanding its research and teaching on climate change.					SET

6. Finance

Going Concern

The annual financial statements as at 31 December 2022 have been prepared on the going concern basis. In terms of the Companies Act 71 of 2008, the existence and sustainability of the University is determined mainly by using solvency and liquidity testing. We have used these tests, and additional specific assessments, to support the assertion that Wits University is a going concern as at 31 December 2022.

In conclusion:
Assets fairly valued exceeded liabilities.
There is sufficient liquidity to meet short-term liabilities.
Management is confident that the cash reserves of the entity will be sufficient to enable the University to meet its short-term obligations in the normal course of business.
The University is a going concern.

COUNCIL'S STATEMENT OF RESPONSIBILITY FOR THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS

The Council is responsible for the preparation, integrity and fair presentation of the consolidated and seperate annual financial statement for the University of the Witwatersrand, Johannesburg.

The consolidated and seperate annual financial statements have been prepared in accordance with International Financial Reporting Standards and in the manner required by the Minister of Higher Education and Training in the regulations in terms of the Higher Education Act, 1997 (Act No. 101 of 1997), as amended, and include amounts based on the judgements and estimates made by management. The Council has also prepared the other information included in the annual report and is reposnsible for both its accuracy and consistency with the annual financial statements.

The going concern basis has been adopted in preparing the consolidated and seperate annual financial statements. The Council has no reason to believe that the University of the Witwatersrand, Johannesburg, together with its related entities, will not be a going concern in the forseeable future, baed on forecasts and available cash resources. The viability of the instituton is supported by the content of the financial statements.

The consolidated and seperate annual financial statements have been audited by the independent auditing firm, Deloitte, who were given unrestricted access to all financial records and related data, including minutes of meetings of the Council and all its sub-committees. The Council believes that all representations made to the independent auditors during the the University of the Witwatersrand' group audit are valid and appropriate.

Consolidated and separate statement of comprehensive income - Group

GROUP	Notes	2022					2021				
		Council Controlled Unrestricted 2022	Specifically Funded Restricted Funding 2022	SUB-TOTAL	Student and Staff Accommodation Restricted 2022	TOTAL	Council Controlled Unrestricted 2021	Specifically Funded Restricted Funding 2021	SUB-TOTAL	Student and Staff Accommodation Restricted 2021	TOTAL
Figures in R `000											**Restated#**
Income											
State subsidies & grants	3	2,525,034	117,833	2,642,867	20,476	2,663,343	2,206,928	195,059	2,401,987	18,615	2,420,602
Tuition and other fee income	4	2,260,024	18,856	2,278,880	415,120	2,694,000	2,149,810	44,204	2,194,014	319,356	2,513,370
Research contracts income	5	265,230	2,913,475	3,178,705	-	3,178,705	213,576	2,652,272	2,865,848	-	2,865,848
Sale of goods and services		155,379	167	155,546	881	156,427	94,522	(118)	94,404	799	95,203
Private gifts and grants income	6	9,700	218,390	228,090	-	228,090	20,828	223,725	244,553	-	244,553
Other income	7	526,866	807,543	1,334,409	3,801	1,338,210	402,265	769,751	1,172,016	1,409	1,173,425
Net changes in fair value of investments	8	(295,822)	(102,833)	(398,655)	-	(398,655)	132,843	58,445	191,288	-	191,288
Profit on sale of investment	9	231,807	76,214	308,021	-	308,021	22,799	22,790	45,589	-	45,589
Subtotal		5,678,218	4,049,645	9,727,863	440,278	10,168,141	5,243,571	3,966,128	9,209,699	340,179	9,549,878
Interest,dividends and net exchange rate gain and losses	10	407,954	93,911	501,865	-	501,865	267,724	71,684	339,408	-	339,408
Total Income		**6,086,172**	**4,143,556**	**10,229,728**	**440,278**	10,670,006	**5,511,295**	**4,037,812**	**9,549,107**	**340,179**	**9,889,286**
Employee benefits expense	11	3,133,192	2,054,473	5,187,665	100,414	5,288,079	3,137,881	1,775,097	4,912,978	114,225	5,027,203
- Academic		2,054,698	439,132	2,493,830	256	2,494,086	1,966,089	368,491	2,334,580	290	2,334,870
- Professional and Admin		1,078,494	1,615,341	2,693,835	100,158	2,793,993	1,171,792	1,406,606	2,578,398	113,935	2,692,333
Other operating expenses	13	1,662,767	2,045,563	3,708,330	229,116	3,937,446	1,174,250	1,977,308	3,151,558	169,889	3,321,447
Depreciation and amortisation	14	237,422	81,596	319,018	31,502	350,520	257,708	76,692	334,400	48,407	382,807
Increase in impairment of receivables		184,588	743	185,331	3,188	188,519	263,332	-	263,332	-	263,332
Expenditure subtotal		**5,217,969**	**4,182,375**	**9,400,344**	**364,220**	9,764,564	**4,833,171**	**3,829,097**	**8,662,268**	**332,521**	**8,994,789**
Operating surplus/(loss) before net finance income		**868,203**	**(38,819)**	**829,384**	**76,058**	905,442	**678,124**	**208,715**	**886,839**	**7,658**	**894,497**
Finance costs	12	114,158	3,310	117,468	7,907	125,375	101,244	2,554	103,798	1,438	105,236
(Deficit) / surplus before tax		**754,045**	**(42,129)**	**711,916**	**68,151**	780,067	**576,880**	**206,161**	**783,041**	**6,220**	**789,261**
Income tax expense - continuing operations	27	(2,388)	-	(2,388)	-	(2,388)	(1,313)	-	(1,313)	-	(1,313)
(Deficit) / surplus from continuing operations		**751,657**	**(42,129)**	709,528	**68,151**	777,679	**575,567**	**206,161**	**781,728**	**6,220**	**787,948**
Surplus from discontinued operations		3,306	-	3,306	-	3,306	-	-		-	-
(Deficit) / surplus for the year		**754,963**	**(42,129)**	**712,834**	**68,151**	780,985	**575,567**	**206,161**	**781,728**	**6,220**	**787,948**
#refer to note 46											
Actuarial loss on post-retirement medical aid liability	30	145,723	-	145,723	-	145,723	48,333	-	48,333	-	48,333
Total other comprehensive income that will not be reclassified to surplus or deficit		**145,723**	**-**	145,723	**-**	**145,723**	**48,333**	**-**	48,333	**-**	**48,333**
Total comprehensive income		**609,240**	**(42,129)**	**567,111**	**68,151**	**635,262**	**527,234**	**206,161**	**733,395**	**6,220**	**739,615**
#refer to note 46											

Separate statement of comprehensive income - University

UNIVERSITY	Notes	2022 Council Controlled Unrestricted 2022	2022 Specifically Funded Restricted Funding 2022	2022 SUB-TOTAL	2022 Student and Staff Accommodation Restricted 2022	2022 TOTAL	2021 Council Controlled Unrestricted 2021	2021 Specifically Funded Restricted Funding 2021	2021 SUB-TOTAL	2021 Student and Staff Accommodation Restricted 2021	2021 TOTAL
Figures in R `000											**Restated #**
Income											
State subsidies & grants	3	2,518,209	117,833	2,636,042	20,476	2,656,518	2,200,500	195,059	2,395,559	18,615	2,414,174
Tuition and other fee income	4	2,257,257	18,856	2,276,113	415,120	2,691,233	2,149,810	44,204	2,194,014	319,356	2,513,370
Research contracts income	5	-	235,338	235,338	-	235,338	-	274,479	274,479	-	274,479
Sale of goods and services		7,118	167	7,285	881	8,166	4,514	(118)	4,396	799	5,195
Private gifts and grants income	6	3,701	218,390	222,091	-	222,091	3,657	223,725	227,382	-	227,382
Other income	7	220,709	737,512	958,221	3,801	962,022	174,168	736,909	911,077	1,409	912,486
Net changes in fair value of investments	8	(238,428)	(102,833)	(341,261)	-	(341,261)	91,424	58,445	149,869	-	149,869
Profit on sale of investments	9	189,792	76,214	266,006	-	266,006	6,913	22,790	29,703	-	29,703
Subtotal		4,958,358	1,301,477	6,259,835	440,278	6,700,113	4,630,986	1,555,493	6,186,479	340,179	6,526,658
Interest,dividends and net exchange rate gain and losses	10	316,092	46,812	362,904	-	362,904	212,414	37,983	250,397	-	250,397
Total Income		**5,274,450**	**1,348,289**	**6,622,739**	**440,278**	**7,063,017**	**4,843,400**	**1,593,476**	**6,436,876**	**340,179**	**6,777,055**
Employee benefits expense	11	2,741,318	488,367	3,229,685	100,414	3,330,099	2,790,873	482,865	3,273,738	114,225	3,387,963
- Academic		2,042,151	267,690	2,309,841	256	2,310,097	1,956,425	261,462	2,217,887	290	2,218,177
- Professional and Admin		699,167	220,677	919,844	100,158	1,020,002	834,448	221,403	1,055,851	113,935	1,169,786
Other operating expenses	13	1,391,494	856,599	2,248,093	229,116	2,477,209	1,164,346	856,740	2,021,086	169,889	2,190,975
Depreciation and amortisation	14	198,637	42,346	240,983	31,502	272,485	221,695	45,159	266,854	48,407	315,261
Increase in impairment of receivables		184,588	743	185,331	3,188	188,519	253,922	-	253,922	-	253,922
Expenditure subtotal		**4,516,037**	**1,388,055**	**5,904,092**	**364,220**	**6,268,312**	**4,430,836**	**1,384,764**	**5,815,600**	**332,521**	**6,148,121**
Operating surplus/(loss) before net finance income		**758,413**	**(39,766)**	**718,647**	**76,058**	**794,705**	**412,564**	**208,712**	**621,276**	**7,658**	**628,934**
Finance costs	12	103,071	2,361	105,432	7,907	113,339	90,934	2,554	93,488	1,438	94,926
(Deficit) / surplus before tax		**655,342**	**(42,127)**	**613,215**	**68,151**	**681,366**	**321,630**	**206,158**	**527,788**	**6,220**	**534,008**
(Deficit) / surplus for the year		**655,342**	**(42,127)**	**613,215**	**68,151**	**681,366**	**321,630**	**206,158**	**527,788**	**6,220**	**534,008**
Actuarial loss on post-retirement medical aid liability	30	145,723	-	145,723	-	145,723	48,333	-	48,333	-	48,333
Total other comprehensive income that will not be reclassified to surplus or deficit		**145,723**	**-**	145,723	**-**	**145,723**	**48,333**	**-**	48,333	**-**	**48,333**
Total other comprehensive income net of tax		**145,723**	**-**	**145,723**	**-**	**145,723**	**48,333**	**-**	**48,333**	**-**	**48,333**
Total comprehensive income		**509,619**	**(42,127)**	**467,492**	**68,151**	**535,643**	**273,297**	**206,158**	**479,455**	**6,220**	**485,675**

#refer to note 46

Consolidated statement of financial position - Group

Figures in R `000	Notes	Group 2022	Group 2021 Restated #	Group 2020 Restated #
Assets				
Non-current assets				
Property, plant and equipment	14	8,367,357	7,915,981	7,740,419
Right-of-use assets	15	77,016	175,144	215,315
Goodwill	17	486	486	486
Intangible assets other than goodwill	16	72,933	78,526	87,542
Interest in joint venture and associated entities	21	98,602	84,745	91,170
Deferred tax	23	1,122	1,351	736
Investments	18	3,180,527	2,758,698	1,938,920
Other non-current receivables	24	5,000	5,000	5,000
Total non-current assets		**11,803,043**	**11,019,931**	**10,079,588**
Current assets				
Inventories	25	16,256	18,582	15,168
Trade and other receivables	26	1,124,723	1,029,389	1,179,232
Tax receivable	27	98	39	53
Investments	18	2,779,138	3,015,870	2,899,432
Current portion of other non-current receivables	24	663	663	669
Cash and cash equivalents	28	2,812,393	2,257,012	1,867,259
Total current assets		**6,733,271**	**6,321,555**	**5,961,813**
Total assets		**18,536,314**	**17,341,486**	**16,041,401**
Funds and liabilities				
Non-distributable reserves				
Property, plant and equipment		322,504	354,639	658,743
Revaluation reserve		3,880,044	3,880,044	3,880,044
Total		**4,202,548**	**4,234,683**	**4,538,787**
Unrestricted use funds				
Endowment and contingency reserve		3,607,850	2,998,611	2,480,529
Total		**7,810,398**	**7,233,294**	**7,019,316**
Restricted use funds				
Funds for specific purposes		1,876,818	1,889,393	1,381,302
Residences		265,561	194,830	186,701
		2,142,379	**2,084,223**	**1,568,003**
Total reserves and funds		**9,952,777**	**9,317,517**	**8,587,319**

Consolidated statement of financial position - Group

Figures in R `000	Notes	Group 2022	Group 2021 Restated #	Group 2020 Restated #
Liabilities				
Non-current liabilities				
Deferred Income and Other Liabilities	32	478,848	350,688	257,701
Operating lease commitments	29	34,792	138,877	-
Borrowings	29	536,827	542,141	708,762
Government Grants	31	1,254,253	1,169,911	1,170,580
Retirement benefit obligations	30	655,307	752,829	663,728
Total non-current liabilities		**2,960,097**	**2,954,446**	**2,800,771**
Current liabilities				
Trade and other payables	33	2,875,497	2,578,094	3,577,374
Current tax payable	27	911	40	-
Deferred Income and Other Liabilities	32	2,656,760	2,380,173	975,007
Operating lease commitments	29	51,214	84,553	-
Bank overdraft	22	22,096	14,923	-
Borrowings	29	16,962	11,740	100,930
Total current liabilities		**5,623,440**	**5,069,523**	**4,653,311**
Total liabilities		**8,583,537**	**8,023,969**	**7,454,082**
Total funds and liabilities		**18,536,314**	**17,341,486**	**16,041,401**

#refer to note 46

Statement of financial position - University

Figures in R `000	Notes	University 2022	University 2021 Restated#	University 2020 Restated#
Assets				
Non-current assets				
Property, plant and equipment	14	8,086,984	7,697,594	7,518,223
Right-of-use assets	15	42,809	147,495	199,271
Intangible assets other than goodwill	16	72,933	78,526	87,542
Interest in joint venture and associated entities	21	96,649	82,462	54,061
Investment in subsidiary	19	46,159	53,111	80,179
Investments	18	2,605,280	2,187,111	1,476,800
Accrued lease income	22	345,159	334,370	318,390
Total non-current assets		**11,295,973**	**10,580,669**	**9,734,466**
Current assets				
Inventories	25	14,490	16,434	13,912
Trade and other receivables	26	754,570	594,142	749,869
Tax receivable	27	-	-	-
Investments	18	2,779,138	3,015,870	2,899,432
Interest in controlled entities and amounts receivable	19	37,186	69,483	46,945
Current portion of other non-current receivables	24	663	663	663
Cash and cash equivalents	28	138,842	118,835	155,048
Total current assets		**3,724,889**	**3,815,427**	**3,865,869**
Total assets		**15,020,862**	**14,396,096**	**13,600,335**
Funds and liabilities				
Non-distributable reserves				
Property, plant and equipment		322,504	354,639	658,743
Revaluation reserve		3,880,044	3,880,044	3,880,044
Total		**4,202,548**	**4,234,683**	**4,538,787**
Unrestricted use funds				
Endowment and contingency reserve		2,584,320	2,074,702	1,801,406
Total		**6,786,868**	**6,309,385**	**6,340,193**
Restricted use funds				
Funds for specific purposes		1,876,818	1,889,398	1,381,302
Residences		265,564	194,833	186,701
		2,142,382	**2,084,231**	**1,568,003**
Total reserves and funds		**8,929,250**	**8,393,616**	**7,908,196**

University of the Witwatersrand - Johannesburg

Consolidated and Separate Annual Financial Statements for the year ended 31 December 2022

Statement of financial position - University

Figures in R `000	Notes	University 2022	University 2021 Restated#	University 2020 Restated#
Liabilities				
Non-current liabilities				
Deferred Income and Other Liabilities	32	472,950	345,296	257,701
Operating lease commitments	29	15,115	121,455	-
Borrowings	29	519,926	526,345	676,837
Government Grants	31	1,254,253	1,169,908	1,170,580
Retirement benefit obligations	30	655,307	752,829	663,728
Total non-current liabilities		**2,917,551**	**2,915,833**	**2,768,846**
Current liabilities				
Trade and other payables	33	2,462,580	2,153,694	1,859,397
Deferred Income and Other Liabilities	32	659,484	851,874	975,007
Operating lease commitments	29	38,275	72,827	-
Borrowings	29	13,722	8,252	88,889
Total current liabilities		**3,174,061**	**3,086,647**	**2,923,293**
Total liabilities		**6,091,612**	**6,002,480**	**5,692,139**
Total funds and liabilities		**15,020,862**	**14,396,096**	**13,600,335**

#refer to note 46

University of the Witwatersrand - Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Statements of Cash Flows

Figures in R `000	Notes	Group 2022	Group 2021	University 2022	University 2021
Cash generated from operating activities					
Cash generated from operations	34	1,629,203	1,393,689	1,029,306	953,466
Finance costs		(31,797)	(105,236)	(26,639)	(94,926)
Tax received/(paid)		(1,480)	(2,202)	-	-
Net cash inflow from operating activities		**1,595,926**	**1,286,251**	**1,002,667**	**858,540**
Cash flows from investing activities					
Purchase of property, plant and equipment		(793,158)	(485,331)	(646,544)	(422,554)
Purchase of intangible assets	16	(11,750)	(12,288)	(11,679)	(12,289)
Proceeds on disposal of property, plant and equipment		1,421	1,217	835	686
Purchase of available-for-sale investments	18	(15,232,876)	(3,545,566)	(14,006,422)	(3,303,660)
Proceeds on disposal of available-for-sale investments	18	14,945,803	2,848,181	13,756,863	2,653,389
Investment income capitalised	18	(296,680)		(273,137)	-
Decrease/(Increase) in loans and receivables		-	-	-	-
Decrease/(Increase) in interest in controlled entities	19	(13,857)	(2,282)	39,248	(2,286)
Decrease/(Increase) in interest in associated entities		-	-	(14,187)	(21,589)
Interest received		406,541	308,876	209,654	217,575
Dividends received		74,640	30,533	74,316	32,822
Net cash used in investing activities		**(919,916)**	**(856,660)**	**(871,053)**	**(857,906)**

University of the Witwatersrand - Johannesburg

Consolidated and Separate Financial Statements for the year ended 31 December 2022

Statements of Cash Flows

Figures in R `000	Notes	Group 2022	Group 2021	University 2022	University 2021
Cash flows from financing activities					
Proceeds from long term borrowings			102,676		102,676
Increase in Right of Use Liability		-	29,652	-	29,652
Lease payments		(56,660)	(92,022)	(39,605)	(78,480)
Repayment of long term borrowings		(71,143)	(95,066)	(72,002)	(90,692)
Net cash inflow from financing activities		**(127,803)**	**(54,760)**	**(111,607)**	**(36,844)**
Net (decrease) / increase in cash and cash equivalents		548,207	374,831	20,007	(36,210)
Cash and cash equivalents at beginning of the year	28	2,242,090	1,867,259	118,835	155,048
Cash and cash equivalents at end of the year		**2,790,297**	**2,242,090**	**138,842**	**118,835**

Statements of Cash Flows

Figures in R `000	Notes	Group 2022	Group 2021	University 2022	University 2021
Cash generated from operating activities					
Cash generated from operations	34	1,629,203	1,393,689	1,029,306	953,466
Finance costs		(31,797)	(105,236)	(26,639)	(94,926)
Tax received/(paid)		(1,480)	(2,202)	-	-
Net cash inflow from operating activities		**1,595,926**	**1,286,251**	**1,002,667**	**858,540**
Cash flows from investing activities					
Purchase of property, plant and equipment		(793,158)	(485,331)	(646,544)	(422,554)
Purchase of intangible assets	16	(11,750)	(12,288)	(11,679)	(12,289)
Proceeds on disposal of property, plant and equipment		1,421	1,217	835	686
Purchase of available-for-sale investments	18	(15,232,876)	(3,545,566)	(14,006,422)	(3,303,660)
Proceeds on disposal of available-for-sale investments	18	14,945,803	2,848,181	13,756,863	2,653,389
Investment income capitalised	18	(296,680)		(273,137)	-
Decrease/(Increase) in loans and receivables		-	-	-	-
Decrease/(Increase) in interest in controlled entities	19	(13,857)	(2,282)	39,248	(2,286)
Decrease/(Increase) in interest in associated entities		-	-	(14,187)	(21,589)
Interest received		406,541	308,876	209,654	217,575
Dividends received		74,640	30,533	74,316	32,822
Net cash used in investing activities		**(919,916)**	**(856,660)**	**(871,053)**	**(857,906)**

Statements of Cash Flows

Figures in R `000	Notes	Group 2022	Group 2021	University 2022	University 2021
Cash flows from financing activities					
Proceeds from long term borrowings			102,676		102,676
Increase in Right of Use Liability		-	29,652	-	29,652
Lease payments		(56,660)	(92,022)	(39,605)	(78,480)
Repayment of long term borrowings		(71,143)	(95,066)	(72,002)	(90,692)
Net cash inflow from financing activities		**(127,803)**	**(54,760)**	**(111,607)**	**(36,844)**
Net (decrease) / increase in cash and cash equivalents		548,207	374,831	20,007	(36,210)
Cash and cash equivalents at beginning of the year	28	2,242,090	1,867,259	118,835	155,048
Cash and cash equivalents at end of the year		**2,790,297**	**2,242,090**	**138,842**	**118,835**

Centenary Founder's Tea

7. The way forward

The University had an unprecedented year as it celebrated its 100th year of existence in 2022. Tribute goes to the contributions of staff, students, councillors, alumni, and friends of Wits who ensured that the Wits Centenary Year was the success it was. Just as we showcased our 100 years of existence in teaching, research, making a difference to society, the numerous initiatives, events, and celebrations of 2022 will form part of Wits' history for many years to come. Looking forward, we will continue to work towards improving and increasing Wits' academic and research profile; and coupled, with new strategic partnerships; maintain financial stability; improve students support initiatives; promote transformation and diversity and imbibe a positive institutional culture, to ensure that the future is bright.

The Wits Centenary parade

The Wits Legends vs Orlando Pirates game

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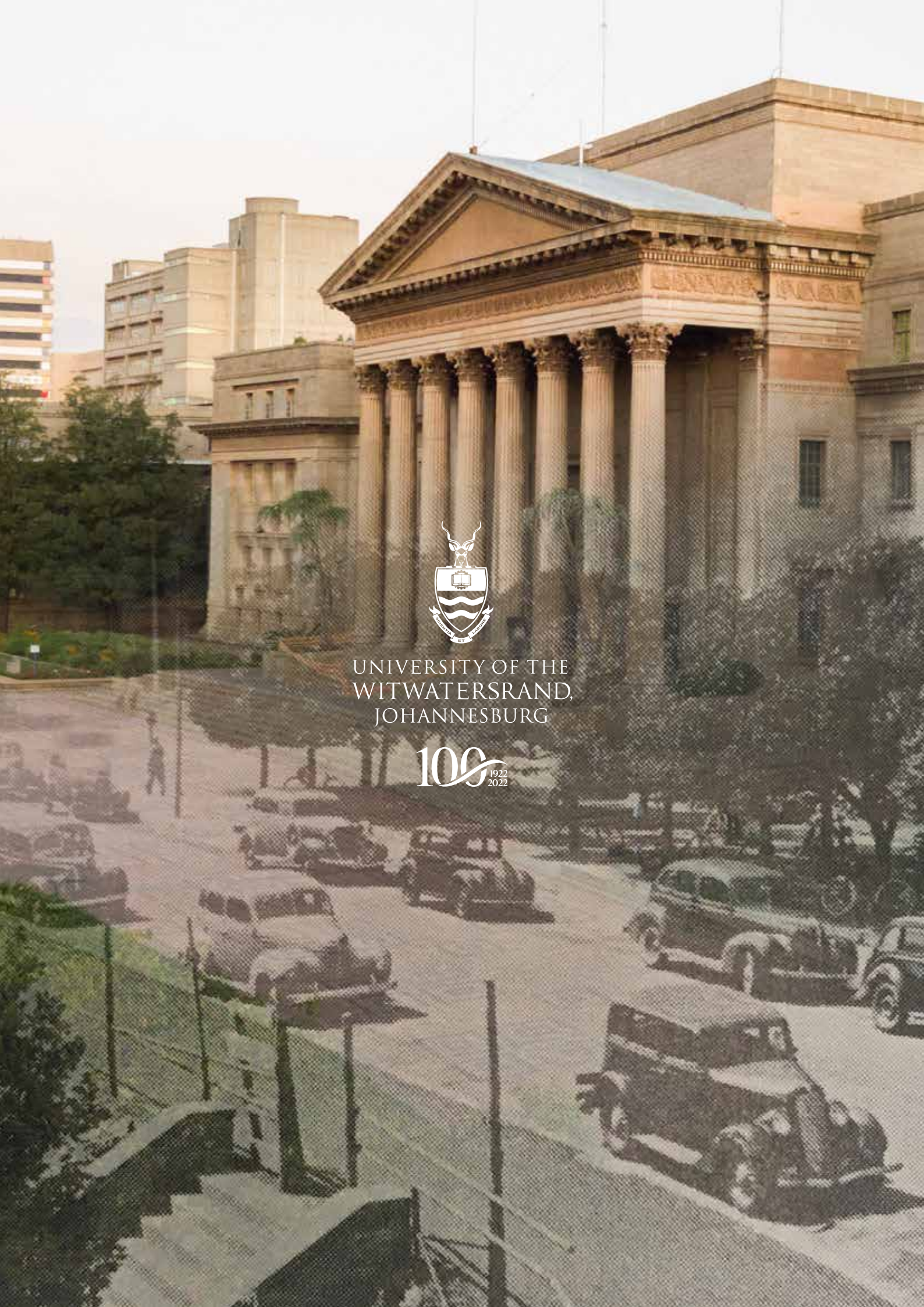

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